

AGENDA

SPECIAL MEETING OF THE BOARD OF DIRECTORS

**WEDNESDAY, MAY 25, 2022 – 4:00 PM
9300 FANITA PARKWAY, SANTEE, CA 92071**

NOTICE TO THE PUBLIC

The meeting will be held at the appointed meeting place, the Board Room at the District's Customer Service Center, located at 9300 Fanita Parkway in Santee.

The meeting is also being held virtually via Zoom pursuant to recent amendments to the Brown Act permitting virtual meetings and waiving certain teleconference requirements under certain circumstances. Some Board Members may attend the meeting virtually pursuant to such Brown Act amendments.

Register to watch the webinar via the link below:

https://us06web.zoom.us/webinar/register/WN_udbm41kZTq2GYwEiH1NX3g

After registering, you will receive a confirmation with a link to join the webinar.

For teleconference dial:

+1 (646) 568-7788

Webinar/Meeting ID:

829 9552 3159#

Enter # for participant ID

PUBLIC COMMENT INSTRUCTIONS

Members of the public may address the Board on any item on the agenda when the item is considered, or under "Opportunity for Public Comment" regarding items not on the posted agenda that are within the subject matter jurisdiction of the Board. If attending via Zoom, attendees must click the hand raise icon within the meeting platform and will be called on to unmute themselves when it is their turn to speak. If attending in person, fill out a "request to speak" form located near the entrance of the board room and give to the Board Secretary. Public comments are limited to 3 minutes.

Public comments may also be submitted in writing through the [public comment e-form](#) at least a half hour prior to the start of the meeting or mailed to the attention of Amy Pederson, Padre Dam, PO Box 719003, Santee, CA 92072. These public comment procedures supersede the District's normal public comment policies and procedures to the contrary.

The complete agenda package is available for public review at www.PadreDam.org. No action may be taken on any item not appearing on the posted agenda, except as provided by Gov. Code Section 54954.2. Any written materials provided to the Board within 72 hours of the meeting regarding any item on this agenda will be available for public inspection on the District's website. For questions or request for information related to this agenda contact Amy Pederson, Board Secretary, at 619.258.4614 or apederson@padre.org.

Upon request, this agenda will be made available in appropriate alternative formats to persons with disabilities, as required by Section 202 of the American with Disabilities Act of 1990. Any person with a disability who requires a modification or accommodation in order to participate in a meeting should contact our ADA Coordinator: Larry Costello at 619.258.4678 or lcostello@padre.org.

AGENDA

- **CALL TO ORDER**

- **PLEDGE OF ALLEGIANCE**

- **OPPORTUNITY FOR PUBLIC COMMENT**

Opportunity for members of the public to address the Board regarding items not appearing on this agenda and are within the jurisdiction of the Board (Gov. Code 54954.3)

- **ACTION AGENDA**

Items on the Action Agenda call for discussion and action by the Board. All items are placed on the Agenda so that the Board may discuss and take action on the item if the Board is so inclined.

1. **SOLE SOURCE PROCUREMENT FOR PROFESSIONAL SERVICES FOR THE SANTEE LAKES HOLIDAY LIGHT SHOW**

Recommendation:

1. Hear staff report.
2. Determine, based on the staff report, that competitive procedures would not produce an advantage to the District; and
3. Authorize the CEO/General Manager, or his designee, to execute a professional services agreement with BOLD Media to provide professional services for the Santee Lakes Holiday Light Show for a not to exceed amount of \$187,000; subject to final review and approval by Legal Counsel.

2. **APPROVAL OF THE 2023-2027 FIVE YEAR STRATEGIC BUSINESS PLAN AND BUDGET**

Recommendation:

1. Hear staff report
2. Adopt resolution approving the Five Year Strategic Business Plan and Budget for fiscal years 2023-2027, pending approval of proposed potable water, recycled water and sewer rates at the July 13, 2022 public hearing.


- **CLOSED SESSION**

At any time during the regular session, the Board may adjourn to closed session to consider litigation, or discuss with Legal Counsel matters within the attorney-client privilege, subject to the appropriate disclosures. Discussion of litigation is within the attorney-client privilege and may be held in closed session. (Govt Code 59956.9)

- **ADJOURNMENT**

CERTIFICATION OF POSTING

I certify that on May 20, 2022, I posted a copy of the foregoing agenda near the regular meeting place of the Board of Directors of Padre Dam Municipal Water District, said time being at least 24 hours prior to the meeting, in accordance with Gov. Code Section 54956 (a).



Amy Pederson, Board Secretary



BOARD AGENDA REPORT

Meeting Date: 05-25-2022
Dept. Head: Laura Koval
Submitted by: Megan Monteith
Department: Park
Approved by: Allen Carlisle, CEO/GM

SUBJECT: SOLE SOURCE PROCUREMENT FOR PROFESSIONAL SERVICES –FOR THE SANTEE LAKES HOLIDAY LIGHT SHOW

RECOMMENDATION(S):

1. Hear staff report.
2. Determine, based on the staff report, that competitive procedures would not produce an advantage to the District; and
3. Authorize the CEO/General Manager, or his designee, to execute a professional services agreement with BOLD Media to provide professional services for the Santee Lakes Holiday Light Show for a not to exceed amount of \$187,000; subject to final review and approval by Legal Counsel.

ALTERNATIVE(S):

Reject contract and do not authorize executing the agreement at this time.

ATTACHMENT(S):

1. Professional Services contract with BOLD Media for Santee Lakes Holiday Light Show

FUNDING:

Requested amount: \$187,000
Budgeted amount: \$190,000 in the new five year budget
Are funds available? ☒ Yes ☐ No
Project cost to date:

PRIOR BOARD/COMMITTEE CONSIDERATION: N/A

STRATEGIC PLAN IMPLEMENTATION:

This agenda item is consistent with the District's Strategic Plan and meets one or more of the following Strategic Goals: Provide safe, reliable water, recycled water and sewer services; Ensure fiscal health and competitively sustainable rates; Enhance customer communications and education; Increase water, wastewater and energy independence; Maintain workforce excellence; Expand park and recreation opportunities.

Reviewed by:	Action Required:	Policy Updates:	Action Taken:
Dept Head <input checked="" type="checkbox"/>	Motion <input checked="" type="checkbox"/>	Rules & Regulations <input type="checkbox"/>	As Recommended _____
Finance <input type="checkbox"/>	Resolution <input type="checkbox"/>	Standard Practices <input type="checkbox"/>	Reso/Ord. No. _____
Legal Counsel <input checked="" type="checkbox"/>	Ordinance <input type="checkbox"/>	& Policies	Other _____
Standard Form <input type="checkbox"/>	None <input type="checkbox"/>		

EXECUTIVE SUMMARY:

As a self-sufficient operation sensitive to increasing costs and competition in the hospitality and tourism markets, Santee Lakes Recreation Preserve has shifted away from community events entirely coordinated by Santee Lakes' staff in favor of partnerships with established companies (like the Water Lantern Festival in 2019). We've found partnered events require less upfront costs, reduce strain on Park staff, and bring a larger return on investment (ROI). Santee Lakes is seeking to enter a three year contract with BOLD Media to produce a Holiday Lights Show to run from the end of November through the month of December for a period of three years, with the first year beginning in 2022. BOLD Media will provide Santee Lakes with the light displays, ticketing service, payment processing, and trailer for storage. In year one, BOLD Media will provide a crew for setup and tear down of the light displays and cross-train Park staff.

The District's purchasing policy permit the District to forgo competitive bidding if it is determined in the best interest of the District, such as when competition is deemed inadequate or when equipment meeting the District's needs can only be obtained from one source. Based on staff's research and evaluations, BOLD Media is the only vendor that provides professional services for a customized light show that also includes sponsor displays without the need for Santee Lakes to develop them. Therefore, staff recommends the Board determine, based on the staff report, that competitive procedures would not produce an advantage to the District, and award contract to BOLD Media to provide professional services for the Santee Lakes Holiday Light Show for a not to exceed amount of \$187,000; subject to final review and approval by Legal Counsel.

DESCRIPTION:

BOLD Media facilitates drive thru holiday light shows across the county in locations like Boston, the Richmond Raceway, Buffalo/Niagara, 3rd Marshfield Fair, Wawaloam Campground and more. This holiday experience is like no other, as their shows can be customized to include sponsor displays without the need to build them on our end. The show curators combine cutting-edge light show technology with a mile of lights and tunnels synchronized to music in the guest car's FM radio. In addition, while most shows use the same displays every year, BOLD Media has the ability to rotate out the vast majority of the displays in each of their locations each year, meaning that the experience is always a new and exciting ride.

Staff analyzed the upfront cost for the 3-year commitment, operational concerns, electric power needs and staff time and researched the ROI for similar shows. Staff determined the event has the strong potential to double our investment in year one as well as become a community tradition.

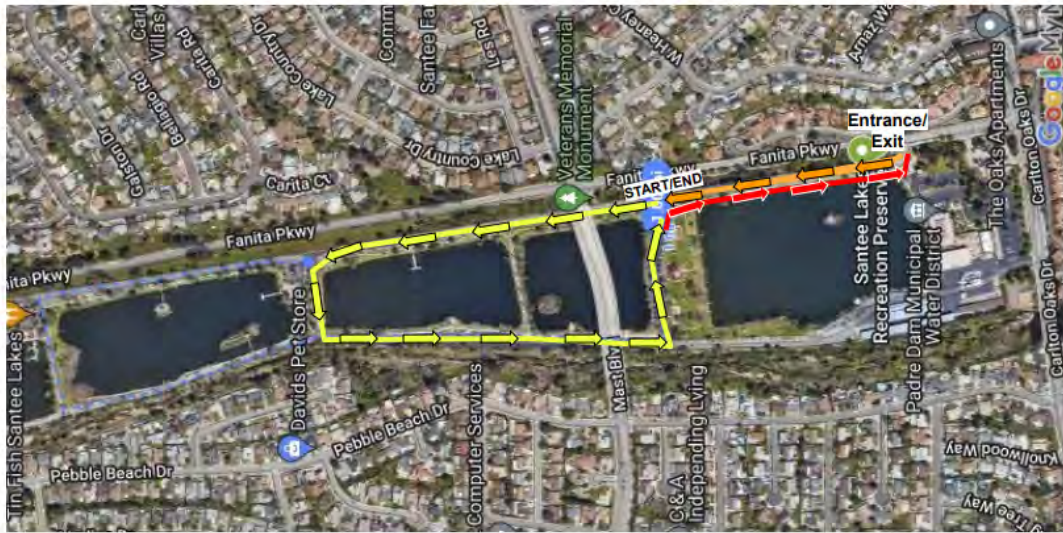
Santee Lakes Recreation Preserve

Proposed Show Route

Orange arrow
.3 mile backup
off road

Yellow arrow
1 mile event
route

Red arrow
.3 mile exit
route



1. Bulby Welcome Sign - 20ft
2. Santa as Trade Workers - 45ft
3. Bulby Ice Skating - 75ft
4. Checking The List - 50ft
5. Rockin Xmas - 50ft
6. Mele Kalikimaka - 200ft
7. Don't Stop Believing - 50ft
8. Cookie Factory - 200ft
9. Noel Sign - 30ft
10. Santa w/ Reindeer - 25ft
11. Present Cannon - 50ft
12. Stockings LOR - 250ft
13. Hot Chocolate - 15ft
14. Sleigh - 150ft
15. Swans - 75ft
16. Santa Waving - 10ft
17. Christmas Gnomes - 50ft
18. Elf Circus - 150ft
19. Airport - 150ft
20. Horse Drawn Sleigh - 50ft
21. Wreaths LOR - 250ft
22. Elf Decorating Tree - 75ft
23. Mega Tree LOR - 40ft
24. Caroling Reindeer - 20ft
25. Twisting Tunnel - 160ft
26. Nativity - 75ft
27. Poinsettias - 75ft
28. Candy LOR - 250ft
29. Coal Mine - 300ft
30. Santa & Reindeer - 50ft
31. Trees LOR - 250ft
32. Campfire Animals - 75ft
33. Tunnel LOR - 160ft
34. Field of Reindeer - 75ft
35. Naughty/Nice LOR - 75ft
36. Castle Arch - 20ft
37. Night Before Xmas - 600ft
38. Loading Sleigh - 50ft
39. Doghouse - 20ft
40. Jack in the Box - 25ft
41. Snowman Family - 50ft
42. North Pole Train - 100ft
43. Hanukkah - 100ft
44. Santa Climbing Chimney - 20ft
45. Merry Xmas - 30ft

Not Shown are the Toy Soldier Entrance Sign or the Entrance Directional Sign

Santee Lake Display Map Key

Map on Next Page

Santee Lake Display Map



RECOMMENDATION(S):

1. Hear staff report.
2. Determine, based on the staff report, that competitive procedures would not produce an advantage to the District; and
3. Authorize the CEO/General Manager, or his designee, to execute a professional services agreement with BOLD Media to provide professional services for the Santee Lakes Holiday Light Show for a not to exceed amount of \$187,000; subject to final review and approval by Legal Counsel.

**PADRE DAM MUNICIPAL WATER DISTRICT
PROFESSIONAL SERVICES AGREEMENT**

This Agreement is made and entered into as of _____, 2022, by and between the PADRE DAM MUNICIPAL WATER DISTRICT (hereinafter referred to as the "District"), organized and existing under the Municipal Water District Law of 1911, Water Code § 71000 et seq., and BOLD Broadcasting, LLC d/b/a BOLD Media, an entertainment media company (hereinafter referred to as "Consultant").

RECITALS

- A. District is a public agency of the State of California and is in need of professional services for the following project: Santee Lakes Holiday Light Show, (hereinafter referred to as "the Project").
- B. Consultant is duly licensed and has the necessary qualifications to provide such services.
- C. The parties desire by this Agreement to establish the terms for District to retain Consultant to provide the services described herein.

AGREEMENT

NOW, THEREFORE, IT IS AGREED AS FOLLOWS:

1. Services.

Consultant shall provide the District with the services described in the Scope of Services attached hereto as Exhibit "A."

2. Compensation.

a. Subject to paragraph 2(b) below, the District shall pay for such services in accordance with the Schedule of Charges set forth in Exhibit "B."

b. Consultant shall not be entitled to any reimbursement of costs and expenses except as expressly set forth in this agreement set forth in Exhibit "B".

3. Additional Work.

If changes in the work seem merited by Consultant or the District, and informal consultations with the other party indicate that a change is warranted, it shall be processed in the following manner: a letter outlining the changes shall be forwarded to the District by Consultant with a statement of estimated changes in fee or time schedule. An amendment to this Agreement shall be prepared by the District and executed by both parties before performance of such services, or the District will not be required to pay for the changes in the scope of work. Such amendment shall not render ineffective or invalidate unaffected portions of this Agreement.

4. Maintenance of Records.

Books, documents, papers, accounting records, and other evidence pertaining to costs incurred shall be maintained by Consultant and made available at all reasonable times during the contract period and for four (4) years from the date of final payment under the contract for inspection by District.

5. Term.

The term of this Agreement shall be from **June 1, 2022** to **January 15, 2025**, unless earlier terminated as provided herein. The Parties may, by mutual, written consent, extend the term of this Agreement if necessary to complete the Project. Consultant shall perform its services in a prompt and timely manner within the term of this Agreement and shall commence performance upon receipt of written notice from the District to proceed ("Notice to Proceed"). The Notice to Proceed shall set forth the date of commencement of work.

6. Delays in Performance.

a. Neither District nor Consultant shall be considered in default of this Agreement for delays in performance caused by circumstances beyond the reasonable control of the non-performing party. For purposes of this Agreement, such circumstances include but are not limited to, abnormal weather conditions; floods; earthquakes; fire; epidemics; pandemics; war; riots and other civil disturbances; strikes, lockouts, work slowdowns, and other labor disturbances; sabotage or judicial restraint.

b. Should such circumstances occur, the non-performing party shall, within a reasonable time of being prevented from performing, give written notice to the other party describing the circumstances preventing continued performance and the efforts being made to resume performance of this Agreement.

7. Compliance with Law.

a. Consultant shall comply with all applicable laws, ordinances, codes and regulations of the federal, state and local government, including Cal/OSHA requirements.

b. If required, Consultant shall assist the District, as requested, in obtaining and maintaining all permits required of Consultant by federal, state and local regulatory agencies.

c. If applicable, Consultant is responsible for all costs of clean up and/ or removal of hazardous and toxic substances spilled as a result of his or her services or operations performed under this Agreement.

8. Standard of Care

Consultant's services will be performed in accordance with generally accepted professional practices and principles and in a manner consistent with the level of care and skill ordinarily exercised by members of the profession currently practicing under similar conditions.

9. Assignment and Subconsultant

Consultant shall not assign, sublet, or transfer this Agreement or any rights under or interest in this Agreement without the written consent of the District, which shall not be unreasonably withheld. Any attempt to so assign or so transfer without such consent shall be void and without legal effect and shall constitute grounds for termination. Subcontracts, if any, shall contain a provision making them subject to all provisions stipulated in this Agreement. Nothing contained herein shall prevent Consultant from employing independent associates, and subconsultants as Consultant may deem appropriate to assist in the performance of services hereunder.

10. Independent Consultant

Consultant is retained as an independent contractor and is not an employee of District. No employee or agent of Consultant shall become an employee of District. The work to be performed shall be in accordance with the work described in this Agreement, subject to such directions and amendments from District as herein provided.

11. Insurance

Consultant shall not commence work for the District until it has provided evidence satisfactory to the District it has secured all insurance required under this section. In addition, Consultant shall not allow any subcontractor to commence work on any subcontract until it has secured all insurance required under this section.

a. Commercial General Liability

(i) The Consultant shall take out and maintain, during the performance of all work under this Agreement, in amounts not less than specified herein, Commercial General Liability Insurance, in a form and with insurance companies acceptable to the District.

(ii) Coverage for Commercial General Liability insurance shall be at least as broad as the following:

(1) Insurance Services Office Commercial General Liability coverage (Occurrence Form CG 00 01) or exact equivalent.

(iii) Commercial General Liability Insurance must include coverage for the following:

- (1) Bodily Injury and Property Damage
- (2) Personal Injury/Advertising Injury
- (3) Premises/Operations Liability
- (4) Aggregate Limits that Apply per Project

(5) Broad Form Property Damage

(6) Independent Contractors Coverage

(iv) The policy shall contain no endorsements or provisions limiting coverage for (1) contractual liability; (2) cross liability exclusion for claims or suits by one insured against another; or (3) contain any other exclusion contrary to the Agreement.

(v) The policy shall give Padre Dam Municipal Water District, the Board and each member of the Board, its officers, employees, agents and District designated volunteers additional insured status using ISO endorsement forms CG 20 10 10 01 and 20 37 10 01, or endorsements providing the exact same coverage.

(vi) The general liability program may utilize either deductibles or provide coverage excess of a self-insured retention, subject to written approval by the District, and provided that such deductibles shall not apply to the District as an additional insured.

b. Automobile Liability

(i) At all times during the performance of the work under this Agreement, the Consultant shall maintain Automobile Liability Insurance for bodily injury and property damage including coverage for owned, non-owned and hired vehicles, in a form and with insurance companies acceptable to the District.

(ii) Coverage for automobile liability insurance shall be at least as broad as Insurance Services Office Form Number CA 0001 covering automobile liability (Coverage Symbol 1, any auto).

(iii) Subject to written approval by the District, the automobile liability program may utilize deductibles, provided that such deductibles shall not apply to the District as an additional insured, but not a self-insured retention.

c. Workers' Compensation/Employer's Liability

(i) Consultant certifies that he/she is aware of the provisions of Section 3700 of the California Labor Code which requires every employer to be insured against liability for workers' compensation or to undertake self-insurance in accordance with the provisions of that code, and he/she will comply with such provisions before commencing work under this Agreement.

(ii) To the extent Consultant has employees at any time during the term of this Agreement, at all times during the performance of the work under this Agreement, the Consultant shall maintain full compensation insurance for all persons employed directly by him/her to carry out the work contemplated under this Agreement, all in accordance with the "Workers' Compensation and Insurance Act," Division IV of the Labor Code of the State of California and any acts amendatory thereof, and Employer's Liability Coverage in amounts indicated herein. Consultant shall require all subconsultants to obtain and maintain, for the period required by this Agreement, workers' compensation coverage of the same type and limits as specified in this section.

d. Minimum Policy Limits Required

(i) The following insurance limits are required for the Agreement:

Combined Single Limit

Commercial General Liability	\$1,000,000 per occurrence/\$2,000,000 aggregate for bodily injury, personal injury, and property damage
Automobile Liability	\$1,000,000 per occurrence for bodily injury and property damage
Employer's Liability	\$1,000,000 per occurrence

(ii) Defense costs shall be payable in addition to the limits.

(iii) Requirements of specific coverage or limits contained in this section are not intended as a limitation on coverage, limits, or other requirement, or a waiver of any coverage normally provided by any insurance. Any available coverage shall be provided to the parties required to be named as Additional Insured pursuant to this Agreement.

e. Evidence Required

Prior to execution of the Agreement, the Consultant shall file with the District evidence of insurance from an insurer or insurers certifying to the coverage of all insurance required herein. Such evidence shall include original copies of the ISO CG 00 01 (or insurer's equivalent) signed by the insurer's representative and Certificate of Insurance (Acord Form 25-S or equivalent), together with required endorsements. All evidence of insurance shall be signed by a properly authorized officer, agent, or qualified representative of the insurer and shall certify the names of the insured, any additional insureds, where appropriate, the type and amount of the insurance, the location and operations to which the insurance applies, and the expiration date of such insurance.

f. Policy Provisions Required

(i) Consultant shall provide the District at least thirty (30) days prior written notice of cancellation of any policy required by this Agreement, except that the Consultant shall provide at least ten (10) days prior written notice of cancellation of any such policy due to non-payment of premium. If any of the required coverage is cancelled or expires during the term of this Agreement, the Consultant shall deliver renewal certificate(s) including the General Liability Additional Insured Endorsement to the District at least ten (10) days prior to the effective date of cancellation or expiration.

(ii) The Commercial General Liability Policy and Automobile Policy shall each contain a provision stating that Consultant's policy is primary insurance and that any insurance, self-insurance or other coverage maintained by the District or any named insureds shall not be called upon to contribute to any loss.

(iii) The retroactive date (if any) of each policy is to be no later than the effective date of this Agreement. Consultant shall maintain such coverage continuously for a period of at least three years after the completion of the work under this Agreement. Consultant shall purchase a one (1) year extended reporting period A) if the retroactive date is advanced past the effective date of this Agreement; B) if the policy is cancelled or not renewed; or C) if the policy is replaced by another claims-made policy with a retroactive date subsequent to the effective date of this Agreement.

(iv) All required insurance coverages shall contain or be endorsed to waive subrogation against the District, its officials, officers, employees, agents, and volunteers or shall specifically allow Consultant or others providing insurance evidence in compliance with these specifications to waive their right of recovery prior to a loss. Consultant hereby waives its own right of recovery against District, and shall require similar written express waivers and insurance clauses from each of its subconsultants.

g. Qualifying Insurers

(i) All policies required shall be issued by acceptable insurance companies, as determined by the District, which satisfy the following minimum requirements:

(1) Each such policy shall be from a company or companies with a current A.M. Best's rating of no less than A:VII and admitted to transact business of insurance in the State of California, or otherwise allowed to place insurance through surplus line brokers under applicable provisions of the California Insurance Code or any federal law.

h. Additional Insurance Provisions

(i) The foregoing requirements as to the types and limits of insurance coverage to be maintained by Consultant, and any approval of said insurance by the District, is not intended to and shall not in any manner limit or qualify the liabilities and obligations otherwise assumed by the Consultant pursuant to this Agreement, including but not limited to, the provisions concerning indemnification.

(ii) If at any time during the life of the Agreement, any policy of insurance required under this Agreement does not comply with these specifications or is canceled and not replaced, District has the right but not the duty to obtain the insurance it deems necessary and any premium paid by District will be promptly reimbursed by Consultant or District will withhold amounts sufficient to pay premium from Consultant payments. In the alternative, District may cancel this Agreement.

(iii) The District may require the Consultant to provide complete copies of all insurance policies in effect for the duration of the Project.

(iv) Neither the District nor the Board, nor any member of the Board, nor any of the directors, officers, employees, agents or volunteers shall be personally responsible for any liability arising under or by virtue of this Agreement.

i. Subconsultant Insurance Requirements. Consultant shall not allow any subcontractors or subconsultants to commence work on any subcontract until they have provided evidence satisfactory to

the District that they have secured all insurance required under this Section. Policies of commercial general liability insurance provided by such subcontractors or subconsultants shall be endorsed to name the District as an additional insured using ISO form CG 20 38 04 13 or an endorsement providing the exact same coverage. If requested by Consultant, District may approve different scopes or minimum limits of insurance for particular subcontractors or subconsultants.

12. Indemnification.

To the fullest extent permitted by law, Consultant shall defend (with counsel of District's choosing), indemnify and hold the District, its officials, officers, employees, volunteers, and agents free and harmless from any and all claims, demands, causes of action, costs, expenses, liability, loss, damage or injury of any kind, in law or equity, to property or persons, including wrongful death, in any manner arising out of, pertaining to, or incident to any acts, errors or omissions, or willful misconduct of Consultant, its officials, officers, employees, subcontractors, consultants or agents in connection with the performance of the Consultant's Services, the Project or this Agreement, including without limitation the payment of all damages, expert witness fees and attorney's fees and other related costs and expenses. Consultant's obligation to indemnify shall not be restricted to insurance proceeds, if any, received by Consultant, the District, its officials, officers, employees, agents, or volunteers.

To the extent required by Civil Code section 2782.8, which is fully incorporated herein, Consultant's obligations under the above indemnity shall be limited to claims that arise out of, pertain to, or relate to the negligence, recklessness, or willful misconduct of the Consultant, but shall not otherwise be reduced. If Consultant's obligations to defend, indemnify, and/or hold harmless arise out of Consultant's performance of "design professional services" (as that term is defined under Civil Code section 2782.8), then upon Consultant obtaining a final adjudication that liability under a claim is caused by the comparative active negligence or willful misconduct of the District, Consultant's obligations shall be reduced in proportion to the established comparative liability of the District and shall not exceed the Consultant's proportionate percentage of fault.

13. California Labor Code Requirements.

a. Consultant is aware of the requirements of California Labor Code Sections 1720 et seq. and 1770 et seq., which require the payment of prevailing wage rates and the performance of other requirements on certain "public works" and "maintenance" projects ("Prevailing Wage Laws"). If the services are being performed as part of an applicable "public works" or "maintenance" project, as defined by the Prevailing Wage Laws, and if the total compensation is \$1,000 or more, Consultant agrees to fully comply with such Prevailing Wage Laws, if applicable. Consultant shall defend, indemnify and hold the District, its officials, officers, employees and agents free and harmless from any claims, liabilities, costs, penalties or interest arising out of any failure or alleged failure to comply with the Prevailing Wage Laws. It shall be mandatory upon the Consultant and all subconsultants to comply with all California Labor Code provisions, which include but are not limited to prevailing wages (Labor Code Sections 1771, 1774 and 1775), employment of apprentices (Labor Code Section 1777.5), certified payroll records (Labor Code Sections 1771.4 and 1776), hours of labor (Labor Code Sections 1813 and 1815) and debarment of contractors and subcontractors (Labor Code Section 1777.1). The requirement to submit certified payroll records directly to the Labor Commissioner under Labor Code section 1771.4 shall not apply to work

performed on a public works project that is exempt pursuant to the small project exemption specified in Labor Code Section 1771.4.

b. If the services are being performed as part of an applicable “public works” or “maintenance” project, then pursuant to Labor Code Sections 1725.5 and 1771.1, the Consultant and all subconsultants performing such services must be registered with the Department of Industrial Relations (“DIR”). Consultant shall maintain registration for the duration of the Project and require the same of any subconsultants, as applicable. Notwithstanding the foregoing, the contractor registration requirements mandated by Labor Code Sections 1725.5 and 1771.1 shall not apply to work performed on a public works project that is exempt pursuant to the small project exemption specified in Labor Code Sections 1725.5 and 1771.1.

c. This Agreement may also be subject to compliance monitoring and enforcement by the DIR. It shall be Consultant’s sole responsibility to comply with all applicable registration and labor compliance requirements. Any stop orders issued by the DIR against Consultant or any subcontractor that affect Consultant’s performance of services, including any delay, shall be Consultant’s sole responsibility. Any delay arising out of or resulting from such stop orders shall be considered Consultant caused delay and shall not be compensable by the District. Consultant shall defend, indemnify and hold the District, its officials, officers, employees and agents free and harmless from any claim or liability arising out of stop orders issued by the DIR against Consultant or any subcontractor.

14. Verification of Employment Eligibility.

By executing this Agreement, Consultant verifies that it fully complies with all requirements and restrictions of state and federal law respecting the employment of undocumented aliens, including, but not limited to, the Immigration Reform and Control Act of 1986, as may be amended from time to time, and shall require all subconsultants and sub-subconsultants to comply with the same.

15. Laws and Venue

This Agreement shall be interpreted in accordance with the laws of the State of California. If any action is brought to interpret or enforce any term of this Agreement, the action shall be brought in a state or federal court situated in the County of San Diego, State of California.

16. Termination or Abandonment

a. District has the right to terminate or abandon any portion or all of the work under this Agreement by giving ten (10) calendar days written notice to Consultant. Consultant shall refund the reasonable value of services not yet rendered under this agreement. In such event, District shall be immediately given title and possession to all original field notes, drawings and specifications, written reports and other documents produced or developed for that portion of the work completed and/or being abandoned. District shall pay Consultant the reasonable value of services rendered for any portion of the work completed prior to termination. If said termination occurs prior to completion of any task for the Project for which a payment request has not been received, the charge for services performed during such task shall be the reasonable value of such services, based on an amount mutually agreed to by District and Consultant of the portion of such task completed but not paid prior to said termination. District shall

not be liable for any costs other than the charges or portions thereof which are specified herein. Consultant shall not be entitled to payment for unperformed services, and shall not be entitled to damages or compensation for termination of work.

b. Consultant may terminate its obligation to provide further services under this Agreement upon thirty (30) calendar days' written notice to District only in the event of substantial failure by District to perform in accordance with the terms of this Agreement through no fault of Consultant.

17. Documents.

Except as otherwise provided in "Termination or Abandonment," above, all original field notes, written reports, Drawings and Specifications and other documents, produced or developed for the Project shall, upon payment in full for the services described in this Agreement, be furnished to and become the property of the District.

18. Organization

Consultant shall assign Danny Dwyer as Project Manager. The Project Manager shall not be removed from the Project or reassigned without the prior written consent of the District, not to be unreasonably withheld.

19. Limitation of Agreement.

This Agreement is limited to and includes only the work included in the Project described above and as determined at the time the schematic plans and site utilization plans are approved. Any subsequent construction at the site of the Project, or at any other District site, will be covered by, and be the subject of, a separate Agreement for between District and the Engineer chosen therefore by District.

20. Notice

Any notice or instrument required to be given or delivered by this Agreement may be given or delivered by depositing the same in any United States Post Office, certified mail, return receipt requested, postage prepaid, addressed to:

DISTRICT:

Padre Dam Municipal Water District
Attn: Megan Monteith
P.O. Box 719003
Santee, CA 92072-9003

CONSULTANT:

BOLD Broadcasting dba BOLD Media
Attn: Matthew Glaser
801 Motor Pkwy, Suite 102
Hauppauge, NY 11788

and shall be effective upon receipt thereof.

21. Third Party Rights

Nothing in this Agreement shall be construed to give any rights or benefits to anyone other than the District and the Consultant.

22. Equal Opportunity Employment.

Consultant represents that it is an equal opportunity employer and that it shall not discriminate against any employee or applicant for employment because of race, religion, color, national origin, ancestry, sex, age or other interests protected by the State or Federal Constitutions. Such non-discrimination shall include, but not be limited to, all activities related to initial employment, upgrading, demotion, transfer, recruitment or recruitment advertising, layoff or termination.

23. Entire Agreement

This Agreement, with its exhibits, represents the entire understanding of District and Consultant as to those matters contained herein, and supersedes and cancels any prior or contemporaneous oral or written understanding, promises or representations with respect to those matters covered hereunder. Each party acknowledges that no representations, inducements, promises or agreements have been made by any person which are not incorporated herein, and that any other agreements shall be void. This Agreement may not be modified or altered except in writing signed by both parties hereto. This is an integrated Agreement.

24. Severability

The unenforceability, invalidity or illegality of any provision(s) of this Agreement shall not render the remaining provisions unenforceable, invalid or illegal.

25. Successors and Assigns

This Agreement shall be binding upon and shall inure to the benefit of the successors in interest, executors, administrators and assigns of each party to this Agreement. However, Consultant shall not assign or transfer by operation of law or otherwise any or all of its rights, burdens, duties or obligations without the prior written consent of District. Any attempted assignment without such consent shall be invalid and void.

26. Non-Waiver

None of the provisions of this Agreement shall be considered waived by either party, unless such waiver is specifically specified in writing.

27. Time of Essence

Time is of the essence for each and every provision of this Agreement.

28. District's Right to Employ Other Consultants

District reserves right to employ other consultants, including engineers, in connection with this Project or other projects.

29. Prohibited Interests

Consultant maintains and warrants that it has not employed nor retained any company or person, other than a bona fide employee working solely for Consultant, to solicit or secure this Agreement. Further, Consultant warrants that it has not paid nor has it agreed to pay any company or person, other than a bona fide employee working solely for Consultant, any fee, commission, percentage, brokerage fee, gift or other consideration contingent upon or resulting from the award or making of this Agreement. For breach or violation of this warranty, District shall have the right to rescind this Agreement without liability. For the term of this Agreement, no director, official, officer or employee of District, during the term of his or her service with District, shall have any direct interest in this Agreement, or obtain any present or anticipated material benefit arising therefrom.

IN WITNESS WHEREOF, the parties have executed this Agreement as of the date first written above.

PADRE DAM MUNICIPAL WATER DISTRICT

BOLD Broadcasting LLC, dba BOLD Media:

By: _____

By: _____

Name **G. Allen Carlisle**
: _____

Name
: _____

Title: **CEO / General Manager**

Title

Approved as to Form: Sole Source

Paula de Sousa
District Legal Counsel
PADRE DAM MUNICIPAL WATER DISTRICT

60025.0006E\33799273.1

Professional Services Agreement
Between Padre Dam and BOLD Broadcasting, LLC d/b/a BOLD Media
Santee Lakes Holiday Light Show

EXHIBIT A

**EXHIBIT A
SCOPE OF SERVICE**

I. Scope of Project

This agreement made between Show Producers, Padre Dam Municipal Water District and BOLD Broadcasting, LLC d/b/a BOLD Media, do hereby enter into an agreement to supply industrial holiday light displays for use at a light show in Santee, CA. This agreement is for a three year period incorporating the November/December holidays for 2022, 2023, and 2024.

II. Scope of Services

Professional Services will consist of the following:

- A. The holiday light displays listed as an attachment herein for use in your light show, delivered to your show area on or before October 15th, 2022.
- B. All guy wires, controllers, stakes, animation boxes, and miscellaneous other gear as required to support the setup of BOLD Media's displays, all of which is listed herein.
- C. A small reserve of spare light bulbs, wire, and other consumable materials. If the producer's show utilizes other displays not belonging to BOLD Media, the Producer agrees that the spare consumable materials shall not be used for servicing such other displays.
- D. Optional hands-on technical training is offered by BOLD Media for up to 2 crew leaders who shall be sent by the Show Producer to BOLD Media's Rhode Island facility for training at Producers expense.
- E. Upon request and no less than 6 months' notice each year, BOLD Media will provide a crew consisting of (1) Crew Chief & (5) Crew Hands to install and breakdown the show in its entirety. The crew will be scheduled for a max of 10 days for the install and 5 day for the breakdown. If elected, the agreed upon fee for the crew is \$25,000 per year which will include: full setup (not to exceed 10 days), full breakdown (not to exceed 5 days), flights for the crew, and room and board for the duration of both the setup and breakdown. This also allows for the shadowing of Padre Dam Municipal Water District employees to learn the process of both the setup and breakdown. In year one show setup will take place anytime between November 11, 2022 and November 25th, 2022. In subsequent years if the Show Producer elects to use the Bold Media crew for setup and breakdown of the show the dates of setup will be confirmed no later than July 1st annually.
- F. Upon request, BOLD Media will conduct a site visit with a representative of the Show Producer to confirm feasibility of use of property for a light show. Show Producer shall be responsible for all travel expenses incurred by the BOLD Media representative. These expenses shall be paid by the Show Producer in advance of the visit.
- G. Trailer(s) for the storage of all show equipment shall be provided by BOLD Media. Any damage to a display must be reported to BOLD Media by Show Producer within 24 hours of the damage being noticed. If the trailer is unloaded by a crew provided by BOLD Media, they will assume responsibility to notify BOLD Media of damaged displays within 24 hours of it being noticed. All displays and provided support equipment must be returned to their respective trailers undamaged, and in full working order, by Show Producer no later than January 15th of each year. If BOLD Media is providing a crew to return displays to the trailer, they will assume responsibility of returning all displays to their respective trailers undamaged and to notify BOLD Media of any damage. Also if the Show Producer chooses to have the crew provided by BOLD Media breakdown the show, this will also be completed by January 15th each year. Any damage to a display that can be reasonably attributed to negligence, theft, mishandling, misuse, vandalism, intentional destruction or other similar occurrence will be the sole financial responsibility of the Show Producer unless caused directly by the elected BOLD Media crew managing set up and breakdown. Similarly, any displays not returned to their respective trailer(s) at the conclusion of the holiday season (by January 15th of the following year) shall be deemed stolen and the Show Producer accepts full responsibility for the replacement value and shipping cost associated with replacing the stolen display as shown in the equipment list which is attached herein as appendix A, unless the crew by BOLD Media who is managing the breakdown of the show, in which case the Show Producer holds no responsibility except in the case of BOLD Media crew's inability to perform the breakdown cause directly by site restrictions from the Show Producer. Trailer shall be provided by BOLD Media to show producer as a convenience only and Show Producer does not acquire any interest, whether as owner, lessor, or otherwise in any trailer provided by BOLD Media.

Should any vandalism and/or theft of equipment and displays take place both parties agree in advance to follow the following protocol:

Professional Services Agreement
Between Padre Dam and BOLD Broadcasting, LLC d/b/a BOLD Media
Santee Lakes Holiday Light Show

- i. Upon discovering the loss or damage of property belonging to BOLD Media, the local police will be notified and a report will be issued
 - ii. Insurance held by [Show Producer] will FIRST be utilized to replace or repair damages to any and all equipment and displays. BOLD Media has provided a list of each and every asset on site as Appendix A to this agreement.
 - iii. If Insurance held by Show Producer shall be insufficient to cover the replacement value (as documented in Appendix A), the Show Producer will cover the balance of the actual cost of the replacement within a time frame not to exceed 90 days following the discovery of the loss.
- H. To support a quality experience for the Show Producers guests, BOLD Media offers the ability to rotate show displays each holiday season. Should the show producer elect to have a new collection of displays provided in substitution of those displayed the previous year, Show Producer shall pay to BOLD Media a transportation fee of \$6,000.00 for each year in which this option is utilized. This transportation fee shall be paid within ten days of the Show Producer requesting the rotation of displays. A request to have a new collection of displays substituted for the upcoming holiday season must be made prior to June 1st of each year. If a request for rotating the displays is made, the Show Producer hereby explicitly consents to having the displays in its possession be removed from its property and consents to their use at another BOLD Media location or partner location for a different holiday show. The use and marketing of rotated-out displays will not entitle the Show Producer to charge or collect fees for their usage elsewhere.
- I. To support the Show Producer's ability to obtain sponsorship of its show, BOLD Media can produce custom sponsor displays which shall be separately quoted. The cost of sample art, production, delivery, and fulfillment is not included in this agreement and shall be subject to a separate agreement if requested by the Show Producer.

III. Team

Main Point of Contact:	Daniel Dwyer
Emergency Point of Contact:	Matthew Glaser
Technical/Display Assistance:	Andrew Adams
Crew Chief:	Thomas Clouse

IV. Assumptions

- A. The client will provide a competent maintenance person who can complete repairs as needed remotely. Any major repairs (greater than simple splicing of a wire to repair a display which has suffered a short) require consent and approval from BOLD Media's technical support team.
- B. The client will provide up to 2 crew leaders at Show Producer's sole expense to attend complimentary equipment training at BOLD Media's production facility in Rhode Island at a mutually-agreeable date should they request to manage their own setup and breakdown of the show. In doing so, the provided crew for \$25,000 per year will be replaced by a crew of Padre Dam Municipal Water District's choosing. The cost of the crew (\$25,000 per season) is not included in the cost of display leasing described herein.
- C. The client will provide a safe and secure environment for BOLD Media's equipment both while deployed for use in the event and subsequently while stored in their respective trailer(s).
- D. The client will permit the complimentary and safe storage for the length of this agreement of all show equipment at the facility where the event will take place. The Show Producer understands that once the trailer is delivered, it cannot be moved by a third party without the written consent of BOLD Media. Moreover, should the trailer be delivered to a location that later requires relocation, the movement of that trailer to a second location will be paid for by the Show Producer.
- E. The client will provide personnel to receive the trailer when delivered to the show location.
- F. The client will provide all power distribution equipment to support the displays once deployed.
- G. The client will obtain security for the event as determined in part by BOLD Media and local police authorities.
- H. The client will provide any heavy equipment required for setting up / breaking down the displays.

Professional Services Agreement
Between Padre Dam and BOLD Broadcasting, LLC d/b/a BOLD Media
Santee Lakes Holiday Light Show

- I. The client agrees that marketing and advertising is the responsibility of the Show Producer, they may not use the BOLD Media brand, intellectual property in any advertising or publication without the express written permission of BOLD Media.
- J. The client agrees that all permits required for hosting the event shall be properly obtained by the Show Producer. At no time will the Show Producer allow BOLD Media's equipment to become encumbered, mortgaged, used as collateral or otherwise detained due to Show Producer's acts or missions.
- K. The client will prevent members of the public and untrained staff from handling or coming into contact with BOLD Media's equipment.
- L. The Show Producer will furnish a certificate of insurance that evidences BOLD Broadcasting LLC dba BOLD Media as an additional insured with a waiver of subrogation with minimum coverage limits of One Million Dollars (\$1,000,000.00) per occurrence covering bodily injury and property damage commencing with the occupation of the grounds in preparation for the event through the final removal of property and equipment from the show grounds following the conclusion of the agreement.
- M. The show producer accepts the use of BOLD Media's equipment "as is" and hereby expressly agrees that at no time will it allow guests or untrained crew to come into physical contact with our equipment and holds harmless BOLD Media in the event of any injury or death arising from the failure, use, and/or misuse of BOLD Media's fixtures or in any other association with its event.
- N. The displays loaned to the Show Producer may only be used for the months of November, December, and January; with limited use permitted in the month of October should setup be conducted early in the season. Additional use or removal from their storage trailer(s) at other times of the year is strictly prohibited.
- O. All online ticketing shall be conducted through TicketSpice or another approved partner of BOLD Media. Credit card transactions shall be processed through Square payments, no Cash shall be accepted at the event for the safety of employees and funds in their custody.
- P. BOLD Media shall make a seasonal selection of upsell items available to the show producer for which they may in turn sell to their customers through their ticket booth window. Should the Show Producer wish to offer customers access to upsell items, they must place an order for any needed merchandise no later than September 1st in order to allow BOLD Media ample time to secure and ship the requested merchandise. Payment for any merchandise requested is due upon order. If the show producer wishes to offer upsell items (including hot chocolate) to guests, they will only procure upsell items from BOLD Media directly and can only sell other items if expressly approved by BOLD Media.
- Q. The Show Producer will pay upfront \$75,000 for the right to possess BOLD Media's light show equipment detailed in Appendix A for a 3 year period, due at the time of signing. The additional \$75,000 will be due upon delivery of the trailer by BOLD Media to the Show Producer. The 3 year cost associated with the use of BOLD Media's equipment is \$150,000.

i. BOLD Media shall be entitled to 20% of the gross amount of ticket sales (whether sold online, at the gate, through partners or sponsorships or directly) for all tickets sold regardless of whether or not they are actually redeemed by the ticket purchaser for every ticket sale in excess of \$65,000.00, per year of the show.

ii. Show Producer agrees that any display or associated show equipment leased to the Show Producer by BOLD Media may at no time be encumbered, sold, pledged or otherwise transferred to any entities or individuals.

iii. At the conclusion of the three (3) year term of this agreement, Show Producer shall be obligated to return to BOLD Media back all equipment and displays transferred to Show Producer in the course of this agreement at the expense of BOLD Media.

Professional Services Agreement
Between Padre Dam and BOLD Broadcasting, LLC d/b/a BOLD Media
Santee Lakes Holiday Light Show

APPENDIX A
DISPLAY DETAIL

Poinsettias	Poinsettia 1	\$600.00
Poinsettias	Poinsettia 2	\$600.00
Poinsettias	Poinsettia 3	\$800.00
Poinsettias	Poinsettia 4	\$800.00
Swans	Swan 1	\$350.00
Swans	Swan 2	\$350.00
Swans	Swan 3	\$350.00
Swans	Swan 4	\$350.00
Swans	Swan 5	\$350.00
Swans	Swan 6	\$350.00
LOR Mega Tree	Tree	\$2,300.00
Snowman Family	snowman with top hat	\$350.00
Snowman Family	snowman with pink hat	\$350.00
Snowman Family	Snow Kids	\$275.00
Snowman Family	snow dog	\$200.00
Snowman Family	snow cat	\$200.00
Horse drawn sleigh	sleigh with people	\$1,325.00
Horse drawn sleigh	horse	\$975.00
Santa waving	Santa waving	\$645.00
Night Before Xmas	sign	\$1,100.00
Night Before Xmas	merry Christmas to all	\$1,400.00
Night Before Xmas	Stockings over chimney	\$575.00
Night Before Xmas	Santa in chimney	\$450.00
Night Before Xmas	Children in red bed	\$300.00
Night Before Xmas	children in blue bed	\$300.00
Night Before Xmas	blitzen	\$525.00
Night Before Xmas	prancer	\$525.00
Night Before Xmas	dasher	\$525.00

Night Before Xmas	dancer	\$525.00
Night Before Xmas	vixen	\$525.00
Night Before Xmas	comet	\$525.00
Night Before Xmas	cupid	\$525.00
Night Before Xmas	donner	\$525.00
Night Before Xmas	Rudolph	\$525.00
Night Before Xmas	putting gifts under tree	\$750.00
Night Before Xmas	tree with gifts	\$750.00
Night Before Xmas	sleeping mouse with zzz	\$475.00
Night Before Xmas	standing orange mouse	\$300.00
Night Before Xmas	mouse with candy cane	\$295.00
Night Before Xmas	green mouse	\$340.00
Night Before Xmas	sleigh flying away	\$1,675.00
Night Before Xmas	and to all a good night s	\$3,495.00
Santa & Reindeer	Santa	\$300.00
Santa & Reindeer	reindeer 1	\$125.00
Santa & Reindeer	reindeer 2	\$125.00
North Pole Train	Elf conductor	\$675.00
North Pole Train	Car with Christmas tree	\$675.00
North Pole Train	Car with presents	\$675.00
North Pole Train	car with candy cane	\$675.00
North Pole Train	circle crossing sign	\$675.00
North Pole Train	x crossing sign	\$675.00
North Pole Train	reindeer car	\$675.00
North Pole Train	snowman car	\$675.00
North Pole Train	gingerbread car	\$675.00
Field of Reindeer	reindeer 1	\$325.00
Field of Reindeer	reindeer 2	\$325.00

Professional Services Agreement
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Santee Lakes Holiday Light Show

Field of Reindeer	reindeer 3	\$325.00
Field of Reindeer	reindeer 4	\$325.00
Field of Reindeer	reindeer 5	\$325.00
Field of Reindeer	reindeer 6	\$325.00
Santa with Reindeer	reindeer 3 step	\$785.00
Checking the List	Santa & elf checking list	\$750.00
Naughty or Nice Game	naughty or nice game	\$6,000.00
Loading Sleigh	Elves loading sleigh	\$1,575.00
Rockin Christmas	Reindeer Guitar	\$850.00
Rockin Christmas	Santa Guitar	\$850.00
Rockin Christmas	Reindeer Drummer	\$950.00
Doghouse	Dog w/ decorated house	\$675.00
Elf decorating tree	Elf tree blasting	\$1,400.00
Christmas gnomes	in blue box	\$450.00
Christmas gnomes	standing	\$450.00
Christmas gnomes	on box	\$450.00
Jack in the Box	Santa jumping out of box	\$950.00
Santa through trades	fireman	\$625.00
Santa through trades	policeman	\$625.00
Santa through trades	doctor	\$625.00
Don't stop believing	Santa's face with words	\$1,700.00
Sleigh	Santa in sleigh	\$750.00
Sleigh	reindeer x 9	\$275 ea
Elf Circus	ticketbooth	\$650.00
Elf Circus	elf handstand	\$725.00
Elf Circus	elephant	\$575.00
Elf Circus	seal with ball	\$450.00
Elf Circus	trapazee elfs	\$1,800.00
Elf Circus	tent	\$925.00
Elf Circus	ringleader	\$450.00

Elf Circus	elf flipping over tree	\$1,200.00
Elf Circus	elf in box	\$375.00
Castle Arch	Castle Arch	\$1,200.00
Bulby Ice Skating	Orange Bulb	\$775.00
Bulby Ice Skating	Blue Bulb	\$775.00
Bulby Ice Skating	Yellow Bulb	\$775.00
Bulby Ice Skating	Orange bulb with hat	\$775.00
Bulby Ice Skating	Red Bulb	\$775.00
Campfire Animals	Bear	\$425.00
Campfire Animals	Fox	\$425.00
Campfire Animals	Frog	\$425.00
Campfire Animals	Rabbit	\$425.00
Campfire Animals	Bird	\$425.00
Campfire Animals	Campfire	\$425.00
Hanukkah	Menorah	\$4,300.00
Hanukkah	Gelt - menorah	\$95.00
Hanukkah	gelt - star	\$95.00
Hanukkah	gelt - 100	\$95.00
Hanukkah	dreidel - orange	\$115.00
Hanukkah	dreidel - purple	\$115.00
Hanukkah	dreidel - red	\$115.00
Hanukkah	Happy Hanukkah Sign	\$1,800.00
Merry Christmas	Merry Christmas Sign	\$1,800.00
Noel	Noel Sign	\$1,750.00
Hot Chocolate	cup of hot chocolate	\$250.00
Present Cannon	present cannon	\$1,100.00
Cookie Factory	rainbow cookies	\$300.00
Cookie Factory	baking conveyor belt	\$2,200.00
Cookie Factory	elf w/ icing filled cookies	\$850.00
Cookie Factory	gingerbread press	\$2,200.00

Professional Services Agreement
Between Padre Dam and BOLD Broadcasting, LLC d/b/a BOLD Media
Santee Lakes Holiday Light Show

Cookie Factory	gingerbread decorator	\$650.00
Cookie Factory	Cookie conveyor belt	\$1,750.00
Airport	traffic control tower	\$975.00
Airport	elf waving arms	\$345.00
Airport	airport sign	\$775.00
Airport	cleared for takeoff	\$850.00
Airport	Santa reindeer taking off	\$1,200.00
Mele Kalikimaka	6 reindeer volleyball	\$3,400.00
mele kalikimaka	lounging reindeer 1	\$750.00
mele kalikimaka	lounging reindeer 2	\$750.00
mele kalikimaka	jet ski reindeer 1	\$600.00
mele kalikimaka	jet ski reindeer 2	\$600.00
mele kalikimaka	jet ski reindeer 3	\$600.00
mele kalikimaka	jet ski Santa	\$600.00
mele kalikimaka	mele kalikimaka sign	\$1,450.00
Coal Mine	Santa coal mine sign	\$850.00
Coal Mine	mountain side	\$1,750.00
Coal Mine	coal train	\$800.00
Coal Mine	digging miner 1	\$400.00
Coal Mine	digging miner 2	\$325.00
Coal Mine	digging miners	\$525.00
Coal Mine	miner 1	\$175.00
Coal Mine	miner 2	\$175.00
Coal Mine	miner 3	\$175.00
Coal Mine	miner 4	\$175.00
Coal Mine	miner 5	\$175.00
light show direction signs	holiday light show	\$775.00
Entrance	toy soldier	\$1,100.00
Santa climbing chimney	Santa climbing chimney	\$725.00
caroling reindeer	caroling reindeer	\$625.00

LOR Candy	Candy x 16	\$125 ea
LOR Trees	LOR Tree x 16	\$175 ea
lor stockings	fireplace centerpiece	\$625.00
lor stockings	stocking x 16	\$125 ea
lor wreaths	Wreath Centerpiece	\$175.00
lor wreaths	wreath x 16	\$175 ea
tunnel-lor	Tunnel Arch x 16	\$525 ea
twisting-tunnel	Twisting Arch x 16	\$525 ea
Nativity	stable with J, M, & J	\$2,100.00
Nativity	stable with J, M, & J	\$2,100.00
Nativity	King x 3	\$900 ea.
Bulby Welcome Arch	Bulby Welcome	\$450.00
Bulby Welcome Arch	Bulby Welcome	\$450.00
Bulby Welcome Arch	Bulby Welcome	\$450.00

Professional Services Agreement
Between Padre Dam and BOLD Broadcasting, LLC d/b/a BOLD Media
Santee Lakes Holiday Light Show

- 1. Bully Welcome Sign - 20ft
- 2. Santa as Trade Workers - 45ft
- 3. Bully Ice Skating - 75ft
- 4. Checking The List - 50ft
- 5. Rocking Xmas - 50ft
- 6. Meet Sankuoka - 200ft
- 7. Don't Stop Believing - 50ft
- 8. Cookie Factory - 200ft
- 9. Noel Sign - 30ft
- 10. Santa w/ Reindeer - 25ft
- 11. Present Cannon - 50ft
- 12. Stockings LOR - 250ft
- 13. Hot Chocolate - 15ft
- 14. Sleigh - 150ft
- 15. Swans - 75ft
- 16. Santa Waving - 10ft
- 17. Christmas Chimes - 50ft
- 18. Elf Circus - 150ft
- 19. Airport - 150ft
- 20. Horse Drawn Sleigh - 50ft
- 21. Wreaths LOR - 250ft
- 22. Elf Decorating Tree - 75ft
- 23. Mega Tree LOR - 40ft
- 24. Caroling Reindeer - 20ft
- 25. Twisting Tunnel - 160ft
- 26. Naivety - 75ft
- 27. Poinsettias - 75ft
- 28. Candy LOR - 250ft
- 29. Coal Mine - 300ft
- 30. Santa & Reindeer - 50ft
- 31. Trees LOR - 230ft
- 32. Campfire Xmas - 75ft
- 33. Tunnel LOR - 150ft
- 34. Field of Reindeer - 75ft
- 35. Naughty/Nice LOR - 75ft
- 36. Castle Arch - 20ft
- 37. Night Before Xmas - 600ft
- 38. Loading Sleigh - 50ft
- 39. Doghouse - 20ft
- 40. Jack in the Box - 25ft
- 41. Snowman Family - 50ft
- 42. North Pole Train - 100ft
- 43. Hanukkah - 100ft
- 44. Santa Climbing Chimney - 20ft
- 45. Merry Xmas - 30ft

Not Shown are the Toy Soldier Entrance Sign or the Entrance Directional Sign

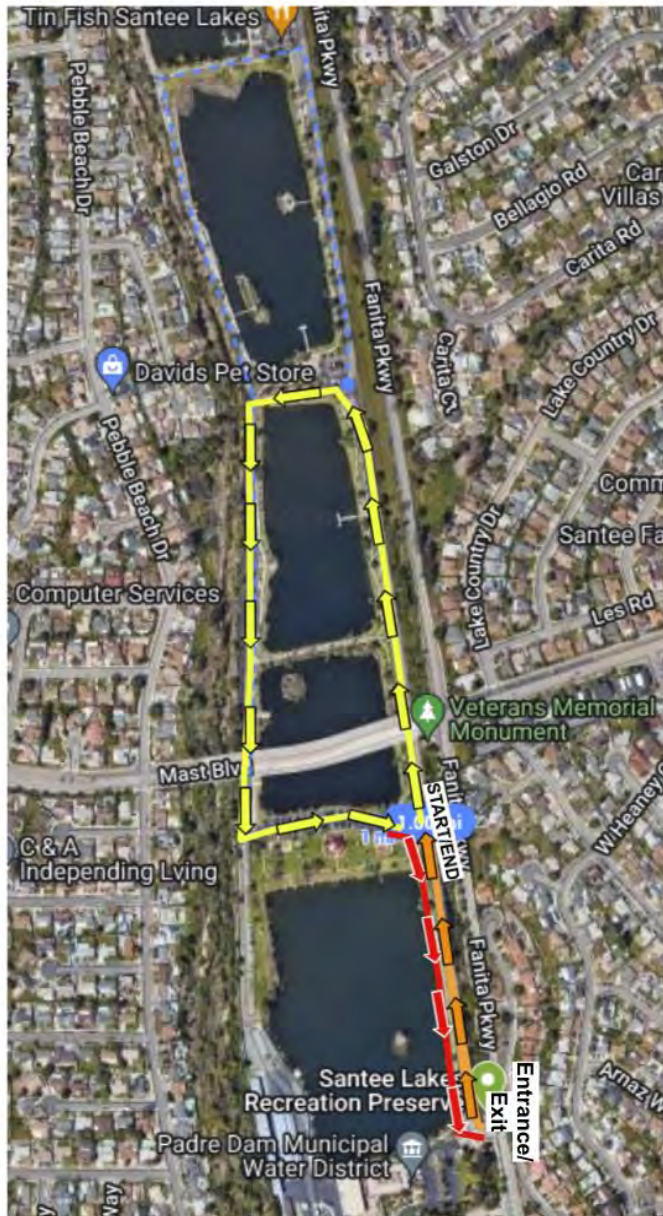
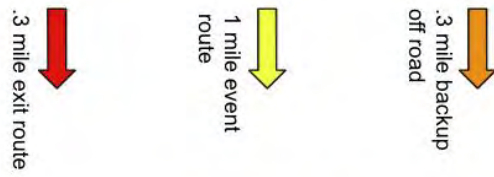
Santee Lake Display Map Key

Map on Next Page

Santee Lake Display Map



Professional Services Agreement
Between Padre Dam and BOLD Broadcasting, LLC d/b/a BOLD Media
Santee Lakes Holiday Light Show



Santee Lakes Recreation Preserve

Proposed Show Route

Professional Services Agreement
Between Padre Dam and BOLD Broadcasting, LLC d/b/a BOLD Media
Santee Lakes Holiday Light Show

EXHIBIT B

SCHEDULE OF CHARGES/PAYMENTS

Consultant will invoice Padre Dam Municipal Water District ("District") for \$150,000 to be paid upon signing. Consultant will provide detailed invoices that indicate the amount spent on each show piece. The Consultant will provide a detailed invoice for each charge invoiced for the setup and teardown of the Holiday Lights Show.

Professional Services Agreement
Between Padre Dam and BOLD Broadcasting, LLC d/b/a BOLD Media
Santee Lakes Holiday Light Show



BOARD AGENDA REPORT

Meeting Date: 05-25-2022
Dept. Head: Karen Jassoy
Submitted by: Karen Jassoy
Department: Finance
Approved by: Allen Carlisle, CEO/GM

SUBJECT: APPROVAL OF THE 2023-2027 FIVE YEAR STRATEGIC BUSINESS PLAN AND BUDGET

RECOMMENDATION(S):

1. Hear staff report
2. Adopt resolution approving the Five Year Strategic Business Plan and Budget for fiscal years 2023-2027, pending approval of proposed potable water, recycled water and sewer rates at the July 13, 2022 public hearing.

ALTERNATIVE(S):

Provide direction to staff if changes are desired.

ATTACHMENT(S):

1. Five Year Strategic Business Plan and Budget
2. Five Year Strategic Business Plan Board and Employee Workshop Report
3. Resolution approving the Five Year Strategic Business Plan and Budget

FUNDING:

Requested amount:

Budgeted amount:

Are funds available? ☐ Yes ☐ No

Project cost to date:

PRIOR BOARD/COMMITTEE CONSIDERATION: 10/10/21 Regular Board Meeting, 11/17/21 Regular Board Meeting, and 3/23/22 Special Board Meeting.

STRATEGIC PLAN IMPLEMENTATION:

This agenda item is consistent with the District's Strategic Plan and meets one or more of the following Strategic Goals: Provide safe, reliable water, recycled water and sewer services; Ensure fiscal health and competitively sustainable rates; Enhance customer communications and education; Increase water, wastewater and energy independence; Maintain workforce excellence; Expand park and recreation opportunities.

Reviewed by:

Dept Head ☒
Finance ☒
Legal Counsel ☐
Standard Form ☐

Action Required:

Motion ☒
Resolution ☒
Ordinance ☐
None ☐

Policy Updates:

Rules & Regulations ☐
Standard Practices ☐
& Policies

Action Taken:

As Recommended _____
Reso/Ord. No. _____
Other _____

EXECUTIVE SUMMARY:

SUMMARY

Staff has developed a new Five Year Strategic Business Plan (Plan) and Five Year Budget (Budget) for fiscal years 2023-2027 (Attachment 1). The Plan holds staff accountable with established goals and performance measurements that track progress and potential short comings. It gives staff flexibility in its deployment allowing for reallocation of resources as priorities shift. The Budget funds the Plan and makes it possible to pursue the goals and objectives outlined in the Plan.

BACKGROUND:

Traditionally, the District has had both a long term (10-year) strategic plan and a shorter term (5-year) business plan. The 2012–2022 Strategic Plan served as a roadmap to guide the District towards fulfilling its mission; that plan's six strategic goals addressed challenges facing the District and helped guarantee its continued success. The 2017–2022 Business Plan (and Budget) contained the operational and financial plan for the District and detailed how its objectives would be achieved; that plan held staff accountable with established goals and performance measurements to track progress and potential short comings.

The District's current Five Year Business Plan and its 10 Year Strategic Plan both end on June 30, 2022. With both plans ending at the same time, there was an opportunity to take a fresh look at these important documents and consider how they might be improved. During the process it was decided to create one Five-Year Strategic Business Plan (Plan). This new Plan combines the best elements from the business and strategic plans to provide consistency in messaging, goals and associated metrics. The Five Year Budget captures the cost and corresponding revenue needed to fund the Plan.

PLAN DEVELOPMENT

Development of the new Plan began in the fall of 2020. The first step was to form the Five Year Plan Lateral (5YP Lateral) to provide different perspectives and critical input on Plan elements; its members also served as liaisons between their co-workers and the 5YP Lateral to keep the workforce engaged and informed.

The next step was to hire Sommer Kehrli, CEO of The Centre for Organization Effectiveness to provide consulting services to further the Plan's development. The information she gathered from a series of interviews, facilitated Board workshops and broad focus groups was summarized in the ***"Five Year Strategic Business Plan Board and Employee Workshop Report"*** (Attachment 2). Her findings were split into four main areas: 1) Organizational Themes; 2) Trends and Opportunities; 3) Padre Dam Strengths and Organizational Culture; and 4) Retention and Recruitment of Talent. Ms. Kehrli also facilitated virtual customer workshops and helped staff develop a survey to gather information from the community about what matters most to them.

PLAN ELEMENTS:

Strategic Objectives

Using the data gathered by Ms. Kehrli, staff identified six **Strategic Objectives** that were important to the Board, workforce and the community. These Strategic Objectives are long-term, support the District's Mission, Vision and Values, and are key to the District's ongoing success. They also guide decision making, impact goals and priorities, and influence policy decisions. Chapter 3 of the Plan is dedicated to the Strategic Objectives. Each objective is accompanied by a broad strategy statement expressing its importance to the District, a paragraph describing the objective, and initiatives that highlight ways to achieve the objective.

Business Functions

Staff also identified eight core **Business Functions**. The Business Functions are where the work of the District gets done. The activities within these functions help support our customers, accomplish our mission and achieve our Strategic Objectives. Champions were also identified for each Business Function. The role of the Champions is to keep staff focused on accomplishing the work and achieving established goals and objectives. Chapter 4 of the Plan discusses the Business functions.

The following graphic shows the relationship between the Strategic Objectives and Business Functions.



Goals

The next step in the Plan's development was to determine what needed to be accomplished over the next five years. To support this effort, sub-laterals were created for each Business Function. These sub-laterals included the function's Champion, members of the 5YP Lateral and other interested staff. Each sub-lateral identified the top 20-25 **Goals** for their Business Function, tying them back to one or more of the six Strategic Objectives to ensure that everything was in furtherance of those important objectives. These goals are not the only things that will be accomplished during the Plan but will be used to demonstrate success and show the Board and the public the important work that the District is doing.

Key Performance Indicators

The sub-laterals also developed qualitative and quantitative **Key Performance Indicators (KPIs)**. **Qualitative KPIs** show performance towards or achievement of a specific goal. Some Qualitative Indicators are ongoing performance measurements while others are specific milestones that must be met. It is important to track Qualitative Indicators quarterly to ensure staff stays focused, identify if there is a risk a goal that may not be achieved, or to communicate when a goal is complete. **Quantitative KPIs** show performance against a specific number of planned tasks. It is important to track Quantitative Indicators quarterly to show performance towards a goal but it is also important to look at them cumulatively; there are many reasons a task could fall behind in one period but then exceed the goal in future periods so that the cumulative goal is met. Staff also tracks unplanned/unscheduled work to provide workload context. The goals and KPIs for each Business Function are shown in Chapter 4 and again in Appendix A of the Plan.

FIVE YEAR BUDGET

Whereas the Plan outlines staff's goals and the tools to measure performance, the Budget projects the expenditures and revenues needed to accomplish those goals. There are three parts to the Five Year Budget: the Operating Budget, the Capital Equipment Budget and the Capital Improvement Budget; each budget is discussed below. Once developed, all three are combined and compared to projected revenue and reserve requirements. Many iterations occur and expenditures are cut or projects deferred in order to balance the budget. A rate increase is only justified after the Budget has been thoroughly vetted.

Although overall spending is limited to the approved Budget, the Plan has flexibility to ensure funding gets to where it is needed most. Funds may be moved between accounts, budgets and years as appropriate and CIP projects are reprioritized so the most vital are achieved. Annually the Budget is re-forecast to capture new information and the changing environment. Only in the case of an unforeseen, significant event would staff request a variance from the approved Budget. This flexibility has proven to be very successful since it was first introduced in the District's FY 2007-2011 Five Year Business Plan. The ability to either borrow from or save for a future year eliminates the "use it or lose it" mentality that often plagues public agencies. In all four prior five year plans, total expenses have been below budget.

Operating Budget

The development of the operating budget is a comprehensive and thorough process that began in August 2021. The first step was for departments to develop detailed, bottom-up budgets to fund the identified goals and objectives of the Plan. Finance assists the process by providing historical information, validating assumptions and fine-tuning estimates. Departments then met with the GM, Assistant GM, CFO and budget analyst to review their budget. All expenditures had to be justified or they were removed. Finance also forecasted revenues, direct costs, debt service and any other operating and non-operating revenues and expenses. Concurrent with these efforts, Human Resources, Department Heads, Business Function

Champions and the General Manager work together to prepare a staffing plan based on forecasted workload, financial sustainability, service requirements and organizational goals. Finance then develops a comprehensive salaries and benefits forecast based on the staffing plan and approved MOUs.

During this Plan, there will be significant changes to staffing levels due to the East County Advanced Water Purification (AWP) Project. The District has been contracted to provide Administrative and Operational services for the East County AWP Joint Powers Authority (JPA). Over the next five years, approximately 10 current staff will be transitioned, and 25 new staff will be hired, for a new AWP Department; while staff working in this department add to the total number of employees at the District, the salaries and benefits for these employees are 100% funded through the contractual agreement for services with the JPA. Additionally, a percentage of time for approximately 15 other Padre Dam employees outside of the AWP Department will be billed to the JPA. The net result is an overall reduction of Padre Dam FTEs within the financial responsibility of the District from approximately 130 in FY '23 to 120 in FY '27. Staffing levels for departments including the Park and excluding AWP will remain consistent with the previous 10 years.

Capital Equipment Budgets

Similar to the development of the operating budgets, departments must forecast the capital equipment they will need to accomplish their goals and objectives for the Plan; they must also forecast the cost of each item. District policy has set the capitalization threshold for reporting capital assets at \$5,000 and an estimated useful life of greater than five years; anything lower than the threshold is expensed. As with the operating budget, all costs must be justified or they are eliminated.

Capital Improvement Plan

The Capital Improvement Program (CIP) is a major component of the Five Year Plan. The selection of projects for the CIP is an iterative and collaborative process. Initially projects are identified based on an assessment of current facilities and operational needs. Next the Operations and Engineering departments work together to prioritize these projects. Based on priorities and estimated costs, various CIP scenarios are developed. The scenario selected depends on the level of funding available.

COST OF SERVICE STUDY (COS)

Once the Budget is developed, a comprehensive Cost of Service and Rate Study is performed. The study analyzes all budgeted costs in order to properly allocate them to each operation's rates and charges based on sound cost of service principles. The main objective of the study is recovery of the District's full revenue requirement in a fair and equitable manner. Although the Budget forms the basis for the COS, the effort does not end there. Throughout the COS process, staff looks for alternatives to mitigate rate increases including, but not limited to, the use of reserves for one-time expenditures or to offset large CIP projects, extending the life of assets through ongoing preventative maintenance, deferring capital equipment purchases when practicable, and consideration of various levels of CIP and operational spending.

RECOMMENDATION:

1. Hear staff report
2. Adopt resolution approving the Five Year Strategic Business Plan and Budget for fiscal years 2023-2027, pending approval of proposed potable water, recycled water and sewer rates at the July 13, 2022 public hearing.



Fiscal Years 2023–2027

FIVE YEAR STRATEGIC BUSINESS PLAN

Securing a sustainable future.



PADRE DAM
Municipal Water District

The Five-Year Strategic Business Plan is the primary planning instrument we use to direct our activities in the fulfillment of our mission on behalf of Padre Dam customers.

That mission is to provide quality water, recycled water, wastewater management services and park and recreational facilities, for our customers in the most cost-effective manner possible. This Plan is also a contract with you, our customer. It spells out how Padre Dam will work over the next five years to ensure your water and wastewater infrastructure is professionally operated, maintained and improved. These systems and services are critical to the health, safety and economy of our community. Planning documents like this provide both transparency and accountability to our community and Board of Directors. We are proud to present this Fiscal Year 2023-2027 Strategic Business Plan in that spirit.

Integral to the Plan, we've identified six strategic objectives through an evaluation process involving our Board of Directors, staff and community. These objectives, which inform and influence both our near and long-range planning and programs, include; Talent Management, Sustainability & Resource Management, Customer Experience, Fiscal Stability, Technology & Innovation, and Operational Excellence. As Padre Dam moves into this new business plan, these objectives will be foundational in our service to the community.

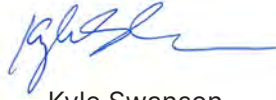
Today, Padre Dam is in a very strong financial position. This did not happen by chance. A decade ago, as we were recovering from the "great recession" and unprecedented drought, our District was facing significant challenges. Through very conservative financial strategies, budget curtailment and a 19% staff reduction, the District was able to turn the tide. Throughout this past decade we've continued this frugal approach without sacrificing service levels or infrastructure reliability. The result is a solid financial position. In fact, we are pleased to announce our ability to maintain service levels and infrastructure investments in this Plan with **0% internal water and wastewater rate increases for the next five years.**

We want to thank you, our customers, for trusting us with your water and wastewater systems. We don't take this responsibility lightly. We look forward to the successful implementation of this Plan, the continued investment in your water district and serving you our customers.

This new plan includes:

- A comprehensive preventive and predictive maintenance program
- A systematic capital investment program
- Workforce development
- Community engagement and exceptional customer service
- Sustainability practices
- Fiscal resource management
- Technology innovation
- Continued operation of Santee Lakes without ratepayer subsidy




Kyle Swanson
CEO/General Manager
(incoming)


Allen Carlisle
CEO/General Manager
(retiring)

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Padre Dam understands our customers count on us every day to provide essential, life-sustaining services. That is why we take great care to ensure what we do reflects our commitment to fulfilling that responsibility. This can only happen with a clear vision and careful planning, which is why the District's business and strategic plans are so important.

“ *Someone's sitting in the shade today because someone planted a tree a long time ago.*
— Warren Buffett

Traditionally, Padre Dam has had both a long term (ten-year) strategic plan and a shorter term (five-year) business plan. The 2012–2022 Strategic Plan served as a roadmap to guide the District toward fulfilling its mission; the plan's six strategic goals addressed various challenges facing the District and helped guarantee its continued success. The 2017–2022 Business Plan (and Budget) contained the operational and financial plan for the District and detailed how its objectives would be achieved; this plan held staff accountable with established goals and performance measurements that tracked progress and potential short comings.

With both plans ending June 30, 2022, there was an opportunity to take a fresh look at these important documents and consider how they might be improved. During the process the decision was made to create one ***Five-Year Strategic Business Plan (Plan)***. This new Plan would combine the best elements from the business and strategic plans to provide consistency in messaging, District goals, associated metrics, and related budget allocations. While this Plan focuses on the next five years the District is also mindful to the longer-term planning horizon and considers more than five years in our planning efforts.

Development of the new Five Year Strategic Business Plan required significant forethought, planning and engagement. New Strategic Objectives were identified based on feedback from the Board, staff and the community. Goals were set for the District's Business Functions based on current and projected needs and priorities. Performance Indicators were developed to track and report on the progress towards or achievement of those goals. Finally a budget was developed and rates were set to provide the funding needed to accomplish the Plan's goals and objectives. However, a lot can happen in five years. Regardless of how much planning is done, the future brings new challenges and opportunities. That is why the Plan includes flexible elements that allow the District to respond to the changing environment.





— OUR MISSION —

Our mission is to provide quality water, recycled water, park and recreational facilities, and wastewater management services for our customers. We accomplish this in the most cost-effective manner possible, earning customer and community respect.



— OUR VISION —

At Padre Dam, we set the standard for delivering exceptional value and service in providing important life necessities for our customers and community.



— OUR VALUES —

Holding ourselves individually and collectively responsible for conducting our daily business within the framework of the District's values is essential to successfully achieving our vision and fulfilling our mission of service to our customers. We specifically use the first person in our values. Each of us owns these values and strives to live them daily.

TRUST

My word is my bond

INTEGRITY

I walk the talk

COMPETENCE

Being all I can be

SERVICE

This is my business

ACCOUNTABILITY

I take ownership and personal responsibility for my actions

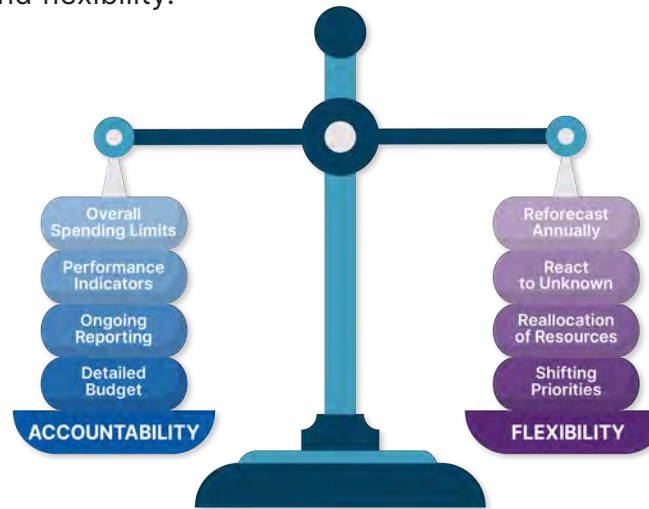
Padre Dam's 2023-2027 Strategic Business Plan, and corresponding Budget, maintain design elements from the proceeding five year business plans. The innovative design, based on the 2007 original, has proven to be an enormous success. The Plan is designed to provide a balance between accountability and flexibility.



Staff is held accountable in both the development and implementation of the Plan and Budget.

Departments must justify all operating and capital budget requests before they are approved. The Capital Improvement Plan (CIP) requires extensive planning, analysis and project prioritization to match available funding. Before the budget can be finalized, a Cost of Service Study is performed to set rates that will derive the required revenue.

Once the Plan is approved, various indicators are used to measure progress towards Plan goals. Performance to budget is reported monthly and performance indicators are published quarterly. Semi-annually, staff provides a financial presentation and comprehensive written report detailing their efforts and accomplishments. Staff also provides an annual presentation which highlights successes as well as challenges experienced during each fiscal year.



The Plan also has flexible elements to ensure staff can respond to new challenges and opportunities.

Funds can be moved between accounts and years if necessary and appropriate. CIP Projects are continually reprioritized to ensure the most vital are achieved. Funds may also be transferred between the operating, CIP and capital budget to accommodate justified, unanticipated needs if approved by the CFO.

The Budget is refined annually to capture new information and react to previously unknown facts; it may also be adjusted if a significant event negatively impacts operations. However, overall spending is limited to the original approved Budget. Annually, the re-forecasted Budget is presented to the Board for re-affirmation. Only in the event of an unforeseen, significant event would staff request a variance from the approved Budget.

The Planning Process

Staff began development of the new Five Year Strategic Business Plan (Plan) in the fall of 2020. The first step was to form an internal team, the Five Year Plan Lateral (5YP Lateral), to provide input relating to Plan elements. Lateral members also served as liaisons between their co-workers and the Lateral so the workforce stayed engaged and informed. Input for the the 5YP Lateral was crucial in the Plan's development. The Five Year Plan Lateral (5YP Lateral) was very active its input was crucial.

In December 2020, Sommer Kehrli, CEO of The Centre for Organizational Effectiveness (Centre), was engaged to provide consulting services to help further the Plan's development. She held a series of interviews, facilitated Board workshops and broad focus groups to gather information and ultimately develop the **"Five Year Strategic Business Plan Board and Employee Workshop Report"**. Her findings were split into four main areas: Organizational Themes, Trends & Opportunities, Strengths and Organizational Culture and Retention and recruitment of talent. Ms. Kehrli also partnered with the District's Communication's Manager to facilitate virtual customer workshops and develop a customer survey to gather information from the community about what matters most to them. More information on the customer outreach and input process are found on the following page.



Using the data gathered by the Centre, the customer survey and many other discussions, the District developed six **Strategic Objectives (Objectives)**. These Objectives are long-term (extend beyond the next Plan), support the District's Mission, Vision and Values, and are key to the District's ongoing success. They also guide decision making, impact goals and priorities, and influence policy decisions. Strategic Objectives are discussed more thoroughly in Chapter 3.

The District then identified eight core **Business Functions (Functions)**, each with its own champion, goals and performance measures. The Functions represent the various activities that support our customers and help accomplish the District's mission as well as its Strategic Objectives. Business Functions are discussed more thoroughly in Chapter 4.

The Planning Process

The image below shows the relationship between the Objectives and Functions.



Overview

The District began the planning process for the Strategic Business Plan in early 2021 with input from the Board as well as the various departments and work groups throughout the District. In preparation for the new Plan, the District wanted to ensure we also received input from the community. Padre Dam held a virtual community workshop on June 3, 2021, where participants heard information about the District's current plan and were asked for their feedback on the upcoming Plan. A recording of the workshop was made available to all customers after the workshop.

All customers were then invited to participate in an online survey. The customer workshop and survey provided a vehicle for our customer's voice to be considered in the creation of the District's Five Year Strategic Business Plan. The District engaged with customers to gather feedback and priorities on a number of topics.



A few of the key questions included:

- What topics and/or projects were most important to them?
- What do customers think Padre Dam has done well?
- What does the District need to be thoughtful about in the next 5 years?
- What is on the horizon that Padre Dam should be considering and planning for?

In an effort to solicit survey responses, Padre Dam's Communications team sent an email to all customers with an email on record with the District, included a bill insert with all customer bills and promoted the survey on social media platforms. The District received 650 responses to the survey.

The detailed survey results are available in Appendix C.

Key Messages

Survey questions provided customers with an opportunity to offer a written response related to what was important to them. The comments were categorized into the following areas: top recurring comments and requests, information requests, conservation, billing, budget, what we are doing well and miscellaneous recurring comments. Categories were determined based on the feedback provided by the customers. The top recurring comments category is a summary of the comments provided by the highest number of respondents. It is important to note that some of the comments provided are things that the District may already do or provide to customers.

Top Recurring Comments and Requests

- The cost of water and wastewater services concerns.
- Providing financial assistance to seniors and low-income customers.

Information Requests

- Learning more about where our water comes from.
- Post current District projects on the website and provide after-project reports.
- How much of the budget goes toward maintenance vs. imported water.
- More information on the website and notices regarding impactful work including traffic impacts and water service interruptions.

Conservation

- Educate about options for saving water.
- Provide District-specific local rebates and give away water saving devices.



We Want Your Input Planning for the Future

Padre Dam's current Strategic Plan and 5-Year Business Plan are coming to a close next year. It's time to think about what's next. **We want your input** as we continue the planning process.

What topics and/or projects are most important to you? What do you think Padre Dam has done well? What do we need to be thoughtful about in the next 5 years? What is on the horizon that we should be considering and planning for?



Please take a few minutes to complete this survey. We appreciate your feedback.

Padre Dam held a virtual community workshop on June 3, where participants were asked for their feedback. You are invited to view a [recording of the workshop here](#).

[Complete Survey](#)

Billing

- Make bills easier to understand by providing usage in gallons.
- Lower fixed fees for low water users.
- Provide education on how individual sewer charges are calculated.

Budget

- Share more information on the District's budgets and audits.
- Share information related to the District's actual vs. audited costs.
- Find ways to stop increasing rates.

What We're Doing Well

- Providing clean and reliable water service.
- Satisfaction with the District's website, communication and e-newsletters.
- Customers were generally satisfied with Santee Lakes.
- Customers appreciate Aquahawk and being able to view their consumption data. They are interested in seeing data in real-time without a lag, and being notified of potential leaks through text and/or email.

Moving Forward

The District will utilize the customer priorities and comments as a way to determine information of interest to customers moving forward and to help plan for areas of interest to customers where it is feasible. The majority of the time, the District's priorities align well with the customer comments and priorities. Therefore, the task moving forward will be to make sure customers know what the District is doing to meet the priorities they have.



History and Overview

The Rio San Diego Municipal Water District was formed in 1955 pursuant to the Municipal Water District Law of 1911 (California Water Code Sections 71000 et seq.) to provide for a supplemental water supply to its residents. On November 2, 1976, voters of Santee County Water District approved dissolution of that district and the merger of that area into the Rio San Diego Municipal Water District. The latter assumed all functions and operations of the former as of December 31, 1976. Effective January 1, 1977, the name was changed to the Padre Dam Municipal Water District.

Padre Dam is located in the eastern portion of the County of San Diego, approximately 25 miles east of downtown San Diego. The District's service area is comprised of approximately 72 square miles, which includes the City of Santee and the unincorporated communities of Blossom Valley, Dehesa, Crest, Alpine, Harbison Canyon and Flinn Springs. The District serve a population of approximately 102,106 based on 2021 SANDAG data.

Padre Dam is a multi-purpose public utility providing potable water, recycled water, wastewater services and recreation facilities at the Santee Lakes Recreation Preserve. The District is governed by a five-member Board of Directors elected to four-year staggered terms. As of March 31, 2022, the District employed approximately 130 full-time equivalent employees.

The District provided service to approximately 38,852 customer accounts as of Fiscal Year 2022 including 23,140 water connections, 15,598 sewer connections, 565 fire protection services and 246 active recycled water connections.

The District
provides service to
approximately

38,852
Customer Accounts



as of Fiscal Year
2022 including:

23,140 Water
Connections

15,598 Sewer
Connections

565 Fire
Protection
Services

246 Active
Recycled Water
Connections

Water

392 miles of mains
29 reservoir tanks
16 pumping stations
108.25 MG storage
100% imported drinking water
2000+ foot elevation gain

Wastewater

169 miles of mains
4 lift stations
1 pumping station
40% recycled by Padre Dam
60% treated by METRO

Recycled Water

27 miles of mains
1 reservoir tank
1.5 MG storage
2 MGD recycling plant
Tertiary treatment process

District Overview

Padre Dam's service District covers two distinct geographic areas. The District's **Western Service Area** provides water, recycled water and wastewater services to the City of Santee and parts of the City of El Cajon. Santee Lakes and the Ray Stoyer Water Recycling Facility are located within the Western Service Area. The District also provides sewer-only services to some customers in the Helix and Lakeside water districts.

The District's **Eastern Service Area** provides water service to the communities of Alpine, Crest, Blossom Valley, Dehesa, Flinn Springs and Harbison Canyon. The District does not provide sewer service to the Eastern Service Area.

In Fiscal Year 2022, approximately 69% of the customers of the Water System were in the Western Service Area compared to 31% in the Eastern Service Area.

Padre Dam currently imports 100 percent of its drinking water supply from the San Diego County Water Authority (SDCWA). This water is imported from the California State Water Project, the Colorado River, Carlsbad Desalination Facility and other local resources. The District produces 2 million gallons of recycled water every day for irrigation purposes in our Western Service Area.

Padre Dam provides wastewater services to the City of Santee, portions of the County and a small part of El Cajon. Padre Dam currently treats approximately half of this wastewater at the Ray Stoyer Water Recycling Facility every day. The remaining wastewater flow goes to the Metropolitan Wastewater System where it ultimately is treated at the Point Loma Wastewater Treatment Plant.

In the future, the East County Advanced Water Purification Program is expected to provide approximately 30 percent of our water supply and treat the majority of East County's wastewater.



Governance & Board of Directors

As a public agency, Padre Dam is governed by a five-member Board of Directors, each representing a geographic area within the District. The five member Board of Directors at the time of this FY 2023-2027 Plan adoption are shown below.



Doug Wilson



Suzanne Till



Bill Pommering



August Caires

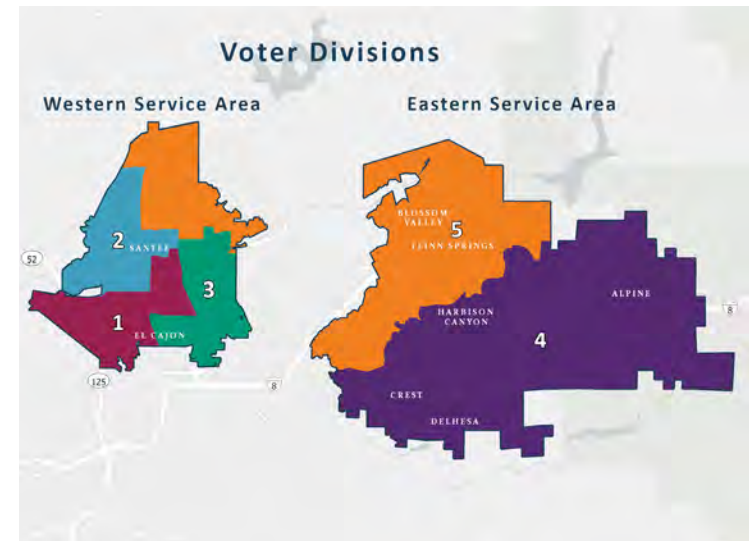


James Peasley

The Board of Directors set policy, approve rates and provide oversight on District operations. Board members are committed to staying informed and engaged about the District's operations before making decisions and setting policy.

The Board of Directors meet on the first and third Wednesdays of each month at 4:00pm. Standing committee meetings are held quarterly on specific topics: Finance and Administration Committee, Facilities Development and Operations Committee and Park Committee. Additional board and committee meetings may be scheduled as needed. Agendas for all meetings are posted in advance on the District's website and meetings are open to the public.

Board members elected by the voters within their divisions for four-year staggered terms are responsible to the constituents of their division and to the general public within the District. Divisions are apportioned by population.



Workforce Culture & “The Pipeline”

For over 20 years, Padre Dam has had a successful workforce partnership between the Board, Labor and Management. Several years ago, the District worked to reinvent the workforce partnership in order to meet the changing needs of the workforce. The Workforce Partnership grew authentically into what we now call the Pipeline.

The Pipeline provides an excellent opportunity for employees at all levels in the organization to collaborate. Collaboration at Padre Dam allows us to foster diverse ideas and perspectives. It allows for creativity and innovation and creates a unique opportunity for employees to assist in problem solving across the organization. With collaboration by employees, we are uniquely positioned to meet current and future challenges. This collaboration is often done through Laterals which are employee work groups representing employees from different work areas. Laterals are thoroughly transparent, accessible and engaging. Over the past five years, we have had over 30 active Laterals working together on business solutions. This collaboration also lends itself to learning. When we share perspectives, we learn not only about others but about ourselves. Employees from all walks of life share their views on how things should operate at Padre Dam and this is a strength to the District.

Employees who sit on Laterals not directly related to their daily work expand their knowledge about District Operations which can help them in their daily positions. Listening to others is a critical part of the Pipeline. Here’s what employees say about our Pipeline.



*The Pipeline is
built on the following
core concepts:*

Collaboration

Learning

Service



“*Leadership at Padre Dam creates space and time to discuss practices, actions and changes at every level of the organization. I have loved participating in Laterals with my co-workers and learning about their perspectives and ultimately coming to a collaborative decision. This is what makes us GREAT!*

— Lisa Sorce

*Director of Human Resources
and Administrative Services*



“*What immediately comes to mind when I think of the Workforce Partnership is: inclusive decision making. The Workforce Partnership promotes collaboration across all departments. The Workforce Partnership breaks down the boundaries of hierarchy and gives lower-level employees an opportunity to have a voice in decision making.*

— Sarah Hargis

Construction Inspector

Workforce Culture & The Pipeline

Learning also exists in opportunities to better ourselves and those we work with. Padre Dam allows employees at all levels of the organization to participate in training that will ready themselves for future growth in their chosen career path. This collaboration and learning allows us to consistently serve our customers.



*“ Padre Dam is not just a place to work. The people here value teamwork, collaboration, and hard work in a way that encourages the people around them to continue growing professionally and personally. The relationships that are formed here cultivate a culture of people who care for one another with their words and their actions.
— Austin Pena Darley
Systems Operator/Valve Turner*



*“ My experience with Padre Dam’s culture has been a good one, from day one, it has been welcoming, supportive, inclusive and fun. One thing I found amazing is that the vibe trickled down from upper management to the person working right next to you.
— Matthew Earnhart
Recycled Water Operator*

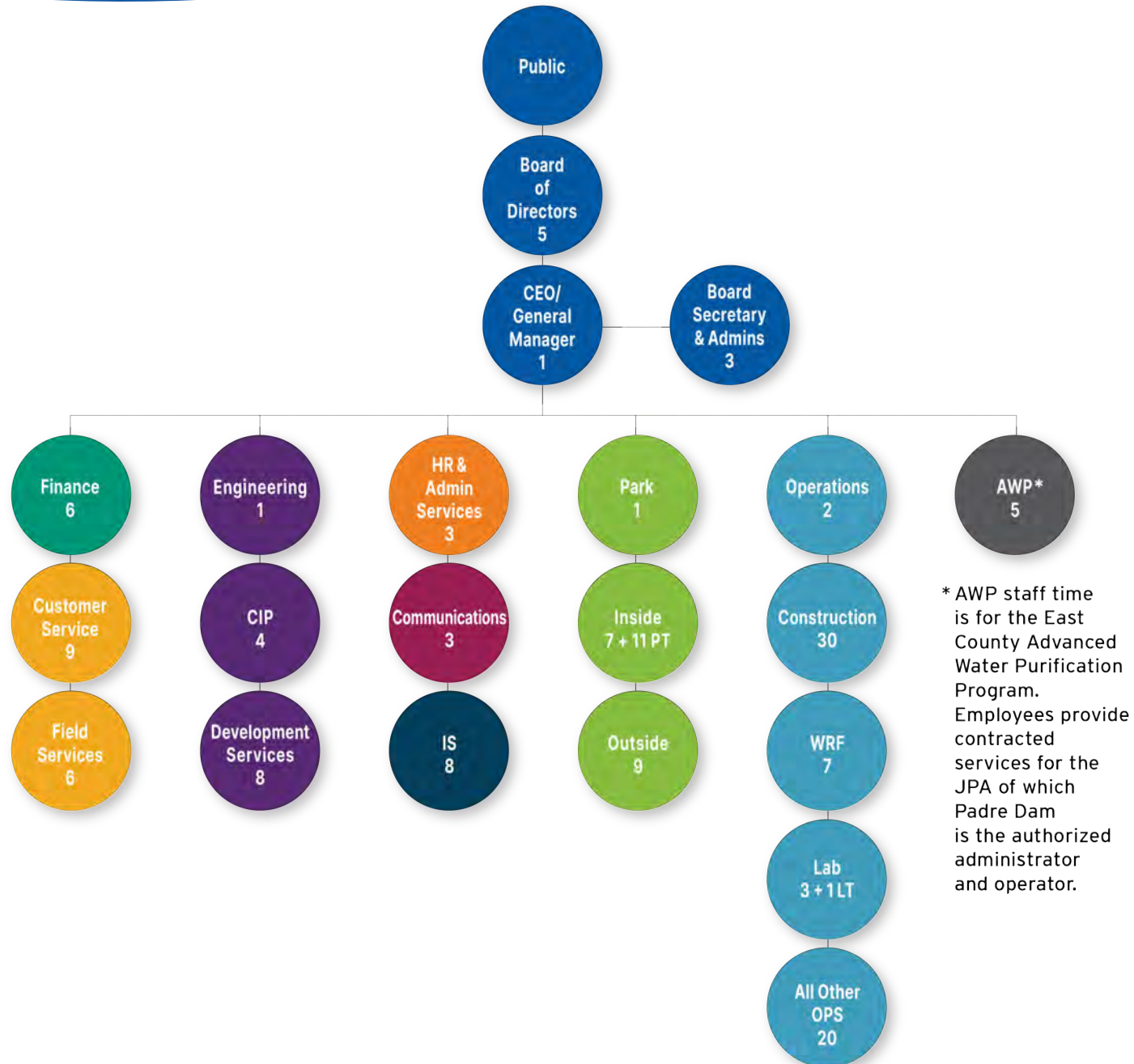


*“ Padre Dam is a welcoming environment where people are open to share their knowledge and expertise with others. It is a customer driven organization staffed by self-accountable individuals in a relaxed and flexible environment.
— Ken Michael
GIS Specialist*



*“ Padre Dam has that family vibe, a feeling of being part of a tribe. When you walk through the halls, you feel genuinely welcome and a sense of belonging to something greater. People that work here, enjoy what they do. Opportunities to be a part of different laterals to collaborate with different departments for the greater good of Padre Dam.
— Melissa Kussman
Customer Service Representative*

Organization Chart



Related Planning Documents

District Planning Documents

Padre Dam has a variety of planning and policy documents that guide the success of the work included in this Strategic Business Plan. These range from regulatory reports and detailed planning documents to studies completed to guide future water and sewer rates and charges. The key documents and descriptions are shared below.

Five Year Budget FY 2023-2027

The Five Year Budget supports the goals outlined in the District's Five Year Strategic Business Plan. This comprehensive document is prepared in accordance with the California Society of Municipal Finance Officers guidelines. It includes the District's operating budget, capital budget and CIP budget summary. The District's budget is reforecast and reaffirmed by the Board annually.



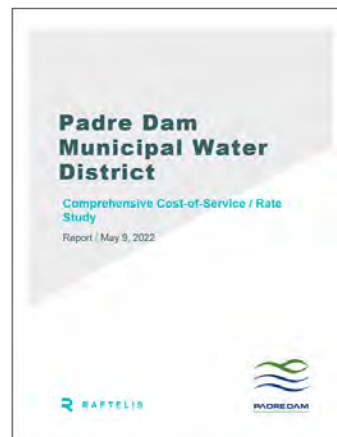
2022 Capital Improvement Program Budget (CIP)

The CIP is a major component of the Five Year Strategic Business Plan. It is the foundation of the District's long-range capital investment plan and is integral to sound financial planning. The CIP establishes a list of preventive maintenance, capital replacement and improvement projects and related costs.



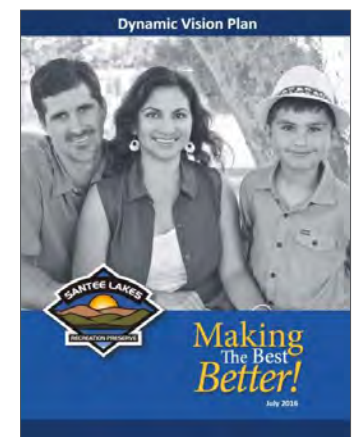
2022 Cost of Service Study (COS)

The purpose of the COS is to allocate costs among the District's operations and customer type and then determine the revenue required to fund those costs. The study also derives the rates and charges needed to produce the required revenue.



Santee Lakes Dynamic Vision Plan (2016)

The reimagining of a master plan, the Dynamic Vision Plan for Santee Lakes is the strategic step to planning for the Park's future. This 20-year plan is well underway in implementing future expansion and revenue opportunities. It was designed to ensure Santee Lakes remains a sustainable and premier destination for decades to come.



Related Planning Documents

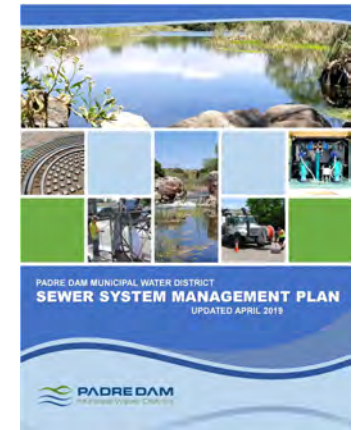
2022 District Rules and Regulations

This document sets forth the terms and conditions under which the District provides water, recycled water, wastewater and recreational services to our customers. It provides clear guidelines to regulate operations and ensure all customers are treated equally and fairly. This document, including Standard Practices & Policies, are updated by staff and approved by the Board annually.



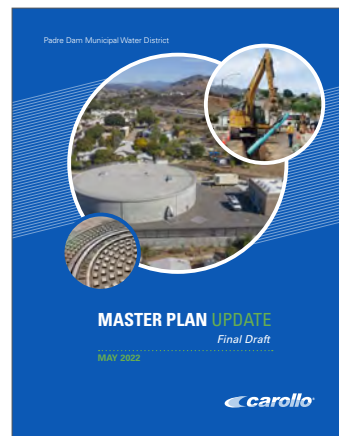
Sewer System Management Plan (2019)

This plan is designed to protect the public and environment and to provide best management practices for the operation and maintenance of the sewer collection system. This is accomplished by ensuring adequate capacity to convey peak wastewater flows and minimizing water quality impacts and potential nuisance conditions by mitigating the impacts of potential sanitary system overflows.



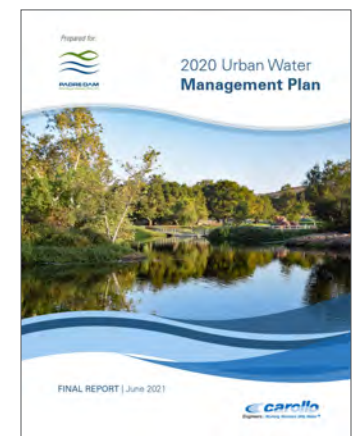
Facilities Master Plan (2020)

This plan provides a roadmap for long term water and wastewater reliability and resiliency over a 20 year planning horizon based on analysis of District systems demands and proposed facilities and improvements to accommodate future needs. It also reflects economic trends, extended drought conditions and the potential to provide service to tribal nations.



Urban Water Management Plan (2020)

This plan addresses the District's water system and includes a description of water supply sources, historical and projected water use and a comparison of water supply and demands. Also described is the District's conservation program and incorporation of the Advanced Water Purification Program in its diversified water portfolio. This plan is updated every five years and required to be filed with the State.



Related Planning Documents

Communications and Outreach Plan (2022)

This plan is intended to support the Strategic Business Plan while promoting a positive image of the District. Continuous communications with customers, partners and employees is critical in the public sector. It is important to connect with stakeholders during normal times so that we are already engaged for more challenging periods such as drought, water emergencies, or even a pandemic.



Emergency Response Plan (2022)

This confidential plan outlines general guidelines for use during major emergencies and disasters. It does not attempt to describe in detail every step necessary to handle a particular emergency, but instead relies upon the individual expertise of District personnel. This plan is integrated with similar plans of other agencies and meets State and Federal emergency response and recovery requirements.



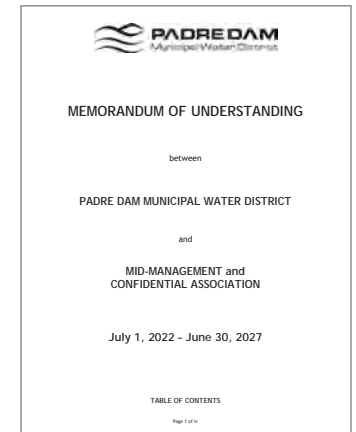
Information Technology Strategic Plan (2017)

This plan provides a road map to address current and future technology needs, address vulnerabilities in the computing environment and identify ways to capitalize on innovative opportunities for the computing environment and information delivery.



FY 2023-2027 Employee MOUs

The MOUs between the Board of Directors and employee groups allow for business sustainability and flexibility over the next five years. These financially prudent agreements allow us to attract, retain and motivate the workforce. They also provide future flexibility if employee benefit costs become difficult to maintain.



Strategic Objectives

One of the goals of combining the District's Ten Year Strategic Plan and its Five Year Business Plan into one document was to clearly link the important work that the District does to its long term strategic vision.

Based on the findings in the Centre's "Five Year Strategic Business Plan Board and Employee Workshop Report" and input gathered from the community, staff identified six long-term Strategic Objectives that represent what is important to the Board, staff and our customers.



“Objectives are not commands; they are commitments.”
— Peter Drucker



These Objectives will guide our decision making, impact goals and priorities, influence policy decisions, and lead the District into the future. They also support the District's Mission, Vision and Values. The Strategic Objectives on the following pages are accompanied by a broad strategy statement that expresses its importance to the District, a paragraph that describes the objective and its relevance, and key initiatives that clarify the objective by describing ways to achieve it.

TALENT MANAGEMENT

Commit to recruiting and retaining the most talented leaders in our industry and building a safe healthy work environment that fosters employee development and rewards exceptional performance while balancing fiscal responsibility

Talent Management is the strategic deployment of resources to help reach District goals, specifically by hiring, developing and retaining the best employees in the water industry. Talent Management touches the entire employee life cycle. After searching and hiring the right person for the job, talent management focuses on onboarding and training, review of performance, determining advancement opportunities, long-term talent review, development of skills and capabilities and succession planning — all while driving retention. People are our largest asset and are what will make the District successful so it's critical that our talent management strategy align with our overall District strategy.

The following initiatives were developed in support of the Sustainability & Resource Management Strategic Objective:

- Engage employees in the Workforce Partnership (Pipeline) by cultivating trust, communication and collaboration throughout the District.
- Strengthen future leadership capabilities by providing targeted leadership development opportunities, career agility and knowledge management in order to maintain the success of the agency long-term.
- Sustain a workforce of inclusion and acceptance that values diversity.
- Attract top talent in our industry by providing competitive total compensation packages that include work-life balance components.
- Ensure that all aspects of health and safety are fully integrated into District Operations by continually developing and managing programs that focus on health and safety.



SUSTAINABILITY + RESOURCE MANAGEMENT

Invest strategically in the effective management of assets contributing to the viability, sustainability and success of Padre Dam as a community utility and recreation provider.

Sustainability focuses on meeting the needs of the present without compromising the needs of future generations while Resource Management centers on the efficient and effective allocation of resources including time, money, employees and assets. At Padre Dam, Sustainability and Resource Management integrates the planning and management of water and wastewater systems in a way that minimizes the impact on the environment and maximizes the contribution to our community's social and economic vitality at an acceptable level of risk while continuously delivering the required levels of service; it also enhances our community through the delivery of exceptional recreation opportunities, the restoration and protection of environmental assets, and the re-investment in our Park and Campground for the benefit of people. Identifying Sustainability and Resource Management as a core strategic objective means the District pledges to balance infrastructure reliability, resiliency, and ratepayer affordability all the while protecting critical resources and providing the highest level of service.



The following initiatives were developed in support of the Sustainability & Resource Management Strategic Objective:

- Invest in capital improvements to achieve long term infrastructure sustainability and ensure reliable delivery of quality utility and recreation services to proactively face challenges of a changing climate, aging infrastructure, and potential future water quality concerns.
- Employ methods and tools that empowers staff to make data-driven decisions about resource vulnerabilities and subsequent improvements that improves the level of service to the community.
- Pursue water, wastewater and energy independence while maximizing resource recovery and conservation efforts.
- Undertake comprehensive planning to ensure that investments in utility and recreation services are cost-effective over their life-cycle, resource efficient, minimize waste, and support other relevant community goals.
- Implement an asset management program to optimize resource management and further identify sustainability opportunities.

CUSTOMER EXPERIENCE

Create positive experiences by providing a high level of service across all customer touch points with thoughtful and innovative solutions.

As a public agency, Padre Dam works for the people and communities that we serve. It is essential to the District's success to prioritize positive customer experiences and outcomes. We start and end all of our work with the customer in mind. We provide prompt, courteous service to both our external customers as well as our internal coworkers. We continually strive to make the customer experience better for all through thoughtful, engaging and innovative decisions. This is a consideration across all departments of the District to ensure that we are meeting the District's mission of providing high quality water, wastewater, recycling water and recreation services to our customers each and every day.

The following initiatives were developed in support of the Customer Experience Strategic Objective:

- Commit to delivering extraordinary service by utilizing language, tone and nonverbal skills to inspire, influence, enhance trust, build rapport and develop positive and lasting customer relationships.
- Provide a sophisticated customer platform offering customers a simple and convenient experience.
- Educate customers and the community on the importance and value of services and costs of services through the use of multiple communications methods to ensure broad reach.
- Implement new technology methods and ways of gathering customer information, communicating with customers and providing efficient high quality service and learning experiences.
- Create a positive guest experience as part of our customer retention strategy. At Santee Lakes, we prioritize a family-friendly atmosphere, guest safety and overall site cleanliness.



FISCAL STABILITY

Generate, managing and allocating financial resources to attain the District's operational goals and objectives while providing exceptional service to our customers.

Long-term fiscal stability is essential in order to provide our customers with safe and reliable water, wastewater, recycled water and recreational services at the lowest reasonable cost in an environmentally responsible manner. Maintaining a strong financial position enhances the District's ability to adequately manage and maintain its complex operations and ensures there are sufficient resources to withstand environmental, economic and operational challenges. An adequate revenue stream and strong reserves alone won't provide fiscal stability; the sound and responsible management of District resources is crucial and impacts the actions and decisions made every day throughout the organization.

The following initiatives were developed in support of the Fiscal Stability Strategic Objective:

- Ensure long term financial strength and sufficient liquidity to cover operating and capital expenditures through reasonable rates, use of reserves and issuance of debt.
- Monitor, manage and report on key financial elements including revenues, expenses, debt, cash flow, capital investment and financial results.
- Evaluate, plan and adjust financial resources to support current operating and capital needs while keeping the District focused and on track toward its long-term goals.
- Safeguard assets and ensure the District functions with financial efficiency and reduced waste.
- Identify, analyze, and mitigate uncertainty and risk through sound financial investments.



TECHNOLOGY + INNOVATION

Invest in technology and empower users with access to computing, collaboration, communication, reliable data and analysis tools in order to affect better decision making.

There are nearly endless benefits of technology in the workplace. Technology connects us all, increases efficiency, improves communication, fosters collaboration, optimizes resource management, enhances security and streamlines decision making. As a forward-thinking organization, Padre Dam recognizes the importance of technology and embraces opportunities that provide new and better approaches to accomplishing its mission. Padre Dam also recognizes that technology is never static which is why ongoing investment and commitment to technology is vital to maximize the benefits it can offer.

The following initiatives were developed in support of the Technology & Innovation Strategic Objective:

- Provide easy access to trusted and reliable data for decision support.
- Invest in technology to achieve greater operational efficiency.
- Develop a technically astute and prepared workforce.
- Deliver cost effective information systems and services.
- Commit to increased information systems security and reliability.



OPERATIONAL EXCELLENCE

Provide maximum value to our customers through proper policy implementation and a streamlined operating system structure, while meeting the organization's short and long term goals for improved quality performance, increased service levels and reduced expenses.

Operational excellence enables an organization and its leadership to continuously improve all areas of performance. It also helps an organization remain adaptable, innovative and efficient. Padre Dam's commitment to Operational Excellence as a Strategic Objective impacts our entire organization and helps ensure we provide maximum value and excellent service to our customers.

The following initiatives were developed in support of the Operational Excellence Strategic Objective:

- Provide highly-trained staff focused on operating and maintaining the water, wastewater, recreation and recycled water systems to ensure regulatory compliance, longevity and reliability.
- Integrate technology systems to gain efficiencies and make data informed decisions.
- Maximize the life of assets by diligent maintenance and replacement programs.
- Create and use Standard of Work and Best Management Practices to operate and maintain infrastructure and facilities efficiently and sustainably, increasing reliability while maximizing the life of all assets.
- Remove obstacles, barriers and silos that contribute to inefficiencies.



Business Functions

The work of the District is accomplished through the activities of its core **Business Functions** (Functions). Activities within these Functions help support our customers, accomplish our mission and achieve our Strategic Objectives. Previous five year plans identified eight essential business functions. In developing the new Plan, it was determined that all eight were still appropriate. “Champions” were also identified for each Function. The role of the Champion is to keep staff focused on accomplishing their work and achieving established goals and objectives.

In order to develop the Five Year Business Plan and Budget, Staff had to determine what needed to be accomplished over the next five years with the Strategic Initiatives in mind. To support this effort, sub-laterals were created for each Business Function. These sub-laterals included the function’s Champion, members of the 5YP Lateral and other interested staff. Each sub-lateral identified the top 20-25 Goals for their Business Function, tying them back to one or more of the six Strategic Objectives to ensure that everything we do is in furtherance of those important objectives. These are not the only things that will be accomplished, but they will be used to demonstrate success and show the Board, and the public, the important work that staff is doing.



Business Functions

The Business Function sub-laterals also developed **Key Performance Indicators (KPIs)** for each Goal. KPIs help communicate how an organization is performing. Used correctly, a good KPI acts as a compass to show if an organization's on the right path to achieving its goals.

KPI's can be either Qualitative or Quantitative. **Qualitative KPIs** show performance towards or achievement of a specific goal. Some Qualitative Indicators are ongoing performance measurements while others are specific milestones that must be met. It is important to track Qualitative Indicators quarterly to ensure staff stays focused, identify if there is a risk that a goal may not be achieved, or to communicate when a goal is complete. **Quantitative KPIs** show performance against a specific number of planned tasks. It is important to track Quantitative Indicators quarterly to show performance against a goal but it is also important to look at them cumulatively; there are a number of reasons a task may fall behind in one period but it is also possible to exceed a goals in future periods so that the cumulative goal is met.

Every quarter staff will report on the status of each KPI on a "scorecard" (shown below). Staff may also highlight something notable that was accomplished that quarter or provide an explanation for why a KPI might be off-task. Staff will also track and report on unplanned/unscheduled work to provide workload context.

ENGINEERING + PROJECT MANAGEMENT					
Key Performance Indicator		Strategic Core Objective		Quarter	
WORKFORCE MANAGEMENT + SUPPORT					
Key Performance Indicator		Strategic Core Objective		Quarter	
75% by end of the Fiscal Year					
Below 10%				1st	2nd
Complete by end of five year term		Less than 45 Days	Talent Management		3rd
Provide quarterly updates on time		Minimum of 2 interns Annually	Talent Management		4th
Implement by end of FY 2023		Less than 3%	Talent Management		
Complete by end of FY 2023					
Provide updates to website quarterly		Workforce Partnership Evaluated Every Three Years	Talent Management		
		85% or Above Monthly	Talent Management		
Begin to bring ratios of completion		10% of employees 50 or at least 1 later	Talent Management		
4 weeks from plan check fees being		5 days 5 weeks	Talent Management		
2 weeks from date of submittal		100% of Annual Demand Considered on Time	Talent Management		
Quarterly					
Implement by end of FY 2024		Progress towards being 100% Electronic File Documents	Technology & Innovation		
100% of projects					
		On Budget Tracking			
100% of projects		On Budget Tracking	Fiscal Stability		
Within 2 days of notification			Fiscal Stability		
Monthly		Increased enrolments by 25% per year	Talent Management		
		Within module 2 & within module 3	Talent Management		
Complete prior to end of five year		Management, Ethics Training Every other year	Talent Management		
Complete by July 6, 2024					
Complete and submit to desk by 1st		Maximum at or below 1.18	Operational Excellence		
Annually		Goal is 100% completion	Sustainability & Resource Management		
		Goal is 9% or less	Operational Excellence		
2 per year		Drive for 80% or better each year to offset premiums	Fiscal Stability		
By end of FY 2023		9% improvement annually	Operational Excellence		
100% of projects prior to approval					
		1 Annually	Operational Excellence		
Complete 4 per year			Sustainability & Resource Management		
Complete 4 per year			Talent Management		

OPERATIONS + WATER QUALITY



The Operations Department is responsible for the delivery of safe, high quality drinking water, collection and treatment of wastewater and delivery of recycled water to our customers. There are many talented professionals contributing to the District's mission each day. Crews work to provide a high level of service as well as respond to all types of emergencies 24/7 365 days a year.

We have had many changes in our workforce since the previous business plan and have been focused on bringing in new technicians, operators and utility workers to fill these vacancies. With new staff comes a renewed focus on education, training and mentoring of all staff members. We believe in continuous learning at Padre Dam and the Operations Department has always excelled in this area. With several recent promotions into technical positions, we are committed to continued training and mentoring of staff to ensure they are successful and ready to lead into the future.

With the many advances we have seen in technology related to our field, we plan to continue leveraging its use to make us more accurate, effective and efficient. One example is utilizing ArcGIS, a mapping software, to migrate from paper to electronic tracking of our valve exercising program, fire hydrant maintenance, groundwater wells and backflow devices. We will continue to collaborate with the District's Geographical Information Systems (GIS) team to develop applications for documenting and tracking sewer cleaning and CCTV operations, maintenance of pressure reducing stations and the documentation of District site and building conditions for the Facilities Maintenance Group.



Operations + Water Quality Key Focus Areas:

Construction, Fleet
& Facilities

Water Quality &
System Operations

Regulatory
Compliance

Construction, Fleet & Facilities

The Construction Group plays an important role in the maintenance of the water and wastewater systems. Preventive maintenance consumes this group as they work to achieve monthly maintenance goals set to maximize the life of the water and wastewater systems. The valve replacement program is an essential part of maintaining our infrastructure; it enables staff to react quickly to emergencies and minimize property damage by limiting the time a main break runs or a knocked off hydrant floods the streets. In the next five years, staff will focus on replacing valves that have been identified as inoperable by valve technicians as well as valves identified as high priority in the Valve Prioritization Study. This program will also include valves that are replaced via the contracted valve replacement project as part of the Capital Improvement Program.

An aggressive sewer cleaning goal and CCTV inspection program has consistently resulted in minimal Sewer System Overflows and has helped give Padre Dam a positive reputation within the industry. During this Plan, Operations and Maintenance workgroups will remain committed and focused on system, facility and infrastructure maintenance. The upkeep of these various and complex systems ensure reliable, safe and contaminate free services are provided to customers. As mentioned previously, we will work with GIS staff to develop an application to document the cleaning and CCTV, manhole and pipeline condition within the ArcGIS mapping software.

The Fleet workgroup tirelessly supports and maintains our fleet of vehicles, heavy equipment, small tools and ancillary equipment. They utilize a modern fleet maintenance shop to track equipment performance and complete preventive and repair maintenance activities. Utilization of updated software programs including, Verizon Connect Fleet Management Software, Collective Data vehicle and equipment maintenance tracking software and a fluids management program will all integrate to help modernize the way the mechanics track and complete their work. These improvements will ensure that District vehicles are kept in optimum operating condition to support workgroups in their efforts to provide the best customer service possible.



Water Quality & System Operations

The systems operation group continues to improve the water distribution system by taking advantage of new technologies that help to manage water demands that have declined in recent years. Managing water quality with reduced demands has been extremely challenging. Continued deployment of reservoir management systems, chlorine dosing systems and automated controls will assist the group in maintaining high quality water for our customers. Investments in security are also an important part of the operations plan and expanding video surveillance systems to include additional sites will ensure the safety of our infrastructure.

Pumping water and wastewater is a complex and energy intensive process. The District's electrical, instrumentation and control technicians maintain a wide variety of electrical and electronic components that aid operators in the management of these pumping systems on a daily basis. Opportunities to reduce energy usage, improve system optimization and enhance reliability with technology will be utilized to make for a more fine-tuned and robust system.

Regulatory Compliance

With ever increasing regulatory requirements, staff is dedicated to increasing efficiencies, minimizing risks and working hard to achieve the goals set forth. The compliance team consists of technicians that monitor the water and recycled water distribution systems for compliance and safety. They also work to ensure compliance with regulatory agencies including the Air Pollution Control District, Department of Environmental Health and the Regional Water Quality Control Board. In this evolving regulatory environment, it is important to monitor current regulations and be prepared to comply with current and new regulations.

We are committed to achieving our operational goals, which will result in a more reliable and efficient system. We look forward to the development of our newer staff through training and mentoring programs throughout the five years to ensure we have the future leaders and experts ready to care for our system in the years to come.





OPERATIONS + WATER QUALITY

Goal	Key Performance Indicator	Strategic Core Objective
Operations & Maintenance Department - General		
Sewer flushing application	Completed and in use by fall of 2022	Operational Excellence / Technology & Innovation
CCTV Application	Completed and in use by fall of 2022	Operational Excellence / Technology & Innovation
Distribution main flushing application	Completed and in use by FY 2023	Operational Excellence / Technology & Innovation
Water Discharge Application for NPDES Permit tracking (flushing etc.)	Completed and in use by FY 2024	Operational Excellence / Technology & Innovation
Valve Isolation Trace Map Application	Completed and in use by FY 2024	Operational Excellence / Technology & Innovation
Live dashboards for State reporting data	Completed and in use by FY of 2025	Operational Excellence / Technology & Innovation
Comprehensive as-built/record drawing access for field use	Completed and in use by FY 2023	Operational Excellence / Technology & Innovation
Upgrade of CSC/WRF/Operations campus access and fire control systems	Completed by fall of 2023	Operational Excellence / Technology & Innovation
Upgrade access control of sites with cellular providers with real time data reporting and restrictions	Complete by fall of 2023	Operational Excellence / Technology & Innovation
Upgrade of Finance Department offices	Complete by spring of 2023	Operational Excellence
Rehabilitation of Operations Restrooms	By 2025	Operational Excellence
Review/Update all written SOP's	Review/Update 4 SOPs' per year	Operational Excellence
Plan and construct Operations Yard Expansion due to relocation of spoils area from pond C	Complete upgrade by 2024	Operational Excellence
Pursue solutions to the flooding issues in Sycamore Creek	Ongoing	Operational Excellence
Invest in Employee training, readying them for future promotion through Mentoring and Corstraining	Cross training of a minimum of 3 staff members per year with systems group, leadership training for most interested staff.	Talent Management
SSMP Five Year Update due in 2024	Complete by Spring of 2024	Operational Excellence
Complete all regulatory reports	Annually	Operational Excellence
Participate in AWWA Benchmarking Survey	Biannually	Operational Excellence
Construction Group		
Site paving projects	Patching/Seal Coating at three facilities per year	Operational Excellence
Minimize Sewer Hot Spots using Smart Cover technologies	Installation/relocation of three devices per year. Reduce hot spots by 10% per year.	Operational Excellence / Sustainability & Resource Management
Ready all pump stations for bypass pumping operations	Identify pump station and complete one station per year	Operational Excellence
Water Operations		
Install reservoir management systems	Install 2 mixers and/or chlorine dosing systems per year	Operational Excellence
Site security upgrades - Continue to install security cameras at remote site/upgrade existing cameras	One site per year	Operational Excellence
Install Automatic gates to access remote sites	One site per year	Operational Excellence / Technology & Innovation
Ready all pump stations for bypass pumping operations	Identify pump station and complete one station per year	Operational Excellence
Purchase movable water storage tank to maintain service while reservoirs are offline for cleaning	Purchase by FY 2024	Operational Excellence
Evaluate and replace or upgrade chloring generating systems at PS 4 and 7	Ongoing	Operational Excellence
Pressure Vessel Inspections (Every 4 Years)	Complete in 2026	Operational Excellence
Pump Station Control Valve Maintenance (PCV and Relief Valves)	Start in Year 4: 67 total valves completed by 2028	Operational Excellence
Water Recycling Facility		
Meet permit discharge requirements 365 days	Ongoing	Operational Excellence / Sustainability & Resource Management
Perform required maintenance of all major plant equipment annually	Annually	Operational Excellence / Sustainability & Resource Management
Inspect chlorine scrubber	Annually	Operational Excellence
Overhaul one vertical turbine pump and motor	Bi-Annually	Operational Excellence
Evaluate a new computerized maintenance program	Ongoing	Operational Excellence / Technology & Innovation
NPDES Permit renewal process	Ongoing (Expires in 2026)	Operational Excellence / Sustainability & Resource Management



FIVE YEAR STRATEGIC BUSINESS PLAN
GOALS AND QUANTITATIVE PERFORMANCE INDICATORS
FY '23 - '27

GOAL	KPI					STRATEGIC OBJECTIVE
	QTR 1	QTR 2	QTR 3	QTR 4	ANNUAL	
Water Recycling Facility						
Flow Meter Calibration	0	0	15	0	15	Operational Excellence
Chlorine/Sulfur Dioxide Inspections	3	3	3	3	12	Operational Excellence
Mixer Inspections	3	4	4	4	15	Operational Excellence
Mixer Rebuilds	3	4	4	4	15	Operational Excellence
Submersible Pump Inspections	4	4	4	5	17	Operational Excellence
Analyzer Calibration	15	15	15	15	60	Operational Excellence
Exercise all Valves throughout the WRF	11	11	11	11	44	Operational Excellence
Oil analysis on major equipment (above water)	0	0	0	12	12	Sustainability & Resource Management Technology & Innovation
WRF Water Quality Samples Collected	1470	1470	1470	1470	5880	Operational Excellence
WRF Water Quality Samples Points Analyzed	4200	4200	4200	4200	16800	Operational Excellence
Wastewater Group						
Sewer Lines Cleaning Footage	151000	151000	151000	151000	604000	Operational Excellence
Sewer Hot Spots Cleaned	26	98	22	92	238	Operational Excellence
CCTV Footage	25000	25000	25000	25000	100000	Operational Excellence
Sewer Line Repairs (Laterals and Mains)	2	2	2	2	8	Operational Excellence
Sewer Lift Station Inspections	45	45	45	45	180	Operational Excellence
Unplanned:						
Sanitary Sewer Overflows (SSO's)						Operational Excellence
Private Lateral Sewer Discharge (PLSD)						Operational Excellence
Construction Group						
Valve Replacement	22	22	22	22	88	Operational Excellence
Valve Installations	3	2	3	2	10	Operational Excellence
Special Projects	0	1	0	1	2	Operational Excellence
Poly service Replacements	10	10	10	10	40	Operational Excellence
Unscheduled:						
Water Services Installed						Operational Excellence
Sewer Services Installed						Operational Excellence
Fire Services Installed						Operational Excellence
Recycled Water Services Installed						Operational Excellence
Relocated/Abandoned Services (All)						Operational Excellence
Unplanned:						
External Agency Mandated Work						Operational Excellence
Water Main Failures/Unplanned Outages						Operational Excellence



FIVE YEAR STRATEGIC BUSINESS PLAN
GOALS AND QUANTITATIVE PERFORMANCE INDICATORS
FY '23 - '27

GOAL	KPI					STRATEGIC OBJECTIVE
	QTR 1	QTR 2	QTR 3	QTR 4	ANNUAL	
Water Operations Group						
Water Mains Flushed	100	100	100	100	400	Operational Excellence
Valves Exercised	675	675	675	675	2700	Operational Excellence
Water Quality Monitoring Samples	338	341	336	330	1345	Operational Excellence
Reservoirs Dosed	75	75	75	75	300	Operational Excellence
Water System Site Inspections (45 sites)	150	150	150	150	600	Operational Excellence
Pump/Motor Maintenance/Recondition	0	0	3	0	3	Operational Excellence
Pressure Reducing /Relief Valve Maintenance	9	9	9	9	36	Operational Excellence
Portable Pumps Exercised	0	2	2	0	4	Operational Excellence
Large Meter Calibration	0	20	0	0	20	Operational Excellence
Electrical / Cathodic Group						
Infrared Camera MCC's	40	40	40	40	160	Operational Excellence
Motor Control Centers Serviced/Inspected	12	12	12	12	48	Operational Excellence
Generators Exercised	96	96	96	96	384	Operational Excellence
CP Test Station Reads WSA	0	236	0	236	472	Operational Excellence
Reservoir CP Reads	8	8	8	8	32	Operational Excellence
Reservoir - Coating & CP Dive Inspection	1	1	1	1	4	Operational Excellence
Pump Station/Vault Coating & CP Inspection	5	5	5	5	20	Operational Excellence
Compliance Group						
FOG Inspections	29	30	29	30	118	Operational Excellence
Industrial Waste	2	2	2	3	9	Operational Excellence
Cross Connection Control Inspections	53	53	53	52	211	Operational Excellence
Fleet / Warehouse / FM						
Vehicle Rehabilitation/Rebuild	1	0	1	1	3	Operational Excellence
Capital Equipment Replacements	5	0	4	0	9	Operational Excellence
Generators - Annual Service	0	14	0	0	14	Operational Excellence
Portable Pumps - Annual Service	0	4	0	0	4	Operational Excellence
Facilities Maintenance Projects Completed	1	1	1	1	4	Operational Excellence
HVAC Filter Replacement/Maintenance	1	1	1	1	4	Operational Excellence
Quarterly Inventory	1	1	1	1	4	Operational Excellence / Fiscal Stability
Scheduled Maintenance	30	30	30	30	120	Operational Excellence
Fleet/Equipment Repairs (Tracking / Non-Goal Based)						Operational Excellence
Facility Condition Assessment	0	1	0	0	1	Operational Excellence
Meter Services / AMI						
Meter Replacement MMP	900	900	900	900	3600	Operational Excellence / Technology & Innovation

INFORMATION SYSTEMS



The over-all goal of the Information Systems (IS) Team is to provide information technology infrastructure, solutions and services that support the mission, vision and values of Padre Dam. IS supports a variety of technology, applications and services that have defined lifecycles. As systems age IS will explore and evaluate new solutions with stakeholders and end-users, with operational efficiency and future innovation in mind. The IS Team is made up of technical specialists, systems analysts, and GIS experts.

The IS technical specialists and systems analysts implement and support a computing environment that provides infrastructure and processing for electronic file storage and document management, email, phone systems, mobile phones, databases, remote access, customer and utility billing systems, financial and human resource information systems, engineering applications, desktop applications, internet access, point of sale, SCADA applications, site access and video security.

The GIS workgroup is responsible for maintenance of District asset data, mapping of facilities and right of way, development and deployment of mobile and web based applications, statistical and spatial analysis, GIS database administration, and engineering project support. The District's Enterprise GIS provides powerful visual tools aimed internally and externally to improve business systems, maximize operational efficiency, promote responsible decision making, and to inform our customer base.

The present and future trend is for all information to be available anywhere and anytime via mobile and web based applications. Integration of spatial data and having the ability to report current and near real-time information on demand via dashboards and other types of applications is a business driver. Other business drivers include cost savings, efficiency gains and improved communication with all stake holders. These goals can be attained by utilizing GIS mobile and web-based applications, dashboards, and integration with asset management, CMMS and other information systems.

Ensuring a secure and safe computing environment is a crucial role for IS. A good cyber defense strategy is required to reduce risk and prevent damage to the District's critical systems and data. A fully developed cyber security framework ensures increased commitment and diligence to security, reliability and protection of customer data.



Information Systems Key Focus Areas:

IS Infrastructure & Operations

IS Services & Applications

Data Governance

Cyber Security

GIS Services & Applications

IS Infrastructure & Operations

IS infrastructure and Operations defines all of the hardware, software, network components and staff that make up the backbone of modern operation. Modern infrastructures reside on a combination of traditional on-premise systems and newer cloud-based systems. It is imperative for this infrastructure to be operated, successfully managed and well maintained so it is dependable and appropriate for the District's needs. Continuous improvement will explore and evaluate new and innovative opportunities for the future to include Platform as a Service (PaaS), and Infrastructure as a Service (IaaS).



IS Services & Applications

IS Service and Applications defines software and applications that support the business missions of various departments. The major software packages include a Financial and Human Resources system (FHRIS), Customer Service and Utility Billing system (CIS), Electronic document management system (EDMS), communication systems and various other supporting applications. IS staff provide critical technical support when needed and often act as a liaison between staff and software providers to troubleshoot and upgrade. Continuous improvement will explore and evaluate new and innovative opportunities for the future to include Software as a Service (SaaS).

Data Governance

Data Governance involves complementary custodial and stewardship roles. Data custodians are accountable for data assets from a technical perspective. Data stewards are accountable for data assets from a business perspective. IS serves both roles with custodial duties that involve technical control of data including security, scalability, configuration management,

availability, accuracy, consistency, audit trail, backup and restore, technical standards, policies and business rule implementation. Stewardship duties involve business controls, data content and metadata management related to a set of data assets. In many cases, departments that use the same data view it differently. Data stewardship ensures that data supports all business needs and requirements. Additionally providing access to data through reports and/or business intelligence applications ensures actionable information is readily available to decision makers.

Cyber Security

The protection of vital data from being stolen or corrupted is an ongoing concern. Ensuring a secure and safe computing environment is a crucial role for IS as attacks on sensitive data and systems continue to grow globally with increasing frequency. The goal of a good cyber defense strategy is to reduce risk and prevent damage to the District's data and information systems. This will be accomplished by adhering to a cyber-security framework that defines, tests, implements and refines the strategy on a continual basis.

GIS Services & Applications

GIS is a spatial and geographical database system designed to capture, store, manipulate, analyze and manage organizational data to help stakeholders visualize and interpret the relationships between data to make informed decisions. A fully developed GIS benefits the District by enabling users to create informational maps, spatially view all District infrastructure, query information by the asset attributes or spatial location, and make better decisions. The District's enterprise GIS gives staff access to GIS data to address varying departmental needs. It gives the end user the ability to pinpoint the location of an asset or identify an area of customers impacted by a service interruption electronically. It also allows for real time updates when assets are added or moved. These aims will be accomplished by providing accessible GIS services internally and publically, integrating GIS with other systems, providing mobile and cloud capabilities, ensuring quality and timely data, lending technical support, and expanding inter- and intradepartmental collaboration.

Information technology is crucial to every aspect of Padre Dam's operations. It is imperative that all of these systems are well maintained and managed to ensure availability. Innovation and advances mean technology does not remain static. Change is the norm and to remain flexible, IS and GIS strategic plans will be revisited periodically to adjust and reprioritize as necessary.





INFORMATION SYSTEMS

Goal	Key Performance Indicator	Strategic Core Objective
Planning		
Implement end user operating system and application training program	Evaluate and Update annually	Talent Management
Plan and Prepare for information model updates for migration to the Geometric Utility Network	Complete by FY 2026	Technology & Innovation / Sustainability & Resource Management
IS/GIS Strategic plans	Annual Review and Re-Prioritization	Technology & Innovation
System Maintenance		
Active Directory Domain, DNS, DHCP, Microsoft 365 and Exchange online services updates and enhancements	Evaluate Bi-annually	Technology & Innovation
Applications and interfaces updates and enhancements	Evaluate effectiveness and strive for improvement annually	Technology & Innovation
Maintain PCs, laptops, tablets and other portables hardware and operating systems	Evaluate effectiveness and strive for improvement annually	Technology & Innovation
Maintain Virtualized Environments, Physical Servers and Appliance hardware and operating systems	Ongoing	Technology & Innovation
Maintain Cyber Security Framework and Awareness	Quarterly vulnerability assessments and monitoring	Operational Excellence
Systems, Data and Server Backup And Recovery Plans	Evaluate effectiveness and strive for improvement annually	Sustainability & Resource Management
Internet, Data, Wifi, Wired and Wireless Telecommunications networks	Evaluate effectiveness and strive for improvement annually	Technology & Innovation / Sustainability & Resource Management
Process Improvement		
Migrate File Server contents to SharePoint and OneDrive	Complete by FY 2024	Technology & Innovation
Migrate applications to Cloud hosted and SaaS computing models	Evaluate effectiveness and strive for improvement annually	Technology & Innovation
Track IT Service Delivery	Complete by end of FY 2023	Sustainability & Resource Management / Customer Experience
GIS Services		
Develop and Document Standards to support GIS best practices	Complete by Year 2	Operational Excellence
Expand access to spatial data and reporting tools	Complete by Year 2	Operational Excellence / Customer Experience
District support of Dashboards, Webmaps, Storymaps and Esri apps	Evaluate effectiveness, build and update as needed	Technology & Innovation / Sustainability & Resource Management
Identify and document all interoperability and interfaces between datasources	Complete by year 2	Technology & Innovation / Sustainability & Resource Management
Improve end user access and format flexibility to GIS data resources (online, printed resources)	Complete by year 2	Technology & Innovation / Sustainability & Resource Management
Migrate legacy CAD and GIS applications to modern supported solutions.	Complete by year 2	Technology & Innovation / Sustainability & Resource Management

CUSTOMER SERVICES



Customer Services is dedicated to providing exceptional service and support to our customers. They manage many functions throughout a customer's lifecycle including the initiation and termination of service, ongoing assistance and the management of troubled accounts. Often the only people that customers interact with directly are the Customer Services staff of highly trained, patient, professional and understanding individuals. Customer Services also serves as a hub for workflow within the District, working closely with Engineering, Operations, Information Systems, Finance and Communications to provide vital data. There are

two interconnected segments to Customer Services: the District's Customer Service Center and Field Services. Together these areas work together to accomplish a mutual goal of obtaining meter data that is used for customer billing and reporting.

Customer Service Key Focus Areas:

Billings, Receipts
& Collections

Customer
Assistance

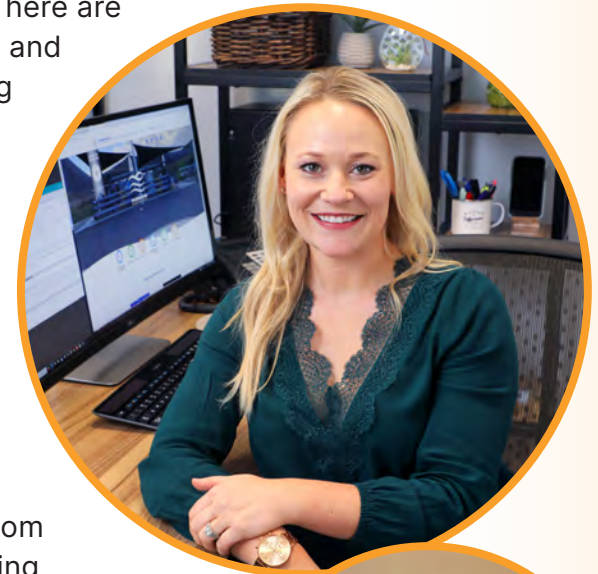
Resource
Management &
Development

Meter Services
& AMI

Billing, Receipts & Collections

Ensuring customers are billed accurately and revenue is collected promptly is fundamental to District operations which is why Billing, Receipts and Collections is a key focus area for Customer Services. Staff must complete various tasks under very strict deadlines to prepare over 25,000 bills each month for delivery. These tasks include entering new services into the billing system, importing billing reads from the Automated Metering Infrastructure (AMI) network, analyzing all accounts for exceptions or anomalies, reviewing new accounts, reviewing bill print for accuracy, sending the bill file to a third party vendor for final processing and delivery, applying late fees, sending required notifications to customers, and processing customer final bills.

Customers make bill payments in many forms and it is the Customer Services team's responsibility to receive those payments and accurately record them in customers' accounts. Our representatives are also responsible for following up on delinquent accounts in an attempt to minimize lost revenue due to bad debt. Service may be terminated and liens levied on a property for unpaid account charges.



Customer Assistance

Both the Customer Service Representatives and Field Services Technicians have an incredible ability to understand the ever-changing needs of the customer and provide assistance and solutions with a positive outcome. They strive to answer customer questions effectively, fix problems when they arise and try to resolve conflicts appropriately and equitably. More specifically they answer billing, payment, and account questions via telephone, email, and written correspondence; investigate high bill concerns; help identify leaks or other sources of water waste that can result in a high bill; visit a customer's property for conflict resolution; assist customer with leak appeal; help customers register and review online water use via the customer portal; assist customer with e-billing registration and account changes and field questions regarding rate changes, increases, conservation and drought.

Resource Management & Development

Technology plays an essential role in how the Customer Services operates. The District's Customer Information System (CIS) software is used by all the customer service representatives to accomplish their work (e.g. billing, customer assistance, payment processing, tracking and reporting.) Staying up-to-date on the CIS software and adequately training staff ensures the District is using the software to its maximum potential. Technology also impacts how we provide service to our customers. This plan includes many great enhancements to the customer service experience through product improvement and new technologies. How we incorporate these new technologies while keeping the personal connection with our customers is critical to future success.

Meter Services & AMI

Padre Dam's field services technicians are some of the most highly skilled in the industry; their demanding job requires a skill set that includes technical knowledge, interpersonal skills and physical stamina. The field services technicians respond to customer calls in person and investigate



problems with water service or meter reads. Additionally, they install meters, maintain meter boxes, turn customer's water on/off, perform pressure surveys, replace aging or failing meters, and test for meter accuracy to ensure reads are correct for billing.

The field services technicians are also responsible for maintaining the District's AMI. AMI is an integrated system of smart meters, communications networks, and data management systems that provides real-time data about water use for billing, analysis and on-line reporting. Staff's ability to maintain a successful AMI system is remarkable; they are experts in maintaining, repairing, and replacing parts of the system without assistance from outside professionals, saving time and money. The system's current meter reading percentage is over 99%. Staff is committed to maintaining this exceptional level of performance. Staff is also committed to increasing the efficiency and performance of the upper level AMI system by reducing the number of repeaters by 50%.





CUSTOMER SERVICES

Goal	Key Performance Indicator	Strategic Core Objective
Billing, Receipts & Collections		
Maximize collection of bad debts	Reduce bad debt sent to agency by 10%	Fiscal Stability
Decrease printing and mailing costs	Increase customer participation by 10%	Fiscal Stability
Customer Assistance		
Increase response to customer inquiries	Minimize abandoned calls and reduce customer call wait times	Customer Experience
Promote enrollment in on-line water use tool (Aquahawk)	Increase customer participation by 10%	Customer Experience
Promote enrollment in Electronic Billing and Presentment and Payment (EBPP) program	Increase customer participation by 10%	Customer Experience / Technology & Innovation
Institute more robust and simple EBPP and payment platform	Reduce customer calls by 10%	Customer Experience / Technology & Innovation
Implement new District telephone system with new technologies	Shorten customer service call times by 10%	Customer Experience / Technology & Innovation
Resource Management & Development		
Stay Current on CIS Software	Implement upgrades in General Availability phase & before Product Retirement	Technology & Innovation
Increase knowledge of CIS Software	Expand cross-training, attend CIS Conference	Technology & Innovation / Talent Management
Stream Engagement	Log-in weekly / post 6 Customer/Meter Service related Stream Articles per year	Talent Management
Meter Services AMI		
Increase efficiency and performance of upper level AMI System	Reduce number of repeaters in AMI infrastructure 50%	Technology & Innovation / Sustainability & Resource Management
Complete MMP Program	Replace remaining meters by end of 2022	Technology & Innovation / Sustainability & Resource Management
Maintain battery life for system performance	Semi-Annual battery life test for meter and Radio combination	Technology & Innovation / Sustainability & Resource Management
Maintain low manual number of meter readings	Sustain AMI electronic reading percentage of over 99% at all times	Operational Excellence / Sustainability & Resource Management

WORKFORCE MANAGEMENT + SUPPORT



The number one asset of any organization and the key to its success is its people. The building, vehicles, machinery, pipes and technology are important. They are key tools that we need to be effective but it is the staff who breathe life into these things that allow Padre Dam to provide the best possible service to our customers. Therefore, Human Resources is most focused on providing excellent customer service to employees, retirees and prospective applicants in an effort to enhance the overall experience of working at Padre Dam. We have approximately 140 public servants (full and part-time) all with the mission to provide quality water, recycled water, park and recreational facilities, and wastewater management services for our customers. The Human Resources Department commits to supporting these employees throughout their entire employee experience.

Human Resource's goal is to ensure that every employee at Padre Dam understands how important their work is to successfully completing our strategic objectives. Every employee plays a role in the Plan and Human Resources supports and assists employees by ensuring that supervisors and managers are engaged, fulfilled and motivated in their role so that they in turn can motivate, support, and develop their employees to succeed.

Workforce Management + Support Key Focus Areas:

Employee Life Cycle

Talent Management

Employee Growth

Employee Injury &
Illness Prevention

In addition to strategic workforce functions, all employees have the right to work in a safe and healthy workplace. Padre Dam makes every attempt to create an environment that is both physically and psychologically safe for every employee. Efforts are made to provide employees with every available safety training and equipment necessary to perform their jobs. Employee and community safety remain at the forefront of everything we do.

Our key focus areas for this five-year period are defined by understanding that the traditional landscape of work is changing and Padre Dam must change with it. Employee demographics are changing as tenured employees approach retirement and employees entering the workforce have different expectations and work/life balance needs. New approaches to attracting and retaining a talented workforce must be constantly revisited due to new talent networks, new technology and changing views of what a career looks like.



We want employees to thrive in their work environment and understand their role as a member of the Padre Dam team. To that end, Human Resources has identified focus areas in which we have developed specific objectives and tactics intended to help guide us to that goal. These objectives must remain fluid if we are to remain agile enough to meet the needs of today, with the ability to pivot rapidly to make the right decisions for tomorrow. Human resource success is about driving workforce success.

Employee Life Cycle

The Employee Life Cycle starts when a prospective employee applies for a position at Padre Dam. Human Resources wants applicants to have confidence in our hiring process. We continuously work to improve the hiring process to ensure it is fair, objective and results in hiring employees that will thrive within the Padre Dam Pipeline. Hiring practices and onboarding of employees can have a significant impact on the success of the employee. Human Resources is committed to providing innovative pathways that highlight the value of public service employment, offering a competitive total compensation package, cultivating a collaborative working environment that highlights the culture of the organization and provides opportunities for growth. An additional priority is to ensure that our workforce is inclusive and representative of the diverse population in which we serve. Cultivating the Pipeline requires us to look at four critical employee engagement activities:

- 1) **Performance** – this involves the employee’s clear understanding of what they need to do to succeed at their job.
- 2) **Connection** – the bond between an employee and their manager, coworkers and the District’s Mission and Values.
- 3) **Appreciation** – the employee’s sense that their work has value and they are recognized and rewarded for their contributions.
- 4) **Growth** – learning opportunities, continuous feedback, and ongoing support for career development.

Human Resources will focus on continued improvement of the complete employee experience through our core programs. Technology will also continue to assist in standardizing human resources practices to improve accuracy, efficiency, transparency, and relevance to overall workforce management strategies.



Talent Management

We remain committed to recruiting and retaining the most talented leaders in our industry and building a work environment that fosters employee development and rewards exceptional performance while balancing fiscal responsibility. This starts with a consistent and fair hiring and promotional process that employees can trust. Although Talent Management starts in Human Resources, the real work is done daily by the supervisors, managers and department heads. Leaders in the organization are best positioned to ensure that each employee is given assignments that utilize their strengths. Continuous feedback about work performance and giving the employee their annual performance evaluation on time is critical to ensuring employees feel well cared for and recognized for the work they do. Department Heads also are responsible for ensuring that the knowledge in their departments is maintained as employees come and go. Creating subject matter experts in each department and providing cross-training activities are important to ensure the department can be successful and adapt to changing circumstances. Department Heads impact talent management by clearly communicating with their team about goals and priorities and helping employees understand their role. Human Resources provides wrap-around support for the leaders in the organization by ensuring that they are well-trained and have access to the tools and resources to be an effective leader. We will continue to champion process improvement initiatives to help leaders engage in change management strategies.

Employee Growth

We are a small agency and while there are traditional growth opportunities within the District, we remain committed to horizontal growth within individual jobs as well as career growth. We will continue to offer individual development planning to employees as we simultaneously prepare them for career development and succession planning opportunities. Continuous assessment of educational, technical and leadership knowledge gaps will allow for leveraging of funds earmarked for training and development. Padre Dam University will continue to offer targeted individual training, competency management, on demand micro learning and the Management Readiness Training (MRT) to every employee that is interested. The MRT program will be expanded by two additional modules during this five-year plan. We will continue to encourage employees to continue their formal education and support that education through our tuition reimbursement program. The Certification Bonus list has been expanded to meet current needs and job requirements and the District added a bonus for every employee that completes Module 1 of the MRT. Investment in our employees is a necessity to ensure they feel ready for any work assignment they may be given.



Leadership development allows us to build and maintain a sustainable and diverse leadership pipeline. A flexible approach will be necessary when it comes to employee growth as we intend to meet each employee where they are currently at.

Employee Injury & Illness Prevention

Our goal of Employee Injury & Illness Prevention is to protect our employees and our infrastructure with focus on developing policies, programs and practices that support the physical, social, and mental well-being of the workforce, which will in turn allow employees to bring their best selves to their roles in the organization. A healthy organization can facilitate success in the other focus areas. Human Resources continues to enhance safety and emergency preparedness throughout the District through ongoing Emergency Operations Center exercises, training and consistent emergency drills. Safety training provides an opportunity to reduce employee injuries in both severity and frequency and this allows us to also adhere to regulatory safety compliance. Facility safety and security will be enhanced through more frequent field visits where we catch employees modeling the safe behaviors that will allow us to continue to thrive. Ongoing assessment of our facilities will be critical to be proactive in providing a safe working environment. A focus on job analysis will provide us with insight into where we need to focus ongoing safety training. Our Padre Fit Wellness program will be maintained and re-evaluated periodically to ensure we are engaging employees in behaviors that contribute to their overall wellness.





WORKFORCE MANAGEMENT + SUPPORT		
Goal	Key Performance Indicator	Strategic Core Objective
Recruitment & Retention		
Time to Hire	Less than 45 days	Talent Management
Create a Robust District Wide Internship Program	Minimum of 2 Interns Annually	Talent Management
Involuntary Turnover	Less than 5%	Talent Management
Engagement		
Engage Employees in the Workforce Partnership (Pipeline)	Workforce Partnership Evaluated Every Three Years	Talent Management
Stream Engagement	95% or Above Monthly	Talent Management
Encourage Lateral Participation	75% of Employees Sit on at least 1 Lateral	Talent Management
Participate in Gallup Engagement Survey	Every 3 years	Talent Management
Pay For Performance	100% of Annual Reviews Done on Time	Talent Management
Empower Staff W/Data Driven Tools		
Electronic Files & Documentation	Progress towards being 100% Electronic Files/Documents	Technology & Innovation
Financial Management		
Employee Benefit Insurance At or Below Budget	On Budget Tracking	Fiscal Stability
Effective Business Insurance (GL, Property, Auto, etc.)	On Budget Tracking	Fiscal Stability
Strengthen Future Leadership Capabilities		
Management Readiness Training	Increased enrollment by 2% per year	Talent Management
Develop Future Modules MRT	Write Module 2 & Write Module 3	Talent Management
Maintain a workforce free from harassment & discrimination	Harassment, Ethics Training Every Other Year	Talent Management
Workers Compensation / ADA		
Maintain or Improve X-Mod	Maintain at or below 1.18	Operational Excellence
Engage EOC Members in NIMS training	Goal is 100% Completion	Sustainability & Resource Management
Workers Compensation Incident Rate	Goal is 5% or less	Operational Excellence
Credit Incentive Points	Strive for 90% or better each year to offset premiums	Fiscal Stability
Barriers to Entry Improvement	5% Improvement annually	Operational Excellence
Health & Safety		
District Emergency Drills	1 Annually	Operational Excellence
Job Analysis	Complete 4 per year	Sustainability & Resource Management
Field Visits to Reinforce Safety Protocols	Complete 4 per year	Talent Management

COMMUNICATIONS + OUTREACH



As a public agency, Padre Dam works for the community it serves. Continuous communications with customers, partners and constituents is always critical. It is important to engage with stakeholders during normal times so that we are already engaged for more challenging periods such as drought, water emergencies, or even a pandemic.

The District maintains a robust and active communications and outreach plan to ensure continuous communications with the public. The communications department leads the District's outreach and education efforts, conservation programs and legislative and advocacy strategies.

The goal of the communications plan is to inform and educate our customers and the community on the District's services, rates, customer programs and projects. We do this while building awareness, trust and support. Support and trust are key to ensuring the successful implementation of large capital projects as well as smaller projects such as adding new payment options for customers. This is accomplished through many mediums including website messaging, videos, social media, customer bill messages, bill inserts, self-mailers, community meetings and events, emails and earned-media stories.

In today's world, communication moves at an extremely fast pace. With the ability to get information in the palm of our hand at any moment, the community and our employees expect to hear of news or any issues promptly. This key communication is expected and will come directly from Padre Dam.



Business Functions

We strive to establish excellent relationships and a positive reputation through communication with our customers, key stakeholders, and the community by building trust in our agency. The communications department supports every department within the District to ensure we are communicating timely, beneficial and valuable information to our community.

Communications + Outreach Key Focus Areas:

Value of our Services

Water Supply &
Reliability Messaging

Public Outreach

Government Relations

Internal
Communications

Value of our Services

Padre Dam works hard day-in and day-out for the benefit of our community. However, our customers and the community do not always have a clear understanding of what we do and why. Many just see water coming out of the tap and may take it for granted. It is critical for us to help our customers understand the services we provide and demonstrate how we are effectively operating their system. The District provides information to our customers on the value of the services we offer but will work to strengthen its efforts to engage customers. The development of an online reporting tool to share performance measurements, successes and efficiencies with customers and other community stakeholders will help provide understandable information and even better transparency.

Water Supply & Reliability Messaging

A significant percentage of Padre Dam customers are not aware that we currently import 100 percent of the District's drinking water supply. Many are not aware of the importance of securing a local water supply to ensure Padre Dam's water supply future. The East County Advanced Water Purification Project is an important element of ensuring a reliable water future and in providing a local drinking water supply for our customers. Padre Dam serves as the East County AWP Program administrator for the Joint Powers Authority and supports outreach efforts related to this important new water supply. The messaging on the important need for this project and potential construction impacts will be a key objective of the communications and outreach efforts in this area over the next five years as the project moves into construction and implementation. The District has successfully provided an award-winning outreach program on this project to date.



Business Functions

Moving forward it is important to continue to educate our customers and provide the community with an understanding of the importance this project will have for our water supply and reliability. California continues to face cyclical droughts, including the current historic third dry year in California in 2022, and this project could help to drought-proof up to 30 percent of the District's current water supply.

Public Outreach

Public outreach is key to building a positive relationship with our community. An effective outreach program helps increase open, two-way communication between Padre Dam and the communities we serve each and every day. We strive to help our community stakeholders understand the services we provide by educating and informing them of District news and industry information across many mediums. It is important to ensure consistency in messaging to engage effectively. The District utilizes a wide range of tools to communicate to our customers, community stakeholders and internally with employees and Board members. Technology and innovation allow us to communicate faster, more efficiently and more often and will continue to play an important role in our efforts to outreach with our customers.

Government Relations

Government relations and legislative affairs are more important than ever as California and the United States continue to face increasingly stringent regulations and water-related legislation. The District's focus in this area will help increase political influence locally, within California, and at the Federal level in Washington, D.C. to help secure funding, favorable legislation and relationships to help protect the interests of our ratepayers. The District will continue to engage in the long-term implementation of AB 1668/SB 606 related to water use targets and conservation efforts. We will also participate actively in the efforts of water reliability, water affordability and drought as these are key focus topics in the State – especially with the ongoing historic drought conditions in California and Colorado River Basin.



Internal Communications

Effective internal communication depends on ensuring information makes its way throughout the organization. At any time, an employee may be asked a question about the District or the services we provide as they go about their daily lives, simply because a friend, family member or simple acquaintance knows they work in the water industry. This makes every employee an ambassador for the organization.

Tools and Tactics around internal audiences include:

- **Stream and Stream Articles**
- **Monitors within District Facilities**
- **Pipeline News**
- **Dialogue Sessions**
- **Laterals**
- **Talking Points**
- **Basin Meetings**

Effective communications is accomplished by understanding our target audience and building a connection and credibility with them. This is an ever-changing and evolving effort. Our Communications and Outreach team plan to execute the initiatives of this plan to build a positive reputation of trust and transparency with all stakeholders.





COMMUNICATIONS + OUTREACH

Goal	Key Performance Indicator	Strategic Core Objective
Value of Our Services		
Elevate the Value of Water and Wastewater Services	Produce videos annually, highlight employees monthly and infrastructure	Customer Experience
Promote the successes and benefits of CIP and other key District projects	Provide CIP information on District website and communicate project completion through communications channels by the end of 2023	Customer Experience
Build ambassadors in the community through education of the District's infrastructure	Provide District tours and/or water talks at least 2 times per year	Customer Experience
Water Supply & Reliability Messaging		
Educate customers and communicate the benefits and needs of future water supply reliability	Produce communications materials on where our water comes from and future reliability efforts	Sustainability & Resource Management
Increase customer awareness of imported water supply conditions and where their water comes from	Messaging on social media, District's website, and e-newsletters at least 2x per year. Develop talking points as water supply conditions change and during dry periods.	Customer Experience / Sustainability & Resource Management
Create educational experience highlighting the importance, need and benefits of the East County AWP	Develop educational program for new Visitor's Center and Padre Dam customers by end of 2024	Customer Experience
Boost East County AWP Program support within Padre Dam's service area	Provide briefings, executive overviews and important updates to key stakeholders	Customer Experience / Sustainability & Resource Management
Implement construction outreach related to the East County AWP for impacted Padre Dam customers	1. Produce construction notices, signage and informational sheets. Hold community meetings. 2. Develop story map on AWP construction work in FY 2023.	Customer Experience
Public Outreach		
Inform and educate customers on service disruptions in our community	1. Create a website mapping page with information to customers on water outage information and work being done in their neighborhood by the end of FY 2024. 2. Use infographics and other data to share information with customers.	Customer Experience / Technology & Innovation
Build relationships to foster positive media relations	Distribute press releases in a timely manner on key District topics and successes	Operational Excellence
Improve customer access and experience with information through enhanced communication	Increased social media engagement, website enhancements, implement text messaging option by the end of 2023. Expand email communications efforts by end of 2022.	Customer Experience / Technology & Innovation
Promote and sustain timely and effective two-way communication with customers to be a trusted resource for stakeholders on all water, wastewater and recycled water issues.	Produce customer e-newsletters, social media posts, website updates and notices. Timely and accurately response to customer communications.	Customer Experience
Continue producing high quality materials with consistent messaging that portrays who we are as a District	District Reports, District fact sheets, All About Rates sheets, bill inserts, etc.	Customer Experience / Fiscal Sustainability
Increase awareness of available water efficiency programs, rebates and incentives available	Maintain District's website with all available programs, rebates and incentives. Include program information on social media, the e-newsletter, bill messages and inserts.	Customer Experience / Operational Excellence
Increase customer's understanding of water costs, impacts on rates and the District's fiscal responsibility and sustainability	Develop campaign and outreach effort to inform and educate customers about rates and factors making up costs that they pay. Implement campaign by the end of FY 2023.	Fiscal Sustainability / Customer Experience
Implement an annual communications strategy that includes key initiatives and projects	Produce Communications Plan annually and present annual highlights to Board.	Operational Excellence
Ensure transparency and access to Board meetings through added technology	Develop plan for virtual and in-person access to Board meetings by end of FY 2023.	Customer Experience / Technology & Innovation
Government Relations		
Participate actively in Governmental Relations and Legislative Outreach	Engage in State legislative committees with ACWA, WaterReuse, SDCWA and others	Operational Excellence
Provide briefings for legislators and policymakers on issues important to the District.	Annual and/or as needed	Operational Excellence
Conduct a highly productive and effective State, Federal and local advocacy program to influence legislation, regulatory issues and funding on matters that benefit or impact our customers.	1. Produce Annual Legislative Priorities Guidelines each year and end of year legislative report. 2. Provide comments on items with impact to the District.	Operational Excellence / Fiscal Sustainability
Internal Communications		
Provide adequate and timely information to support Board decisions	Water supply update, Legislative Update, and District Functions/Project reports scheduled regularly	Talent Management / Operational Excellence
Share scorecards to convey key progress on District Business Plan	Quarterly scorecards shared with the Board, on District website and other customer communications	Talent Management / Operational Excellence
Communicate routinely with District staff about the District and customer communication	Provide monthly communications updates on Stream monthly and provide talking points as needed	Talent Management / Operational Excellence

ENGINEERING + PROJECT MANAGEMENT



Modern, reliable, and sustainable infrastructure is the lifeline of the communities we serve. Padre Dam's infrastructure not only connects our communities but also drives our economy and keeps us healthy and safe. In the face of a changing climate, enhanced regulatory requirements, and aging infrastructure, an investment in the facilities that provides essential water and sewer services is an investment in our communities.

The Engineering and Project Management business function provides administrative and technical support to plan, develop, design, and construct new facilities required to balance infrastructure reliability, resiliency, and ratepayer affordability while continuously delivering the required levels of service at an acceptable level of risk. Engineering and Project Management is responsible for Capital Program development and implementation, facility planning, coordinating services for new customers and developments, inspection of newly constructed facilities, and right-of-way acquisition and enforcement.

Padre Dam staff have developed an integrated approach for successfully implementing the Capital Improvement Program (CIP) that aligns with the District's strategic objectives, core business functions, and key performance indicators (KPIs). The approach leverages technology and implements techniques that maximize productivity and efficiently progresses projects from planning through completion. The KPIs provide a quantifiable measure of performance and promote the development of workforce skills supporting the attainment of **Operational Excellence**.

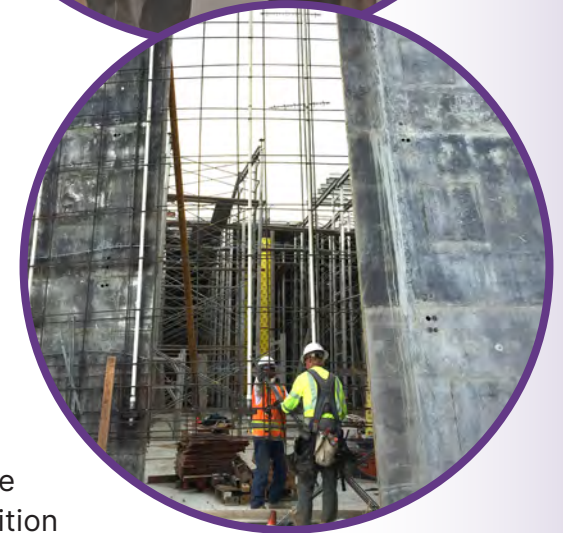
Operational Excellence is achieved by implementing best management practices that allow project managers to effectively track projects tasks, risks, schedules, and budgets. This approach builds upon previous investments in technology and systems and will empower Padre Dam's project managers to proactively monitor project metrics which results in greater throughput and expedites project delivery.



Business Functions

Furthermore, a Microsoft Teams based project management tool is in development that will improve collaboration, automate real-time project reporting, and promote project efficiencies. The implementation of Technology and Innovation provides project managers with the ability to monitor project metrics and performance promoting fiscal responsibility through the effective and efficient management and delivery of projects on budget.

Padre Dam staff is also responsible for administering the East County Advanced Water Purification (AWP) Joint Powers Authority's (JPA) program, which aligns with Padre Dam's workforce management goals of supporting the East County AWP Program in a manner that minimizes the need for additional permanent full time positions. This lean approach to workforce management minimizes costs and assists Padre Dam in achieving **Fiscal Stability**.



Engineering + Project Management Key Focus Areas:

CIP & Project
Management

Development
Services

Inspection

Planning &
Compliance

Right of Way

CIP & Project Management

A major component of this Plan is the five-year Capital Improvement Program (CIP) and budget. The CIP is the framework that guides the District in prioritizing capital replacement and improvement needs to support its core business functions; it is also intended to minimize uncertainties in financial decision making and maximize the use of financial resources allocated to capital improvements. Utilities like Padre Dam are faced with an aging water and wastewater system, limited financial resources and competing priorities. This infrastructure requires maintenance and upgrades irrespective of the amount of revenue generated. It is imperative that an effective capital program is developed and executed to maximize the useful life of our existing assets, prioritize infrastructure replacement and rehabilitation based on timely condition assessments, and ensure long-term infrastructure sustainability through flexibility and adaptability.

Business Functions

The timely completion of CIP projects also contributes towards maintaining desired levels of service as facilities are renewed and service lives extended. This investment in technology allows for the effective management and monitoring of workloads in order to evenly distribute projects amongst staff, which will assist with the timely project completion. Padre Dam's full time employees are complemented by limited term employees and third party consultants bolstering project delivery and implementation of the CIP. The CIP is built upon the foundation of resource optimization and effective management of assets that will pave the way to efficiently plan, develop, design, and construct the infrastructure that ensures the District's water and wastewater system is reliable, resilient, and affordable for customers.

Development Services

The goal of Development Services is to help process projects in the most efficient manner possible and provide guidance and support developments in meeting District requirements. This focus area assists developers, engineers, and private property owners with their local water, sewer, and recycled water projects. A thorough plan check and review of a project helps guide customers through the steps needed to approve, construct, install and/or incorporate new facilities into the District's system. They also provide the necessary tools and information throughout the development process to enable customers to connect to District services.

Inspection & Locates

Inspection is responsible for ensuring District facilities are constructed and protected according to standards set to meet the service requirements of its customers. Inspection protects District facilities by timely and accurate responses to USA Dig Alert requests so that underground facilities are not inadvertently impacted. In addition, inspection is key to ensuring private development projects and District capital projects are constructed in accordance with approved plans and specifications so that they meet the service requirements of our customers. Our inspection workgroup takes pride in their ability to resolve project issues with integrity, professionalism, efficiency and timeliness.



Planning & Compliance

Two of the industry's most significant factors impacting the timing and sizing of infrastructure improvements, and highlighting the need for sound planning, are the reduction in per-capita water use and wastewater flows. The District's Comprehensive Facilities Master Plan provides a roadmap for long-term water and wastewater reliability. It provides a comprehensive tool to guide the District in the planning, development, and budgeting of water, recycled water, and wastewater system projects needed to meet required service levels and demands of existing and anticipated future customers. Integral to this planning effort are regulatory compliance and the development of local water supplies and wastewater treatment to mitigate the dependence on outside suppliers. Every aspect of project implementation and operation of facilities requires extensive coordination with regulatory agencies and has stringent permitting conditions and regulatory requirements. The goal of compliance is to ensure that the District complies with required regulations while developing and operating facilities.



Right of Way

Right of way acquisition and enforcement is essential to safeguard District interests in these assets. In addition to managing existing properties and easements, right of way is responsible for acquiring real properties and easements for new capital projects and developments within the District's service area.





ENGINEERING + PROJECT MANAGEMENT

Goal	Key Performance Indicator	Strategic Core Objective
CIP & Project Management		
Expend or commit planned CIP budget	75% by end of the Fiscal Year	Fiscal Stability / Operational Excellence
Minimize overall construction change orders for CIP Program	Below 7.5%	Fiscal Stability
Implement next phase of ESA transmission reliability	Complete by end of Five Year Business Plan	Operational Excellence
Highlight engineering studies and design work with District Staff	Provide quarterly updates on Stream	Customer Experience
Implement Microsoft Teams based project management support tool	Implement by end of FY 2023	Technology & Innovation
Collaborate with Ops and IS to create dashboard to improve management and access to data	Complete by end of FY 2026	Technology & Innovation
Provide community information on projects under construction	Provide updates to website starting end of FY '23	Customer Experience / Technology & Innovation
Development Services		
Close out project accounting with Developer	Prior to filing Notice of Completion	Fiscal Stability / Customer Experience
Return first plan check to Developer	4 weeks from plan check fees being paid.	Customer Experience
Return subsequent plan check to Developer	2 weeks from date of submittal	Customer Experience
Provide development project updates to Stream	Quarterly	Customer Experience / Technology & Innovation
Develop customer facing web portal to manage documents, accept deposits & pay invoices	Implement by end of FY 2024	Customer Experience / Technology & Innovation
Perform site visit to observe existing conditions	100% of projects	Operational Excellence
Inspection		
Constructability reviews on District projects	100% of projects	Fiscal Stability / Operational Excellence
Dig Alert Response	Within 2 days of notification	Operational Excellence / Customer Experience
Progress report for construction projects	Monthly	Operational Excellence
Planning & Compliance		
Comprehensive Master Plan development	Complete prior to end of Five Year Business Plan	Operational Excellence
Update Sewer System Management Plan	Complete by July 1, 2024	Operational Excellence
Update Urban Water Management Plan	Complete and Submit to DWR by July 1, 2026	Operational Excellence
Water supply and demand assessment as described in 2020 UWMP	Annually	Operational Excellence
Right of Way (ROW)		
Pursue and obtain outstanding easements for District facilities	2 per year	Operational Excellence
Develop easement encroachment and inspection program (use of drones)	By end of FY 2027	Technology & Innovation
Review projects and property leases to ensure ROW needs are adequately addressed	100% of projects prior to approval	Operational Excellence

FINANCIAL MANAGEMENT



The Financial Management function is responsible for the day-to-day monetary operations of the District as well as its long-term financial health. It also focuses on tracking and reporting financial data for internal staff and the Board to assist them in making important operational and policy decisions. Financial Management provides the public and other interested parties with key financial information about District operations, performance and compliance with relevant laws and obligations.

Financial Management Key Focus Areas:

Accounting

Resource
Management &
Development

Budgeting &
Reporting

Rate Setting

Finance &
Investing

Accounting

Accounting is responsible for the day-to-day financial transactions that are essential to running the District including Purchasing, Accounts Payable, Payroll, Developer Billing, Revenue Recognition, Fixed Asset Maintenance and General Ledger. Accounting also assists other departments by providing financial information needed for sound decision-making. In addition, Accounting maintains, and helps ensure staff comply with, fiscal policies and procedures.

Resource Management & Development

Financial Management is heavily dependent on data and technology. Technology enhances accuracy, streamlines the accounting, budgeting, and procurement processes and makes it easier to keep everything organized and

efficient. It also facilitates financial reporting, enhances data analysis and increases the transparency and accessibility of financial information. Because of this, Resource Management & Development is a key focus area for the Financial Management function. In order to capitalize on the benefits of technology, staff is committed to staying current on the District's Enterprise Resource Planning (ERP) software. Staff will also increase their knowledge and use of the ERP software to increase functionality and efficiency.



Budgeting & Reporting

An effective budget is essential to regulating spending and ensuring resources are available to get work done. The District's Five Year Budget includes departmental budgets (operations and capital equipment) and the Capital Improvement Program (CIP) budget. The departmental budgets represent the cost of providing services and achieving the goals and objectives in the Plan. The CIP budget represents the cost of planned preventive maintenance, capital replacement and improvement projects. These budgets are monitored continuously and updated periodically to reflect current conditions and new priorities. All these costs ultimately impact rates which is why Staff is diligent in the preparation, and ongoing monitoring of the Budget.

Financial reporting, including monthly financial statements, annual audits, financial forecasts, state and federal reports, budget reports and a myriad of other specialized ad-hoc reports, is also an essential accounting function. Accurate, relevant and understandable financial reporting takes time to develop but in order to provide value and inform decision making, it must be presented timely. Staff is therefore committed to meeting the financial reporting key performance indicators set for the Plan.

Rate Setting

There is a cost to provide the ongoing operation, maintenance and investment necessary to properly manage Padre Dam's systems and provide safe and reliable services for our customers. That is why sufficient and stable revenues, coupled with restrained spending, are key to achieving the goals and objectives of this Plan.

Prior to the adoption of each Five Year Plan and Budget, the District hires a consultant to perform a Cost of Service Study (COSS) and recommend fair and equitable utility



rates. The rate-setting process addresses multiple objectives including cost recovery, revenue stability, affordability, resource management, and the long term viability of the District. Staff is intricately involved in the COSS process by providing data, explaining the District's financial structure, reviewing the consultants work and questioning results that do not make sense or may be inaccurate. Once the COSS is complete, Staff recommends rates to the Board, informs customers of the new rates, holds a public hearing and finally seeks Board approval.

Financing & Investing

The District's financial needs vary over time. Effectively managing investments and debt is key to maximizing the benefits of both. Staff will continue to monitor the market for borrowing and investment opportunities and utilize professional consultants to help inform and guide decision making. Another goal is to maximize the District's credit rating through sound financial management, healthy reserves and strong coverage ratios; a strong credit rating helps lower borrowing costs and thus benefits our customers.





FINANCIAL MANAGEMENT

Goal	Key Performance Indicator	Strategic Core Objective
Accounting		
Time to Run Payroll	Less than 4 days	Operational Excellence
Timely processing of Invoices	Realize 90% of discounts available	Fiscal Stability
Timely issuance of checks	Issue within 1 week of approved invoice	Fiscal Stability
Timely filing of all IRS/State of CA payroll related reports	Within 30 days after quarter end	Operational Excellence
Timely issuance of 1099s and W2s Annually	By January 31 each year	Operational Excellence
Resource Management & Development		
Stay Current on Munis Software	Implement upgrades in General Availability phase & before Product Retirement	Technology & Innovation
Increase knowledge of Munis Software	Annually participate in 2 User Group Webinars, 2 Trainings or 1 Conference	Technology & Innovation / Talent Management
Increase use of Munis Software	Implement ARGB Module by 12/31/22	Technology & Innovation
Streamline invoicing process	Implement virtual invoice approval process by 9/30/22	Technology & Innovation / Sustainability & Resource Management
Stream Engagement	Log-in weekly and post 12 Financial related Stream Articles per year	Talent Management
Budgeting & Reporting		
Timely budget completion	Finalized and approved before beginning of each fiscal year	Fiscal Stability & Customer Experience
Timely completion of Budget to actual reports for departments	By 3rd week after month end	Fiscal Stability & Customer Experience
Issue 10 Year History report Annually	Draft by October 31 each year, final within 30 days of completed audit	Fiscal Stability & Customer Experience
Timely distribution of financial statements	To Board by 2nd meeting each month	Fiscal Stability & Customer Experience
Timely distribution of audit	To Board by 2nd meeting in November	Fiscal Stability & Customer Experience
Timely filing of State Controllers Report	Annually by January 31	Fiscal Stability & Customer Experience
Follow GASB and FASB Requirements and proper internal controls	Receive Unqualified Opinion for Annual Audit	Fiscal Stability & Operational Excellence
Develop Five Year Plan and Budget	By June 2027	Fiscal Stability & Operational Excellence
Rate Setting		
Set reasonable and defensible rates for Five Year Plan	Complete Cost of Service Study by March 2027	Fiscal Stability
Gain approval for rates	Prop 218 hearing and approval by June 2027	Fiscal Stability
Finance & Investing		
Comply with Debt Service Coverage Requirements	Debt Service Coverage greater than 1.2X	Fiscal Stability
Comply with Bond Disclosure Requirements	Annual Continuing Disclosure Report posted by March 31	Fiscal Stability
Minimize Borrowing Costs	Maintain at least an AA credit rating	Fiscal Stability

PARK + CAMPGROUND



Santee Lakes Recreation Preserve is a self-sufficient, award-winning recreational park and campground that welcomes over 750,000 annual visitors to enjoy RV camping, cabins, fishing, fitness, bicycling, pedal boats, trails, picnic areas, and special events in a safe and clean environment. Santee Lakes is unique in the park and recreation realm, covering operational costs and completing capital improvement projects through guest user fees and without receiving revenue from taxpayers or Padre Dam ratepayers.

Continuing the blueprint for the Preserve's Dynamic Vision Plan (DVP), staff has completed over \$13M in park and campground investments during the prior 5-Year Business Plan cycle. Projects included a \$1.7M revitalization to the west side of the park, campground clubhouse and pools remodel, 2 restroom overhauls, planting of over 250 trees in our urban forest, campground WI-FI upgrades, an off-leash dog park for campers, shade structures for playground equipment and several smaller-scale park "pocket projects". The most significant investment occurred over 2019-2021 with a \$9M upgrade to the Preserve's business hub at Lake 5, the most expensive project in Park history. The project encompassed a new 2,045-SF administration building, a remodeled Event Center and General Store, and the addition of an 850-SF kitchen and construction of a 4,664-SF, steel-framed Tigerwood dining deck topped with an upscale shade structure over the water of Lake 4. Site improvements throughout the project included sustainable, indigenous xeriscaping, new picnic areas and parking, and a destination restaurant with **Tin Fish Restaurant and Oyster Bar** occupying the new kitchen space.

In the 2023-27 Plan, the Preserve will need to manage the impact to the park and campground during construction of the East County Advanced Water Purification Project. As this project is scheduled to have potential impacts over 3.5 years, flexible focus introduced in our DVP gives us opportunity to prioritize investments that underscore our core value as a self-sustainable enterprise operation.



Photo credits: Scott Legace (top) Melissa Dunlap (bottom)

While monitoring expenses and revenue, we will invest in hardware and software to create efficiencies in our revenue generation and billing processes. We will invest further in our aquaculture maintenance and fishing programs. We will fully deploy a new asset management system utilizing the latest GIS and reporting tools. And, we will seek new revenue streams while continuing to provide essential environmental and recreation benefits for our guests and the community, showcasing the value of water recycling in our region as part of a municipal water district.

Park + Campground Key Focus Areas:

Financial Stability

Technology & Innovation

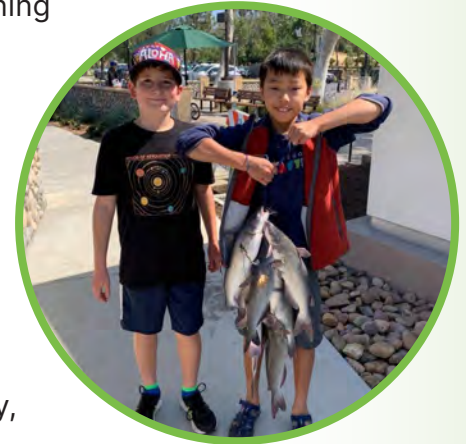
Operational Excellence

Financial Stability

Financial stability is a primary objective for our self-sufficient enterprise operation. Santee Lakes provides several unique guest opportunities which activate tourism in East County. With over 750,000 visitors annually, the Preserve demonstrates the positive economic benefits of a park and campground in our community, contributing significant revenue streams for hospitality and tourism-adjacent local businesses and substantial TOT revenue for the City of Santee.

In a surprising consequence of COVID19 impacts, after the initial revenue crash in the camping industry, RV camping recovered more quickly than many industries. RV camping provides the Preserve's largest revenue stream and not only sustained operations through the pandemic but continues to see remarkable growth. Record-breaking RV sales occurred in 2020, nonetheless the industry has begun to self-correct.

The RV Industry Association (RVIA) projects total North American wholesale RV shipments ranging between 578,800 and 603,300 units in 2022. This forecast represents the second-best year on record for wholesale shipments. Travel trailers, fifth wheels and camping trailers experienced a year-over-year drop in sales in FY 2021. However, as it has in every month in 2021, Class B RVs reported a year-over-year increase at 22.8%.



Business Functions

Inflation, gas prices, supply chain and component shortages, increased raw material prices, and transport lead times and costs are skyrocketing in 2022. These impacts could have repercussions to fiscal stability in the Five Year Plan and must be managed wisely. Fortunately, even with rising inflation and gas prices, history shows consumers continue to seek outdoor experiences. By modifying travel distances and with RVs available at nearly every price point, RVing remains one of the most cost-effective ways people may enjoy a healthy and active outdoor lifestyle.

Technology & Innovation

Technology and innovation provides us the framework to reach a broad spectrum of markets and potential guests. Our marketing and outreach campaigns help build connections and inform the public of programs and projects at the park and campground. Outreach to the customer includes the Preserve's website, branding, partnerships, social media, surveys and other mediums. As technology continues to evolve, we are dedicated to embrace change and ensure our customers are engaged in our marketing and informational messaging.

In the '23-'27 Plan, our upgraded reservations software is equipped to implement technology to convert electric power pedestals in our campground to "Smartposts", which can be controlled, monitored, and metered remotely saving staff resources and preparing for the \$13.5B automakers and battery suppliers have committed to create EV battery plants in North America.

GreenCityGIS and West Coast Arborist GIS tools are in place to assist park staff with interpreting, analyzing, and monitoring park infrastructure with real-time maps, geo-analytics, and custom software widgets. The information recorded will simplify work orders on assets, give added flexibility and provide live asset inventory updates from tablets and/or mobile phones. Further benefits include robust reporting tools, saving time, money, and eliminating manual processes that are unorganized, tedious and paper-heavy.

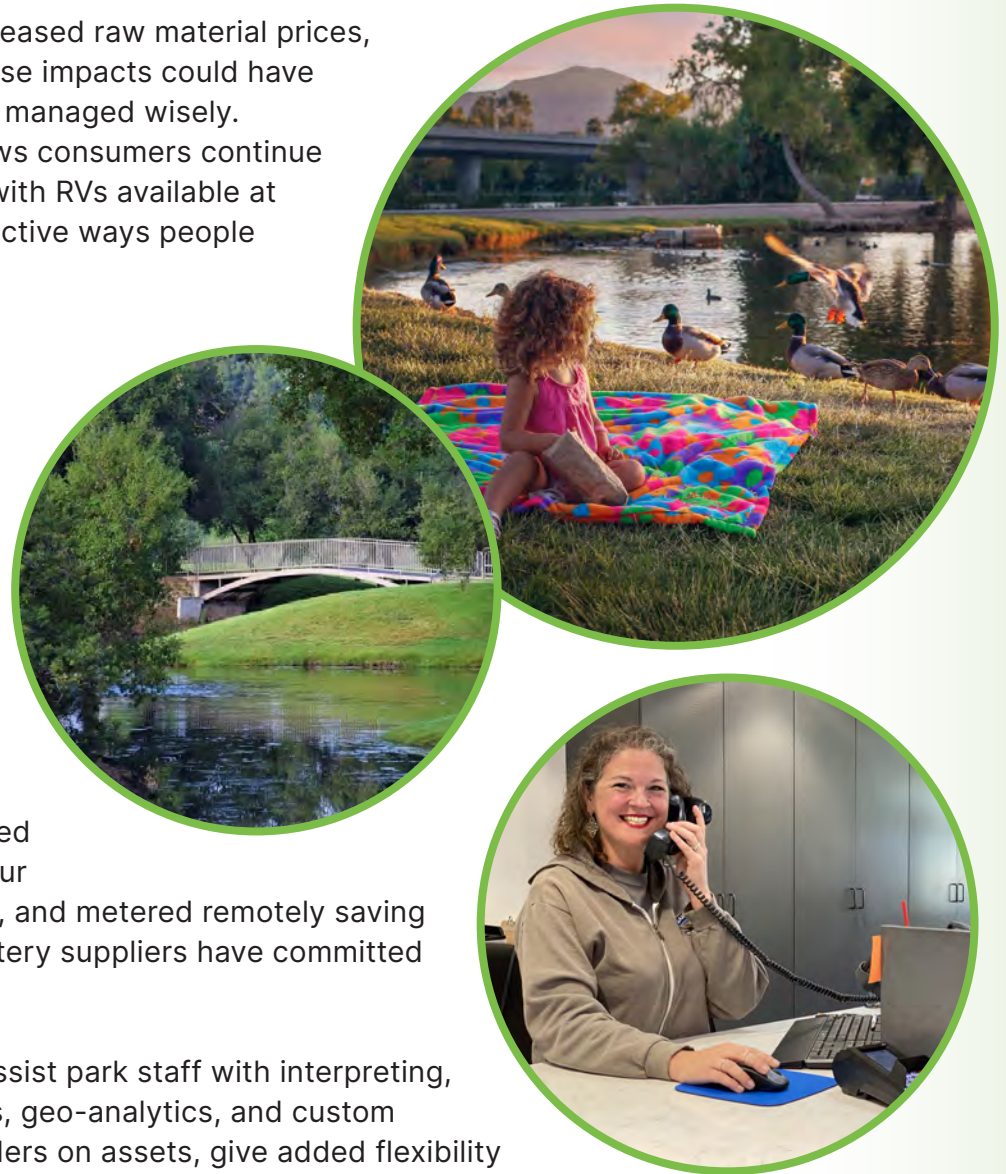


Photo credit: Scott Legace (middle)

Operational Excellence

Operational excellence is measured through qualitative initiatives and quantitative metrics. As Walt Disney famously said, “the magic is in the details” and we believe this to be true. Often times, facilities maintenance is neglected in park and recreation environments due to lack of funds and ROI. However, our top priorities include an exceptional guest experience in a safe and clean environment. To achieve these goals, KPIs are monitored and measured for success. A sampling of KPIs we will track in the plan include routine cabin, lift station, generator and irrigation inspections; pool, spa, and Sprayground water sampling; equipment, fleet and picnic table maintenance; and landscape and urban forest upkeep. Although costly, the maintenance of our infrastructure is paramount for the success of our operation and a recognized goal in the Park’s Dynamic Vision Plan. Operational excellence incorporates our Strategic Core Objectives and mutually benefits sustainability, resource, and talent management and the customer experience. Hiring, mentoring and advancing employee skill-sets in key areas and tracking and maintaining assets proactively all roll up to the customer experience and are foundational to our long-term success.

Proper focus in the Preserve’s core objectives creates the opportunity for continuous growth as an organization, employee engagement, synergetic guest interactions, product and services improvements, proactive facilities maintenance and increased profitability. We continue our mission to ***Make the Best...Better.***



Photo credit: Scott Legace



PARK + CAMPGROUND

Goal	Key Performance Indicator	Strategic Core Objective
Organizational Development		
Park Recognition Program	Enter employees into quarterly drawing each time a guest recognizes exceptional service.	Talent Management
Add Park Staff Development Certifications	Develop recreation specific certifications to enhance employee skills and benefit the Park	Talent Management
Stream Engagement	Weekly login for FT Park staff; 12 park-related articles & 2 discussion topics annually	Talent Management
Predictive & Preventive Maintenance		
Cabins-life extension	Allocate \$60K annually for full rehabilitation of 2 cabins per year	Sustainability & Resource Management
Electric Meter Replacement	Replace campground meters for automated billing by 2023	Sustainability & Resource Management
Urban Forest	Fund and maintain a 3-year trimming cycle	Sustainability & Resource Management
Road Improvements (Dynamic Vision Plan)	Fund & maintain a \$50K (minimum) annual asphalt maintenance program	Sustainability & Resource Management
Fleet Management	Coordinate fleet maintenance and replacement with Operations Department	Sustainability & Resource Management
Aquaculture (Dynamic Vision Plan)	Invest/improve lake quality, management tools, infrastructure & overall aesthetics	Sustainability & Resource Management
Green City Asset Management	Input, track, report and maintain all assets in Green City by 2023	Technology & Innovation
Infrastructure Improvements		
Lake 3 Restroom Remodel (Dynamic Vision Plan)	Remodel Lake 3 restroom	Sustainability & Resource Management
WIFI Modernization (Dynamic Vision Plan)	Modernize WIFI system and address areas with low connection rate patterns	Sustainability & Resource Management
Cell Tower	Provide cell coverage in the campground by 2024	Sustainability & Resource Management
Financial Management		
Annual Occupancy	Cabins 75%; Campground 85%	Fiscal Sustainability
Revenue	Increase YOY revenue by 2.5%	Fiscal Sustainability
Inventory Management	Create reports for revenue trends and inventory management control by 2023	Fiscal Sustainability
Annual Debt Service Loans	Decrease by 40% by 2026	Fiscal Sustainability
Sponsorship Revenue	Increase by 20% by 2027	Fiscal Sustainability
Park Fund Balance	Minimum \$3.5M by 2027	Fiscal Sustainability
General Store	Operate General Store at a profit	Fiscal Sustainability
Fishing Programs	Increase non-opener attendance by 5% by 2025	Fiscal Sustainability
Demand Pricing Automation	Implement automated Demand Pricing in the reservation software by 2024	Technology & Innovation
Integrated Meter Billing (Dynamic Vision Plan Support)	Implement reservation software integrated meter billing by 2024	Technology & Innovation
Customer Service & Marketing		
Marketing	Report on marketing efforts and trends monthly	Fiscal Sustainability
Customer Reviews	5 positive reviews per month	Customer Experience
Call Metrics	90% call answer service rate quarterly	Customer Experience
Good Sam	9.0 annual rating	Customer Experience
Website	1.5 million annual page views	Customer Experience
Social Media	Establish one new social media channel by 2026	Customer Experience



PARK + CAMPGROUND

Goal	Key Performance Indicator	Strategic Core Objective
Customer Service & Marketing (continued)		
Integrated Guest Experience Survey	Create and integrate survey data into the reservations software by 2025	Technology & Innovation
Digital	Create a video marketing series for cross-channel marketing & update at least 1x by 2027	Customer Experience
Customer Relationship Database	Create user-based transaction reporting to monitor staff input consistency	Technology & Innovation
Programs & Partnerships		
Workcamper Program	Provide a pipeline of at least 5 potential future Workcamper volunteers	Operational Excellence
Volunteer Program	Create a community volunteer program for events by 2023	Operational Excellence
Community Partnerships	Create and/or expand vendor and community for events & services	Operational Excellence
Safety & Security		
Facility Safety	Create a facility checklist and reporting system to ensure facility safety by 2023	Operational Excellence
Barriers to Entry Improvements	Improve by 5% annually	Operational Excellence
Evening Security Patrol	Maintain a night patrol security team	Operational Excellence

Quantitative Goal Description	QTR 1	QTR 2	QTR 3	QTR 4	ANNUAL	STRATEGIC OBJECTIVE
Cabins lift stations inspections	15	15	15	15	60	Sustainability and Resource Management
Cabins inspections	60	60	60	60	240	Operational Excellence & Customer Experience
Back up generator inspections	6	6	6	6	24	Sustainability and Resource Management
Irrigation inspections	6	6	6	6	24	Sustainability and Resource Management
HVAC inspections	4	4	4	4	16	Operational Excellence & Customer Experience
Pool, Spa, Sprayground water sampling	12	12	12	12	48	Sustainability and Resource Management
Picnic table maintenance	10	10	10	10	40	Operational Excellence & Customer Experience
Boat inspections	96	96	96	96	384	Sustainability and Resource Management
Tree trimming	174	174	174	174	696	Operational Excellence & Customer Experience
Lake Maintenance	250	65		40	355	Operational Excellence, Sustainability & Resource Management
Facilities pest control	57	57	57	57	228	Operational Excellence & Customer Experience
Reserved picnic area inspections	75	75	75	75	300	Operational Excellence & Customer Experience
Fertilize turf	1	1	1	1	4	Operational Excellence
Restroom drain cleaning	1	-	1	-	2	Operational Excellence, Sustainability & Resource Management
Playground inspections	18	18	18	18	72	Operational Excellence & Customer Experience

Where Your Water Comes From

Padre Dam imports 100% of our drinking water supply from the San Diego County Water Authority (Water Authority or SDCWA) and produces approximately 2 (mgd) of recycled water at the District's Ray Stoyer Water Recycling Facility.

The Water Authority is a public wholesale water agency. They provide water to 24 member agencies, including Padre Dam. Water deliveries are distributed to these 24 water agencies through approximately 300 miles of conveyance pipelines and facilities. For decades, the Water Authority has collaborated with its 24 member agencies to diversify its water sources beyond its reliance on the Metropolitan Water District as it was in the 1990s. This regional diversification approach at our water supply has positioned San Diego County well for dry periods. The next big local supply will come from water purification projects that are under development across the region, including the East County Advanced Water Purification Program. These strategies have created a diversified water supply portfolio and new water facilities that will enhance the reliability of the region's water supply for decades to come.

In 2020, about two-thirds of the San Diego region's water supplies are from the Colorado River, about 20 percent is from local sources and the rest from Northern California.

Where Your Wastewater Goes

Padre Dam collects wastewater from our Western Service Area. As of 2022, the District collects approximately 4 mgd of wastewater each day. Approximately half of this wastewater is treated at the District's Ray Stoyer Water Recycling Facility – 2 mgd per day. Padre Dam has been a leader in water recycling for more than 60 years. The recycled water produced at the Ray Stoyer facility is used for irrigation and other non-drinking water purposes in the Santee community and to fill the seven lakes at the District's Santee Lakes Recreation Preserve.



Operating Environment

The District is excited about the new water reuse opportunity – the East County Advanced Water Purification Program. This program will take our recycled water through an additional four-step water purification process using state-of-the-art technologies and is scheduled to come online in 2025.

Currently, the remaining wastewater the District collects daily travels into the City of San Diego's Metropolitan Wastewater System where it is treated at their Point Loma facility.

Regulatory Environment

Padre Dam is regulated by various local, state and federal agencies in every aspect of our operation. This continuously changing environment requires diligence to comply with regulations and permits. The District participates in the regulatory rule making process and actively submits comment letters and testimony on the District's position and impacts to our customers on key issues. Padre Dam works hard to maintain positive, productive relations with all regulatory agencies by being open, transparent and cooperative. As a result, Padre Dam has gained the trust and approvals of many regulators.

Key Regulators and Agencies the District interacts with include:



Challenges

Hotter, long dry periods. Increased regulations. Aging pipelines. Padre Dam and the water industry as a whole have seen several external challenges impact our agency over the last decade. Some of these challenges impact all districts while some are unique to Padre Dam. This makes it difficult to draw comparisons among agencies and can cause confusion about why rates vary among districts. Although the District cannot control them in the short term, we must deal with the challenges as best as possible and try to minimize their impact on operations. Long term, the District has been focusing its efforts on developing alternatives for some of these challenges. Minimizing the reliance on external sources helps the District to control its own future.



Challenges: Unique District Attributes

Padre Dam has distinct factors that differentiate the District from others agencies in the San Diego Region. Some of these factors are shown below.

100% of our drinking water supply is imported.



Significant elevation changes as high as **2,646** feet.

Our **16**  pump stations add

\$20M

in infrastructure value to the District.

Large service area per customer:

73 sq. mi. for approx. **25,400** customers.



Over **\$700M** of infrastructure supports this large service area.

Approx. **75%**

of our wastewater is sent to the City of San Diego for treatment. (Padre Dam is taking steps to reduce this with the East County Advanced Water Purification Program).



Advanced Water Purification Program).



Most of our revenue comes from rates.

Every penny from our customers' bills is invested back into providing high quality, reliable water and wastewater services to our customers

365 days a year.

Padre Dam is committed to providing high quality, professional services at the lowest possible cost to our customers. Padre Dam does not and cannot make a profit on the water and wastewater services it provides.



CHALLENGES: Cost of Water

Currently, one hundred percent of Padre Dam's drinking water supply is imported from the San Diego County Water Authority (CWA). CWA and its member agencies have worked for decades to ensure a reliable water supply for the region. A significant amount of these supplies travel hundreds of miles from sources including the Colorado River and the California State Water Project. CWA is also a partner with Poseidon Water, which operates the Claude "Bud" Lewis Carlsbad Desalination Plant; this plant provides a local water supply but is the most expensive source of water.

As water use has decreased over the last decade, some variable costs go down but fixed costs do not. The unfortunate result is that when customers are asked to conserve they don't always see a corresponding decrease in their bill. Because drought and water conservation is a way of life in California, the District does its best to educate its customers on the reasons for the cost of water. The Board's approval of a zero percent increase in rate revenue for this five year plan period is a significant step to keeping customer costs as low as possible.



CHALLENGES: Future Wastewater Treatment

Padre Dam is a Participating Agency (PA), with eleven other agencies, in the Metro Wastewater JPA. It is also a party to the 1998 Regional Wastewater Disposal Agreement between the PAs and the City of San Diego (City). Under this agreement, Padre Dam's wastewater flow is transported to and treated at the City's Pt. Loma Wastewater Treatment Plant (Pt. Loma Plant).



The Pt. Loma Plant has been operating under a modified operating permit which exempts the plant from the Secondary Treatment requirements of the federal Clean Water Act. In 2015, as part of the re-issuance of the permit, the City was required to implement measures to offload wastewater flows or be subject to future mandates to upgrade the plant's treatment processes at an estimated cost of approximately \$1.8 billion. To comply with this requirement and avoid the need to upgrade existing treatment processes at the plant, the City developed a plan to construct new wastewater treatment and water purification facilities to replace over one-half of the current average daily flows at the Pt. Loma Plant. This program is called Pure Water San Diego (Pure Water). Because of the opportunity for secondary equivalency at Point Loma through the Pure Water program, wastewater customers will pay a portion of the Pure Water costs.

As part its compliance strategy, the City will offload wastewater flow resulting in effluent discharged to the Pacific Ocean being equivalent to what would be achieved by upgrading the entire Pt. Loma Plant to secondary treatment.

There is still a future possibility that the remaining Pt. Loma Plant capacity will need to be upgraded to secondary treatment. However, Padre Dam along with the City of El Cajon and the County of San Diego will be protected under this scenario due to provisions in the Amended and Restated Regional Wastewater Disposal Agreement. This agreement includes provisions reducing Pure Water cost share commitments for agencies that plan to decrease future wastewater flows to the Metro System due to the development of new treatment and disposal facilities like the East County Advanced Water Purification Program.

CHALLENGES: Water Supply and Reliability



A safe, reliable water supply is essential to the District and its customers. California has experienced a variety of water challenges over the last decade including ongoing and worsening droughts, environmental concerns, rising cost of imported water, increasing regulations and State mandates. The State of California recently faced the driest January-March on record in 2022 making it the third consecutive dry year for the state. It is more important than ever that we plan to ensure reliable water supplies into the future.



On May 31, 2018 Gov. Jerry Brown signed into law two new bills (Senate Bill 606 and Assembly Bill 1668) that will require urban water providers throughout California to set new permanent water use targets for their service areas by 2023. These bills provide a framework for setting water use targets, as well as implementing and enforcing the new water use requirements. Since 2018, the State Water Resources Control Board has been working in collaboration with agencies and other interested parties on the development of these new regulations. District staff has been actively following the legislative and regulatory processes. The District has participated in work groups, sent letters and spoken in Sacramento to express impacts to our District and its customers. Staff will continue to identify the impacts of future regulations and help ensure the District is in compliance with any regulations that are implemented.

The East County Advanced Water Purification Program will increase the District's future water reliability through the development of a new local, drought-proof water supply by 2026.

The Value of Your Water and Wastewater

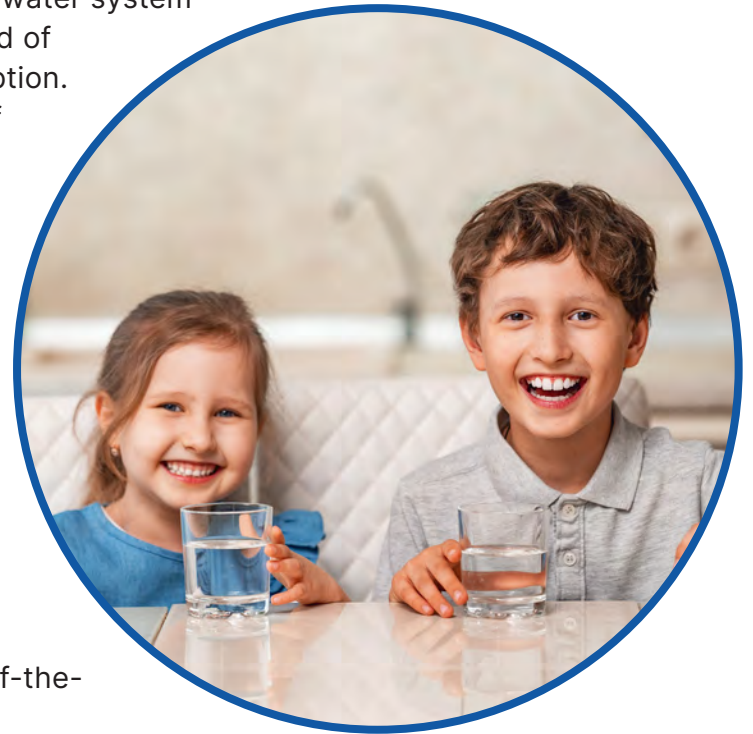
Every day when you turn on the tap, water comes out. Water disappears down the drain when you take a shower or flush the toilet. What would you do without water? Can you imagine a day without water? Safe, reliable drinking water does more than just quench our thirst. It also protects public health, grows our economy, and provides a high quality of life. Do you ever think about what it takes to deliver that water to your home?

Water is essential to our daily lives. Safe and reliable water service is essential to maintaining public health, firefighting, and quality of life. In order to protect public health and safety and to continue to provide reliable service, Padre Dam must continue to invest in all water and wastewater system components, including pipelines, pumps, valves and reservoirs when they reach the end of their useful lives.

Throughout the nation, including California and Padre Dam, many water and wastewater system components such as pipes, valves, pumps and reservoir tanks are reaching the end of their useful lives and require replacement. Waiting until they fail is simply not an option. Replacing critical water system components like reservoirs and pipes is just one of the many challenges facing water systems today. Others include water supply availability, increasingly stringent water quality compliance requirements, and declining usage. All these factors contribute to the increasing costs of service.

Customers receive more than just water for their money. They are getting reliable service that includes ongoing maintenance, sophisticated water quality testing and treatment, and highly trained personnel. Simply put, they are getting one of the best deals around.

Currently, Padre Dam is 100% reliant on imported drinking water from the San Diego County Water Authority. However, the District is pursuing a water recycling opportunity that would diversify East County's water supply and reduce our dependence on imported water. Our Advanced Water Purification Program could produce up to 30% of East County's current drinking water demands using state-of-the-art technology to purify East County's recycled water.



East County Advanced Water Purification Program

Padre Dam has been pursuing and planning to secure our future water supply through potable reuse options for the last decade. From these efforts came the East County Advanced Water Purification (AWP) Program. This program is expected to be one of the first – if not the first – surface water augmentation project in the State of California. Similar potable reuse projects have been completed in California already including the Orange County Water District's Groundwater Replenishment System, Pure Water Monterey, Pure Water Oceanside and many others that are currently in various phases of planning and implementation. The East County AWP Program will play an important role in continuing to reduce San Diego County's reliance on drought prone imported water supplies.

The East County AWP Program will provide approximately 30 percent of Padre Dam's water supply locally by 2025. This Program will provide a cost competitive, drought proof, local water supply for Padre Dam customers and East County residents. The Program is a regional water and wastewater solution. It is a collaborative partnership between Padre Dam Municipal Water District, the County of San Diego, City of El Cajon and Helix Water District to provide East San Diego County residents with a secure water supply while enhancing and diversifying the entire region's water supply.

This important new supply progressed another step closer to reality in 2022 with approval of Progressive Design Build Agreements. On May 19, the East County AWP Joint Powers Authority Board voted to approve these agreements and move forward with the next phase of the Program – final design, construction and implementation – and is excited at the prospect of the Program beginning construction in the summer/fall of 2022.



East County Advanced Water Purification



Operating Environment

In addition to reducing our regional dependence on imported water, this Program brings significant sustainable benefit to our coastal environment by eliminating the need to send most of the wastewater generated from East County to the City of San Diego's Point Loma Wastewater Treatment Plant, where the majority of its wastewater is currently treated and then discharged into the ocean. Completion of this Program in 2026 will treat an estimated 15million gallons of wastewater and provide over 11 million gallons of purified water each day.

The East County AWP Joint Powers Authority (JPA) was established in November 2019 by a Joint Exercise of Powers Agreement, entered into by Padre Dam, the City of El Cajon and the San Diego County Sanitation District, for the purpose of financing, designing, constructing and operating the East County AWP Program. Helix Water District serves as an ex-officio member.

Padre Dam became the long-term Administrator and Operator for the JPA upon Board approval at the JPA's Board meeting on November 18, 2021. As a member of the JPA, and as the AWP Project site host, Padre Dam is in a unique position to effectively manage the day-to-day function of the JPA and operate its treatment and conveyance facilities. As Administrator, Padre Dam's Finance team will manage the budgeting, reporting, billing, accounts receivable, accounts payable, payroll and other financial services for the JPA. The JPA will pay a monthly service fee to Padre Dam to compensate the District for services provided. Padre Dam has been a statewide leader in water reuse and has operated a water recycling facility since the early 1960s. Padre Dam was also the lead agency in developing the East County AWP Project.

This East County AWP Program has received hundreds of millions of dollars in funding to date through State and Federal grants and low-interest loans. This funding allows this important project to be cost effective for our customers and all of the partnering agencies. For more information about the East County AWP Program visit www.EastCountyAWP.com.



Capital Improvement Program

Reliable and sustainable infrastructure is important to the communities we live in. Infrastructure not only connects our communities, but also drives our economy and keeps us healthy and safe.

The District's Capital Improvement Program (CIP) is the foundation of its long-range capital investment plan and a major component of the Five Year Plan. Whereas the the Comprehensive Facilities Master Plan identifies the projects needed to maintain and improve our infrastructure, the CIP outlines and prioritizes these projects. The CIP comprises preventive maintenance, capital replacement and capital improvement projects, as well as related costs, for the Potable Water, Sewer and Recycled Water operations. These costs then feed into the development of revenue requirements and ultimately rates. Capital improvement planning for the Park is done separately and funded by Park user fees.

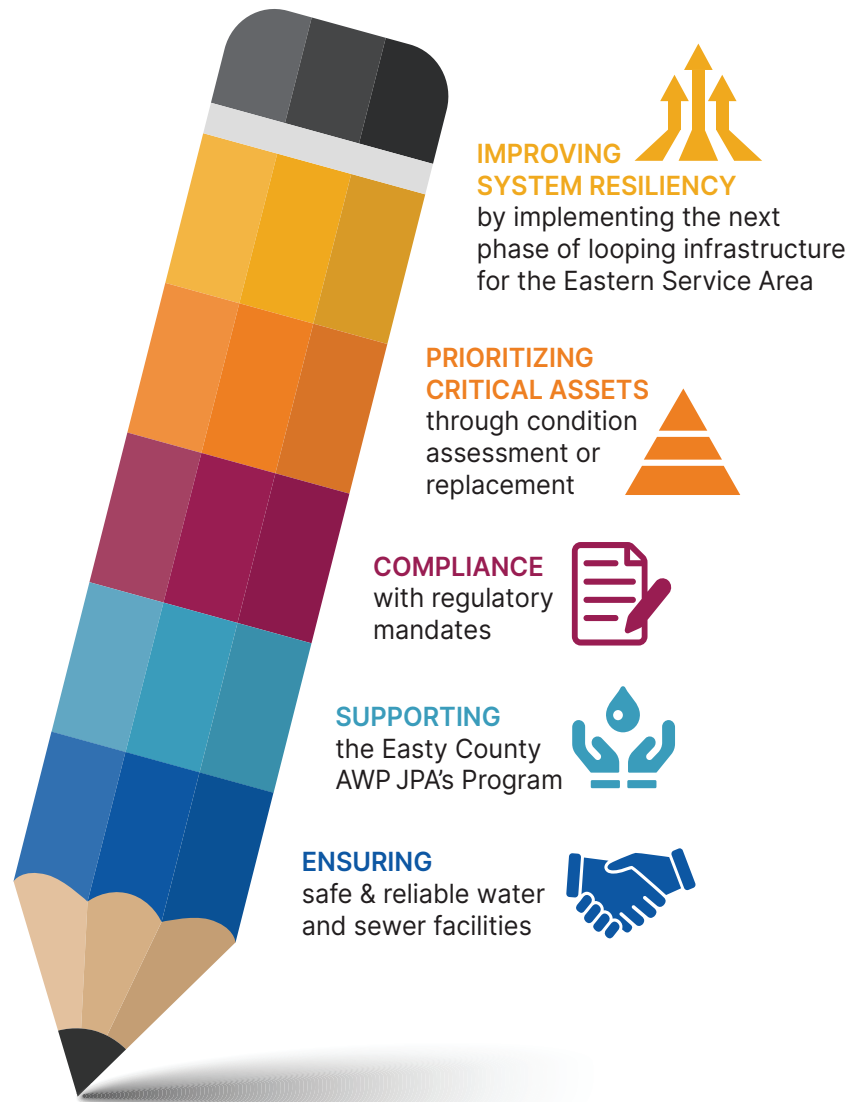
Padre Dam strives to meet customers' needs in the most cost effective manner possible. With limited resources, the District must therefore prioritize spending. Development of the CIP, in conjunction with the Five Year Plan, ensures sufficient financial resources are invested to execute priority projects while maintaining ratepayer affordability. Staff's efforts throughout are guided by the "3 Rs":



As part of the Five Year Plan, spending is limited to the approved Budget. However, there is flexibility to redirect funds where they are needed most. Therefore the CIP is updated annually, adding or reprioritizing projects, in order to address the most pressing needs. Lessons learned are incorporated into future project implementation to ensure a smart infrastructure is developed that is both reliable and resilient and meets the needs of our community.



Overall objectives of the CIP during this Five Year Plan include:



Additional priorities include refurbishing existing aging facilities, improving various facilities, creating redundancy in the water distribution and transmission systems, and ongoing capitalized operations projects. By the end of the Plan, the key projects shown below are anticipated to be completed.



CIP Financial Summary

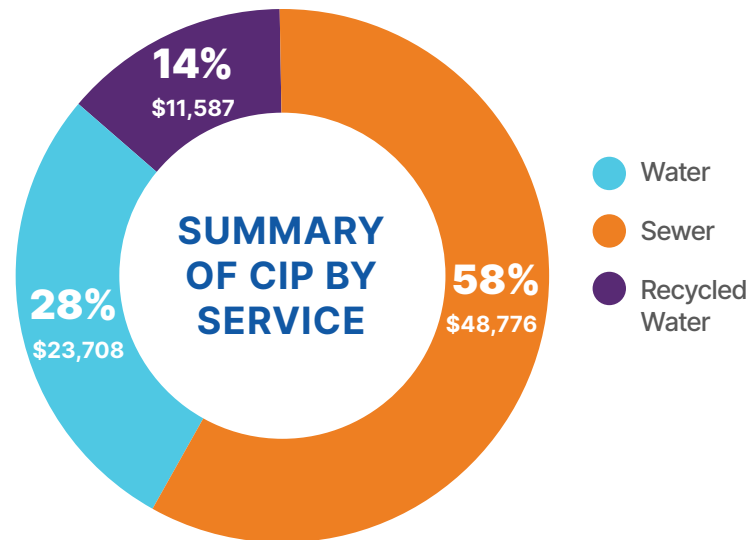
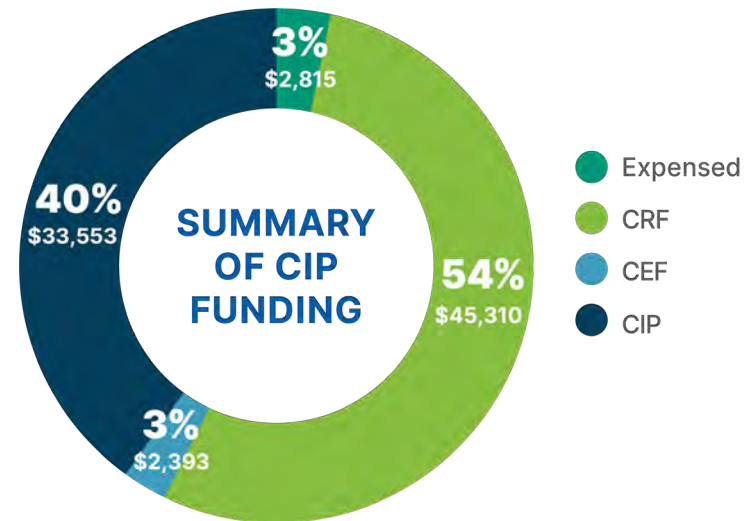
CIP is a major component of the Five Year Plan and can have a significant impact on utility rates. In order to minimize that impact, the development of the CIP is a multi-phased process. The preliminary CIP budget is developed to achieve long term infrastructure sustainability in the most efficient manner possible. Different versions of the budget are developed based on differing levels of available funding. The final CIP Budget is the result of many iterations and project prioritization in order help achieve the District's goal of minimizing the rate impact to our customers. The table to the right summarizes the planned CIP expenditures for the Potable Water, Sewer and Recycled Water operations over the next five years. mentioned earlier, the Park's capital investment plans are separate and do not impact utility rates.

ANNUAL CIP BUDGET BY OPERATION *						
OPERATION	FY '23	FY '24	FY '25	FY '26	FY '27	TOTAL
POTABLE WATER						
Expense	\$ 394,961	\$ 567,594	\$ 651,930	\$ 337,738	\$ 495,989	\$ 2,448,212
CRF	6,030,490	6,299,790	4,410,285	4,108,002	9,227,676	30,076,243
CEF	112,035	112,035	161,263	238,620	240,730	864,682
CIP	-	5,335,000	10,051,693	-	-	15,386,693
Subtotal	\$ 6,537,486	\$ 12,314,419	\$ 15,275,170	\$ 4,684,360	\$ 9,964,395	\$ 48,775,830
SEWER						
Expense	\$ 32,445	\$ 51,945	\$ 119,667	\$ 69,393	\$ 41,084	\$ 314,534
CRF	1,256,320	2,715,840	5,168,424	3,141,909	1,057,360	13,339,853
CEF	67,900	248,500	586,975	391,963	232,669	1,528,007
CIP	-	2,644,000	2,644,000	1,444,500	1,793,012	8,525,512
Subtotal	\$ 1,356,665	\$ 5,660,285	\$ 8,519,065	\$ 5,047,765	\$ 3,124,125	\$ 23,707,905
RECYCLED WATER						
Expense	\$ -	\$ 4,500	\$ 16,124	\$ 28,389	\$ 2,937	\$ 51,950
CRF	38,075	183,735	583,402	955,986	133,043	1,894,240
CEF	-	-	-	-	-	-
CIP	-	3,493,000	3,259,000	1,444,500	1,444,500	9,641,000
Subtotal	\$ 38,075	\$ 3,681,235	\$ 3,858,525	\$ 2,428,875	\$ 1,580,480	\$ 11,587,190
TOTAL						
Expense	\$ 427,406	\$ 624,039	\$ 787,720	\$ 435,520	\$ 540,010	\$ 2,814,695
Capitalized	7,504,820	21,031,900	26,865,040	11,725,480	14,128,990	81,256,230
Total	\$ 7,932,226	\$ 21,655,939	\$ 27,652,760	\$ 12,161,000	\$ 14,669,000	\$ 84,070,925

* Excludes Park CIP which is funded by Park revenues and does not impact utility rates.

The total five year CIP budget is approximately \$84.1M. Funding for the CIP comes from Capital Replacement Funds (CRF) (approximately \$45.3M), Capital Expansion Funds (CEF) (approximately \$2.4M) and the District's CIP Reserve Fund (approximately \$33.6M). Capitalized CIP is \$81.3M, of which \$33.6M is being funded with the designated CIP reserve funds. An additional \$2.8M of expenses relating to the preliminary phase of the projects is included in the District's operating budgets. CRF is funded by existing customer rates and a portion of developer capacity fees; CRF may only be used to benefit existing customers. CEF is funded by the remaining portion of developer-paid capacity fees and can only be used to fund growth projects. Great care is taken to assure that ratepayers are not funding developer projects and vice versa. Park projects are funded by revenue generated from user fees of park facilities and events, grants and donations.

The following figures summarize the budgets for each funding source and the overall investments for each service type for the five year CIP; the amounts are in thousands of dollars:



CIP spending is expected to remain within the approved five year budget, but there is flexibility on the timing and substitution of projects based on need. Engineering and Operations workgroups will continually monitor the CIP and reprioritize, add or delete projects as needed over the five year period.

The mandatory implementation of Governmental Accounting Standards Board, Statement 51 (GASB 51) requires that many previously capitalized expenditures be expensed on the District's Statement of Activities rather than shown as an asset on the Statement of Net Position and depreciated. Examples of this include plans and studies; preliminary phases of a construction must likewise be expensed. As mentioned above, approximately \$81.3M of the CIP is expected to be capitalized and approximately \$2.8M is expected to be expensed. Because some projects will be reprioritized, added or delayed throughout the Plan, the ultimate split between capitalized and expensed may vary, but overall CIP spending will remain within budget.

CIP for the Park is budgeted separately from the rest of the District. The projects are managed by Park staff and paid for entirely by Park revenues, reserves and debt.



Infrastructure & Assets

As a responsible steward of the community, maintaining and replacing our water and wastewater infrastructure is vital to ensure the District provides quality water and wastewater management services to our customers. The fundamental goal of water and wastewater infrastructure asset management is to preserve and extend the service life of long-term infrastructure assets which are vital components in maintaining the District's level-of-service and reliability commitments. This requires proactively assessing and planning replacements and repairs based on a prioritization of risk (i.e., probability of failure within a given period and the magnitude of impact should failure occur). Additionally, our Asset Management approach ensures operational safety, regulatory compliance, stabilizes rates, and minimizes costs to our customers.



590

miles of water,
sewer and recycled
water mains



29

reservoirs



22

pump stations serving
elevations ranging from
350 to 2,646 feet



PADRE DAM
Municipal Water District

Much of Padre Dam's
major infrastructure was
constructed in the 1960s
and early 1970s.

Our systems include:



19

pressure
regulating
stations



Over

38K

service
connections



3

imported water
supply connections



2

MGD Title 22
water recycling
facility

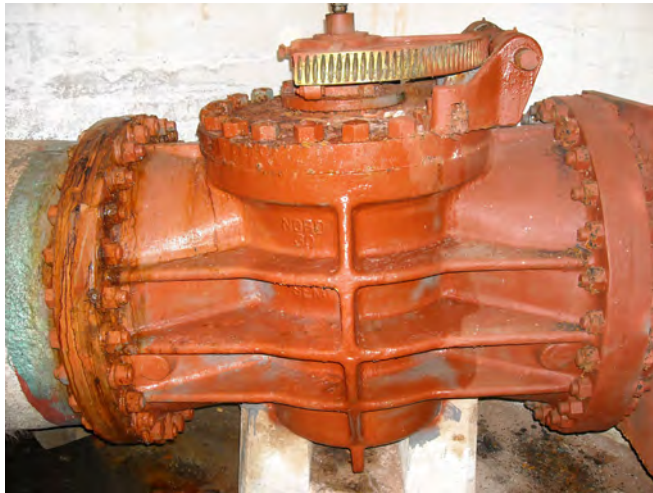
Aging infrastructure has been a concern for many years. Numerous reports from industry leading organizations such as American Water Works Association (AWWA), American Society of Civil Engineers (ASCE) and the Environmental Protection Agency (EPA) have put a spotlight on the water and wastewater sector's infrastructure investment needs highlighting an era of rehabilitation and replacement in which much of the existing infrastructure has reached or is approaching the end of its useful life. Similarly, a growing number of the District's facilities continue to age beyond their useful service life. What could have been a rehabilitation project years ago, is now a full replacement or reconstruction. This picture is getting slightly more challenging each year as facilities age and require increased investments to maintain their serviceability.

Nevertheless, effective and resilient infrastructure is critical to public and environmental health and to our community's economic sector. Padre Dam's team of talented staff are developing and implementing asset management strategies to ensure a successful approach for our District. Our job is to sustain these systems with limited resources so crucial services can be continually provided now and in the future.

Environmental Protection Agency's Drinking Water Infrastructure Needs Survey and Assessment:

Sixth Report to Congress: *identified the investment needed for thousands of miles of pipes and thousands of treatment plants, storage tanks, and water distribution systems. The survey showed that the nation's water systems have entered a rehabilitation and replacement era in which much of the existing infrastructure has reached or is approaching the end of its useful life.*

[Web Link](#)



Facilities & Emergency Preparedness

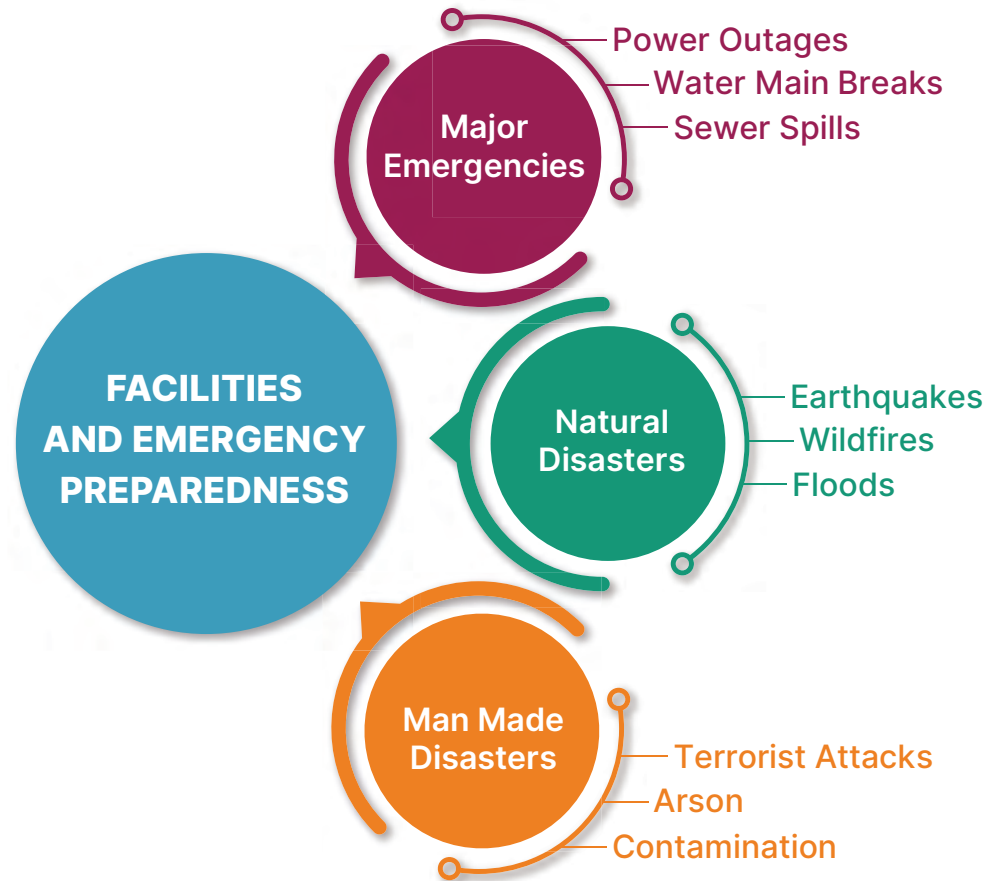
The District operates critical infrastructure and must maintain the safety and reliability of the water supply and wastewater system for our customers. Facilities and Emergency Preparedness emphasizes protecting critical facilities against risks and vulnerabilities from major emergencies, natural disasters and man-made disasters.

The ability to respond quickly to these events, any of which may affect large portions of our service area, helps ensure water supply availability and can minimize potential injury, property damage, and District downtime.

The District uses our Emergency Response Plan (ERP) as the guiding document during emergencies. The ERP contains valuable information that explains when the Emergency Operations Center (EOC) should be activated and outlines the roles and responsibilities of each EOC section. The ERP is used in at least one EOC training session per year and is updated annually.

Physical Security

Continuous efforts are made to ensure all District facilities are protected from human encroachment through secure fencing and video monitoring. The video monitoring system is being expanded by staff, with an eventual goal to cover all District facilities. Physical security assessments are routinely conducted and improvement plans are developed for critical facilities to ensure continued water and sewer system protection against potential threats.



Emergency Preparedness and Response

Ongoing efforts are also made to improve and refine the District's competency in Emergency Preparedness and Response by:

- Engaging in water-related security and emergency response issues at the local, regional and national levels;
- Conducting annual EOC disaster simulation tabletop exercises with key staff to ensure effective emergency response in the event of an actual emergency;
- Training staff in the National Incident Management System;
- Participation in Shared Resources Programs with other agencies.
- Participate in the San Diego County Multi-Jurisdictional Local Hazard Mitigation Plan.
- Maintain District's Emergency Operations Plan including new sections on Cybersecurity & Communications.



Acre-foot – The measurement by which large amounts of water are measured. One acre-foot is about 326,000 gallons, or enough water to cover one acre to a depth of one foot. An acre-foot can supply the household needs of two four-person families for one year.

California Environmental Quality Act (CEQA) – A California statute passed in 1970, shortly after the United States federal government passed the National Environmental Policy Act (NEPA), to institute a statewide policy of environmental protection.

Capacity Fees – A one-time fee paid by new development to finance construction of public facilities needed to serve them.

Capital Expansion Funds (CEF) – CEF is funded by a portion of developer-paid capacity fees. These restricted funds are set aside to be used to fund growth related projects.

Capital Replacement Funds (CRF) – CRF is funded by existing customer rates and a portion of developer capacity fees. These funds are set aside to cover the repair or replacement cost of capital assets. CRF may only be used to benefit existing customers. CRF funds are also used to pay debt principle payments.

Easement – A legal right to use another's land for a specific limited purpose.

Irrigation – A water supply used for agriculture by artificial means, such as pumping water onto crops, in an area where rainfall is insufficient.

MGD – Million gallons per day

Mid-Management and Confidential Association (MMCA) – A bargaining unit that represents all management and confidential employees of the District other than Management Team, employees represented by PDEA and those employees who elect to represent themselves.

Non-Potable Water – Water not treated to a level for drinking water purposes.

Padre Dam Employees Association (PDEA) – A bargaining unit that represents all employees of the District other than management and confidential employees and those employees who elect to represent themselves.

Potable Water – Water suitable for drinking.

Recycled Water – Municipal wastewater that is treated and disinfected to a level suitable for non-drinking purposes. The beneficial reuse of recycled water reduces the need to import or develop other water supplies.

Reservoir – A natural or artificial lake or large tank used for collecting and storing water, especially for community water supplies or irrigation.

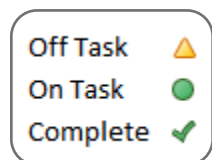
Wastewater – Water containing waste material.

Appendix A - Performance Indicators

Key Performance Indicators (KPIs) can be used as an instrument to track performance, allocate resources and communicate goal completion. Chapter 4 discussed the District's core Business Functions, their main goals for the Plan, and the KPIs developed for each goal. These KPIs will help keep staff on-track to achieve the Plan's Goals and support the District's Strategic Objectives.

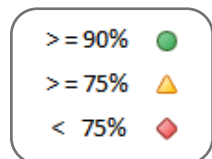
Qualitative Indicators are those that show performance towards or achievement of a specific goal. Some Qualitative Indicators are ongoing performance measurements while others are specific milestones that must be met. It is important to track Qualitative Indicators quarterly to ensure staff stays focused, identify if there is a risk a goal may not be achieved or to communicate when a goal is complete.

Qualitative Indicators will be reported as either "Off Task", "On Task" or "Complete" each quarter:



Quantitative Indicators show performance against a specific number of planned tasks. It is important to track Quantitative Indicators quarterly to show performance against a goal but it is also important to look at them cumulatively; there are a number of reasons a task may fall behind in one period but it is also possible to exceed a goals in future periods so that the cumulative goal is met. Staff will also track and report on unplanned/unscheduled work to provide workload context.

Quantitative Indicators will be reported on the report card as either "Good", "Fair" or "Poor" performance to goal, quarterly and cumulatively:



The remainder of Appendix A shows combined goals and KPI's for the Plan by Business Function. These scorecards will provide transparency and accountability on the numerous goals, programs and projects that will be completed by the District throughout the Five Year Plan. Staff will report performance against these indicators quarterly to the Board; the first and third quarter will be a note in file and the second and fourth quarter will include a written report.

Appendix A - Performance Indicators

FIVE YEAR STRATEGIC BUSINESS PLAN GOALS AND KEY PERFORMANCE INDICATORS

OPERATIONS + WATER QUALITY							
Goal	Key Performance Indicator	Strategic Core Objective	Quarter				
Operations & Maintenance Department - General			1st	2nd	3rd	4th	
Sewer flushing application	Completed and in use by fall of 2022	Operational Excellence / Technology & Innovation					
CCTV Application	Completed and in use by fall of 2022	Operational Excellence / Technology & Innovation					
Distribution main flushing application	Completed and in use by FY 2023	Operational Excellence / Technology & Innovation					
Water Discharge Application for NPDES Permit tracking (flushing etc.)	Completed and in use by FY 2024	Operational Excellence / Technology & Innovation					
Valve Isolation Trace Map Application	Completed and in use by FY 2024	Operational Excellence / Technology & Innovation					
Live dashboards for State reporting data	Completed and in use by FY of 2025	Operational Excellence / Technology & Innovation					
Comprehensive as-built/record drawing access for field use	Completed and in use by FY 2023	Operational Excellence / Technology & Innovation					
Upgrade of CSC/WRF/Operations campus access and fire control systems	Completed by fall of 2023	Operational Excellence / Technology & Innovation					
Upgrade access control of sites with cellular providers with real time data reporting and restrictions	Complete by fall of 2023	Operational Excellence / Technology & Innovation					
Upgrade of Finance Department offices	Complete by spring of 2023	Operational Excellence					
Rehabilitation of Operations Restrooms	By 2025	Operational Excellence					
Review/Update all written SOP's	Review/Update 4 SOP's per year	Operational Excellence					
Plan and construct Operations Yard Expansion due to relocation of spoils area from pond C	Complete upgrade by 2024	Operational Excellence					
Pursue solutions to the flooding issues in Sycamore Creek	Ongoing	Operational Excellence					
Invest in Employee training, readying them for future promotion through Mentoring and Corstraining	Cross training of a minimum of 3 staff members per year with systems group, leadership training for most interested staff.	Talent Management					
SSMP Five Year Update due in 2024	Complete by Spring of 2024	Operational Excellence					
Complete all regulatory reports	Annually	Operational Excellence					
Participate in AWWA Benchmarking Survey	Biannually	Operational Excellence					
Construction Group							
Site paving projects	Patching/Seal Coating at three facilities per year	Operational Excellence					
Minimize Sewer Hot Spots using Smart Cover technologies	Installation/relocation of three devices per year. Reduce hot spots by 10% per year.	Operational Excellence / Sustainability & Resource Management					
Ready all pump stations for bypass pumping operations	Identify pump station and complete one station per year	Operational Excellence					
Water Operations							
Install reservoir management systems	Install 2 mixers and/or chlorine dosing systems per year	Operational Excellence					
Site security upgrades - Continue to install security cameras at remote site/upgrade existing cameras	One site per year	Operational Excellence					
Install Automatic gates to access remote sites	One site per year	Operational Excellence / Technology & Innovation					
Ready all pump stations for bypass pumping operations	Identify pump station and complete one station per year	Operational Excellence					
Purchase movable water storage tank to maintain service while reservoirs are offline for cleaning	Purchase by FY 2024	Operational Excellence					
Evaluate and replace or upgrade chloring generating systems at PS 4 and 7	Ongoing	Operational Excellence					
Pressure Vessel Inspections (Every 4 Years)	Complete in 2026	Operational Excellence					
Pump Station Control Valve Maintenance (PCV and Relief Valves)	Start in Year 4: 67 total valves completed by 2028	Operational Excellence					
Water Recycling Facility							
Meet permit discharge requirements 365 days	Ongoing	Operational Excellence / Sustainability & Resource Management					
Perform required maintenance of all major plant equipment annually	Annually	Operational Excellence / Sustainability & Resource Management					
Inspect chlorine scrubber	Annually	Operational Excellence					
Overhaul one vertical turbine pump and motor	Bi-Annually	Operational Excellence					
Evaluate a new computerized maintenance program	Ongoing	Operational Excellence / Technology & Innovation					
NPDES Permit renewal process	Ongoing (Expires in 2026)	Operational Excellence / Sustainability & Resource Management					

Appendix A - Performance Indicators

FIVE YEAR STRATEGIC BUSINESS PLAN GOALS AND QUANTITATIVE PERFORMANCE INDICATORS FY '23 - '27

GOAL	KPI					STRATEGIC OBJECTIVE
	QTR 1	QTR 2	QTR 3	QTR 4	ANNUAL	
Water Recycling Facility						
Flow Meter Calibration	0	0	15	0	15	Operational Excellence
Chlorine/Sulfur Dioxide Inspections	3	3	3	3	12	Operational Excellence
Mixer Inspections	3	4	4	4	15	Operational Excellence
Mixer Rebuilds	3	4	4	4	15	Operational Excellence
Submersible Pump Inspections	4	4	4	5	17	Operational Excellence
Analyzer Calibration	15	15	15	15	60	Operational Excellence
Exercise all Valves throughout the WRF	11	11	11	11	44	Operational Excellence
Oil analysis on major equipment (above water)	0	0	0	12	12	Sustainability & Resource Management Technology & Innovation
WRF Water Quality Samples Collected	1470	1470	1470	1470	5880	
WRF Water Quality Samples Points Analyzed	4200	4200	4200	4200	16800	Operational Excellence
Wastewater Group						
Sewer Lines Cleaning Footage	151000	151000	151000	151000	604000	Operational Excellence
Sewer Hot Spots Cleaned	26	98	22	92	238	Operational Excellence
CCTV Footage	25000	25000	25000	25000	100000	Operational Excellence
Sewer Line Repairs (Laterals and Mains)	2	2	2	2	8	Operational Excellence
Sewer Lift Station Inspections	45	45	45	45	180	Operational Excellence
Unplanned:						
Sanitary Sewer Overflows (SSO's)						Operational Excellence
Private Lateral Sewer Discharge (PLSD)						Operational Excellence
Construction Group						
Valve Replacement	22	22	22	22	88	Operational Excellence
Valve Installations	3	2	3	2	10	Operational Excellence
Special Projects	0	1	0	1	2	Operational Excellence
Poly service Replacements	10	10	10	10	40	Operational Excellence
Unscheduled:						
Water Services Installed						Operational Excellence
Sewer Services Installed						Operational Excellence
Fire Services Installed						Operational Excellence
Recycled Water Services Installed						Operational Excellence
Relocated/Abandoned Services (All)						Operational Excellence
Unplanned:						
External Agency Mandated Work						Operational Excellence
Water Main Failures/Unplanned Outages						Operational Excellence
Water Operations Group						
Water Mains Flushed	100	100	100	100	400	Operational Excellence

Appendix A - Performance Indicators

FIVE YEAR STRATEGIC BUSINESS PLAN GOALS AND QUANTITATIVE PERFORMANCE INDICATORS FY '23 - '27

GOAL	KPI					STRATEGIC OBJECTIVE
	QTR 1	QTR 2	QTR 3	QTR 4	ANNUAL	
Valves Exercised	675	675	675	675	2700	Operational Excellence
Water Quality Monitoring Samples	338	341	336	330	1345	Operational Excellence
Reservoirs Dosed	75	75	75	75	300	Operational Excellence
Water System Site Inspections (45 sites)	150	150	150	150	600	Operational Excellence
Pump/Motor Maintenance/Recondition	0	0	3	0	3	Operational Excellence
Pressure Reducing /Relief Valve Maintenance	9	9	9	9	36	Operational Excellence
Portable Pumps Exercised	0	2	2	0	4	Operational Excellence
Large Meter Calibration	0	20	0	0	20	Operational Excellence
Electrical / Cathodic Group						
Infrared Camera MCC's	40	40	40	40	160	Operational Excellence
Motor Control Centers Serviced/Inspected	12	12	12	12	48	Operational Excellence
Generators Exercised	96	96	96	96	384	Operational Excellence
CP Test Station Reads WSA	0	236	0	236	472	Operational Excellence
Reservoir CP Reads	8	8	8	8	32	Operational Excellence
Reservoir - Coating & CP Dive Inspection	1	1	1	1	4	Operational Excellence
Pump Station/Vault Coating & CP Inspection	5	5	5	5	20	Operational Excellence
Compliance Group						
FOG Inspections	29	30	29	30	118	Operational Excellence
Industrial Waste	2	2	2	3	9	Operational Excellence
Cross Connection Control Inspections	53	53	53	52	211	Operational Excellence
Fleet / Warehouse / FM						
Vehicle Rehabilitation/Rebuild	1	0	1	1	3	Operational Excellence
Capital Equipment Replacements	5	0	4	0	9	Operational Excellence
Generators - Annual Service	0	14	0	0	14	Operational Excellence
Portable Pumps - Annual Service	0	4	0	0	4	Operational Excellence
Facilities Maintenance Projects Completed	1	1	1	1	4	Operational Excellence
HVAC Filter Replacement/Maintenance	1	1	1	1	4	Operational Excellence
Quarterly Inventory	1	1	1	1	4	Operational Excellence / Fiscal Stability
Scheduled Maintenance	30	30	30	30	120	Operational Excellence
Fleet/Equipment Repairs (Tracking / Non-Goal Based)						Operational Excellence
Facility Condition Assessment	0	1	0	0	1	Operational Excellence
Meter Services / AMI						
Meter Replacement MMP	900	900	900	900	3600	Operational Excellence / Technology & Innovation

Appendix A - Performance Indicators

FIVE YEAR STRATEGIC BUSINESS PLAN GOALS AND KEY PERFORMANCE INDICATORS

INFORMATION SYSTEMS						
Goal	Key Performance Indicator	Strategic Core Objective	Quarter			
Planning			1st	2nd	3rd	4th
Implement end user operating system and application training program	Evaluate and Update annually	Talent Management				
Plan and Prepare for information model updates for migration to the Geometric Utility Network	Complete by FY 2026	Technology & Innovation / Sustainability & Resource Management				
IS/GIS Strategic plans	Annual Review and Re-Prioritization	Technology & Innovation				
System Maintenance						
Active Directory Domain, DNS, DHCP, Microsoft 365 and Exchange online services updates and enhancements	Evaluate Bi-annually	Technology & Innovation				
Applications and interfaces updates and enhancements	Evaluate effectiveness and strive for improvement annually	Technology & Innovation				
Maintain PCs, laptops, tablets and other portables hardware and operating systems	Evaluate effectiveness and strive for improvement annually	Technology & Innovation				
Maintain Virtualized Environments, Physical Servers and Appliance hardware and operating systems	Ongoing	Technology & Innovation				
Maintain Cyber Security Framework and Awareness	Quarterly vulnerability assessments and monitoring	Operational Excellence				
Systems, Data and Server Backup And Recovery Plans	Evaluate effectiveness and strive for improvement annually	Sustainability & Resource Management				
Internet, Data, Wifi, Wired and Wireless Telecommunications networks	Evaluate effectiveness and strive for improvement annually	Technology & Innovation / Sustainability & Resource Management				
Process Improvement						
Migrate File Server contents to SharePoint and OneDrive	Complete by FY 2024	Technology & Innovation				
Migrate applications to Cloud hosted and SaaS computing models	Evaluate effectiveness and strive for improvement annually	Technology & Innovation				
Track IT Service Delivery	Complete by end of FY 2023	Sustainability & Resource Management / Customer Experience				
GIS Services						
Develop and Document Standards to support GIS best practices	Complete by Year 2	Operational Excellence				
Expand access to spatial data and reporting tools	Complete by Year 2	Operational Excellence / Customer Experience				
District support of Dashboards, Webmaps, Storymaps and Esri apps	Evaluate effectiveness, build and update as needed	Technology & Innovation / Sustainability & Resource Management				
Identify and document all interoperability and interfaces between datasources	Complete by year 2	Technology & Innovation / Sustainability & Resource Management				
Improve end user access and format flexibility to GIS data resources (online, printed resources)	Complete by year 2	Technology & Innovation / Sustainability & Resource Management				
Migrate legacy CAD and GIS applications to modern supported solutions.	Complete by year 2	Technology & Innovation/ Sustainability & Resource Management				

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FIVE YEAR STRATEGIC BUSINESS PLAN GOALS AND KEY PERFORMANCE INDICATORS

CUSTOMER SERVICES							
Goal	Key Performance Indicator	Strategic Core Objective	Quarter				
			1st	2nd	3rd	4th	
Billing, Receipts & Collections							
Maximize collection of bad debts	Reduce bad debt sent to agency by 10%	Fiscal Stability					
Decrease printing and mailing costs	Increase customer participation by 10%	Fiscal Stability					
Customer Assistance							
Increase response to customer inquiries	Minimize abandoned calls and reduce customer call wait times	Customer Experience					
Promote enrollment in on-line water use tool (AquaHawk)	Increase customer participation by 10%	Customer Experience					
Promote enrollment in Electronic Billing and Presentment and Payment (EBPP) program	Increase customer participation by 10%	Customer Experience / Technology & Innovation					
Institute more robust and simple EBPP and payment platform	Reduce customer calls by 10%	Customer Experience / Technology & Innovation					
Implement new District telephone system with new technologies	Shorten customer service call times by 10%	Customer Experience / Technology & Innovation					
Resource Management & Development							
Stay Current on CIS Software	Implement upgrades in General Availability phase & before Product Retirement	Technology & Innovation					
Increase knowledge of CIS Software	Expand cross-training, attend CIS Conference	Technology & Innovation / Talent Management					
Stream Engagement	Log-in weekly / post 6 Customer/Meter Service related Stream Articles per year	Talent Management					
Meter Services AMI							
Increase efficiency and performance of upper level AMI System	Reduce number of repeaters in AMI infrastructure 50%	Technology & Innovation / Sustainability & Resource Management					
Complete MMP Program	Replace remaining meters by end of 2022	Technology & Innovation / Sustainability & Resource Management					
Maintain battery life for system performance	Semi-Annual battery life test for meter and Radio combination	Technology & Innovation / Sustainability & Resource Management					
Maintain low manual number of meter readings	Sustain AMI electronic reading percentage of over 99% at all times	Operational Excellence / Sustainability & Resource Management					

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FIVE YEAR STRATEGIC BUSINESS PLAN GOALS AND KEY PERFORMANCE INDICATORS

WORKFORCE MANAGEMENT + SUPPORT						
Goal	Key Performance Indicator	Strategic Core Objective	Quarter			
Recruitment & Retention			1st	2nd	3rd	4th
Time to Hire	Less than 45 days	Talent Management				
Create a Robust District Wide Internship Program	Minimum of 2 Interns Annually	Talent Management				
Involuntary Turnover	Less than 5%	Talent Management				
Engagement						
Engage Employees in the Workforce Partnership (Pipeline)	Workforce Partnership Evaluated Every Three Years	Talent Management				
Stream Engagement	95% or Above Monthly	Talent Management				
Encourage Lateral Participation	75% of Employees Sit on at least 1 Lateral	Talent Management				
Participate in Gallup Engagement Survey	Every 3 years	Talent Management				
Pay For Performance	100% of Annual Reviews Done on Time	Talent Management				
Empower Staff W/Data Driven Tools						
Electronic Files & Documentation	Progress towards being 100% Electronic Files/Documents	Technology & Innovation				
Financial Management						
Employee Benefit Insurance At or Below Budget	On Budget Tracking	Fiscal Stability				
Effective Business Insurance (GL, Property, Auto, etc.)	On Budget Tracking	Fiscal Stability				
Strengthen Future Leadership Capabilities						
Management Readiness Training	Increased enrollment by 2% per year	Talent Management				
Develop Future Modules MRT	Write Module 2 & Write Module 3	Talent Management				
Maintain a workforce free from harassment & discrimination	Harassment, Ethics Training Every Other Year	Talent Management				
Workers Compensation / ADA						
Maintain or Improve X-Mod	Maintain at or below 1.18	Operational Excellence				
Engage EOC Members in NIMS training	Goal is 100% Completion	Sustainability & Resource Management				
Workers Compensation Incident Rate	Goal is 5% or less	Operational Excellence				
Credit Incentive Points	Strive for 90% or better each year to offset premiums	Fiscal Stability				
Barriers to Entry Improvement	5% Improvement annually	Operational Excellence				
Health & Safety						
District Emergency Drills	1 Annually	Operational Excellence				
Job Analysis	Complete 4 per year	Sustainability & Resource Management				
Field Visits to Reinforce Safety Protocols	Complete 4 per year	Talent Management				

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FIVE YEAR STRATEGIC BUSINESS PLAN GOALS AND KEY PERFORMANCE INDICATORS

COMMUNICATIONS + OUTREACH						
Goal	Key Performance Indicator	Strategic Core Objective	Quarter			
Value of Our Services			1st	2nd	3rd	4th
Elevate the Value of Water and Wastewater Services	Produce videos annually, highlight employees monthly and infrastructure	Customer Experience				
Promote the successes and benefits of CIP and other key District projects	Provide CIP information on District website and communicate project completion through communications channels by the end of 2023	Customer Experience				
Build ambassadors in the community through education of the District's infrastructure	Provide District tours and/or water talks at least 2 times per year	Customer Experience				
Water Supply & Reliability Messaging						
Educate customers and communicate the benefits and needs of future water supply reliability	Produce communications materials on where our water comes from and future reliability efforts	Sustainability & Resource Management				
Increase customer awareness of imported water supply conditions and where their water comes from	Messaging on social media, District's website, and e-newsletters at least 2x per year. Develop talking points as water supply conditions change and during dry periods.	Customer Experience / Sustainability & Resource Management				
Create educational experience highlighting the importance, need and benefits of the East County AWP	Develop educational program for new Visitor's Center and Padre Dam customers by end of 2024	Customer Experience				
Boost East County AWP Program support within Padre Dam's service area	Provide briefings, executive overviews and important updates to key stakeholders	Customer Experience / Sustainability & Resource Management				
Implement construction outreach related to the East County AWP for impacted Padre Dam customers	1. Produce construction notices, signage and informational sheets. Hold community meetings. 2. Develop story map on AWP construction work in FY 2023.	Customer Experience				
Public Outreach						
Inform and educate customers on service disruptions in our community	1. Create a website mapping page with information to customers on water outage information and work being done in their neighborhood by the end of FY 2024. 2. Use infographics and other data to share information with customers.	Customer Experience / Technology & Innovation				
Build relationships to foster positive media relations	Distribute press releases in a timely manner on key District topics and successes	Operational Excellence				
Improve customer access and experience with information through enhanced communication	Increased social media engagement, website enhancements, implement text messaging option by the end of 2023. Expand email communications efforts by end of 2022.	Customer Experience / Technology & Innovation				
Promote and sustain timely and effective two-way communication with customers to be a trusted resource for stakeholders on all water, wastewater and recycled water issues.	Produce customer e-newsletters, social media posts, website updates and notices. Timely and accurately response to customer communications.	Customer Experience				
Continue producing high quality materials with consistent messaging that portrays who we are as a District	District Reports, District fact sheets, All About Rates sheets, bill inserts, etc.	Customer Experience / Fiscal Sustainability				
Increase awareness of available water efficiency programs, rebates and incentives available	Maintain District's website with all available programs, rebates and incentives. Include program information on social media, the e-newsletter, bill messages and inserts.	Customer Experience / Operational Excellence				
Increase customer's understanding of water costs, impacts on rates and the District's fiscal responsibility and sustainability	Develop campaign and outreach effort to inform and educate customers about rates and factors making up costs that they pay. Implement campaign by the end of FY 2023.	Fiscal Sustainability / Customer Experience				
Implement an annual communications strategy that includes key initiatives and projects	Produce Communications Plan annually and present annual highlights to Board.	Operational Excellence				
Ensure transparency and access to Board meetings through added technology	Develop plan for virtual and in-person access to Board meetings by end of FY 2023.	Customer Experience / Technology & Innovation				
Government Relations						
Participate actively in Governmental Relations and Legislative Outreach	Engage in State legislative committees with ACWA, WaterReuse, SDCWA and others	Operational Excellence				
Provide briefings for legislators and policymakers on issues important to the District.	Annual and/or as needed	Operational Excellence				
Conduct a highly productive and effective State, Federal and local advocacy program to influence legislation, regulatory issues and funding on matters that benefit or impact our customers.	1. Produce Annual Legislative Priorities Guidelines each year and end of year legislative report. 2. Provide comments on items with impact to the District.	Operational Excellence / Fiscal Sustainability				
Internal Communications						
Provide adequate and timely information to support Board decisions	Water supply update, Legislative Update, and District Functions/Project reports scheduled regularly	Talent Management / Operational Excellence				
Share scorecards to convey key progress on District Business Plan	Quarterly scorecards shared with the Board, on District website and other customer communications	Talent Management / Operational Excellence				
Communicate routinely with District staff about the District and customer communication	Provide monthly communications updates on Stream monthly and provide talking points as needed	Talent Management / Operational Excellence				

Appendix A - Performance Indicators

FIVE YEAR STRATEGIC BUSINESS PLAN GOALS AND KEY PERFORMANCE INDICATORS

ENGINEERING + PROJECT MANAGEMENT						
Goal	Key Performance Indicator	Strategic Core Objective	Quarter			
CIP & Project Management			1st	2nd	3rd	4th
Expend or commit planned CIP budget	75% by end of the Fiscal Year	Fiscal Stability / Operational Excellence				
Minimize overall construction change orders for CIP Program	Below 7.5%	Fiscal Stability				
Implement next phase of ESA transmission reliability	Complete by end of Five Year Business Plan	Operational Excellence				
Highlight engineering studies and design work with District Staff	Provide quarterly updates on Stream	Customer Experience				
Implement Microsoft Teams based project management support tool	Implement by end of FY 2023	Technology & Innovation				
Collaborate with Ops and IS to create dashboard to improve management and access to data	Complete by end of FY 2026	Technology & Innovation				
Provide community information on projects under construction	Provide updates to website starting end of FY '23	Customer Experience / Technology & Innovation				
Development Services						
Close out project accounting with Developer	Prior to filing Notice of Completion	Fiscal Stability / Customer Experience				
Return first plan check to Developer	4 weeks from plan check fees being paid.	Customer Experience				
Return subsequent plan check to Developer	2 weeks from date of submittal	Customer Experience				
Provide development project updates to Stream	Quarterly	Customer Experience / Technology & Innovation				
Develop customer facing web portal to manage documents, accept deposits & pay invoices	Implement by end of FY 2024	Customer Experience / Technology & Innovation				
Perform site visit to observe existing conditions	100% of projects	Operational Excellence				
Inspection						
Constructability reviews on District projects	100% of projects	Fiscal Stability / Operational Excellence				
Dig Alert Response	Within 2 days of notification	Operational Excellence / Customer Experience				
Progress report for construction projects	Monthly	Operational Excellence				
Planning & Compliance						
Comprehensive Master Plan development	Complete prior to end of Five Year Business Plan	Operational Excellence				
Update Sewer System Management Plan	Complete by July 1, 2024	Operational Excellence				
Update Urban Water Management Plan	Complete and Submit to DWR by July 1, 2026	Operational Excellence				
Water supply and demand assessment as described in 2020 UWMP	Annually	Operational Excellence				
Right of Way (ROW)						
Pursue and obtain outstanding easements for District facilities	2 per year	Operational Excellence				
Develop easement encroachment and inspection program (use of drones)	By end of FY 2027	Technology & Innovation				
Review projects and property leases to ensure ROW needs are adequately addressed	100% of projects prior to approval	Operational Excellence				

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CUSTOMER SERVICES							
Goal	Key Performance Indicator	Strategic Core Objective	Quarter				
Billing, Receipts & Collections			1st	2nd	3rd	4th	
Maximize collection of bad debts	Reduce bad debt sent to agency by 10%	Fiscal Stability					
Decrease printing and mailing costs	Increase customer participation by 10%	Fiscal Stability					
Customer Assistance							
Increase response to customer inquiries	Minimize abandoned calls and reduce customer call wait times	Customer Experience					
Promote enrollment in on-line water use tool (Aquahawk)	Increase customer participation by 10%	Customer Experience					
Promote enrollment in Electronic Billing and Presentment and Payment (EBPP) program	Increase customer participation by 10%	Customer Experience / Technology & Innovation					
Institute more robust and simple EBPP and payment platform	Reduce customer calls by 10%	Customer Experience / Technology & Innovation					
Implement new District telephone system with new technologies	Shorten customer service call times by 10%	Customer Experience / Technology & Innovation					
Resource Management & Development							
Stay Current on CIS Software	Implement upgrades in General Availability phase & before Product Retirement	Technology & Innovation					
Stream Engagement	Log-in weekly / post 6 Customer/Meter Service related Stream Articles per year	Talent Management					
Meter Services AMI							
Increase efficiency and performance of upper level AMI System	Reduce number of repeaters in AMI infrastructure 50%	Technology & Innovation / Sustainability & Resource Management					
Complete MMP Program	Replace remaining meters by end of FY '22	Technology & Innovation / Sustainability & Resource Management					
Maintain battery life for system performance	Semi-Annual battery life test for meter and Radio combination	Technology & Innovation / Sustainability & Resource Management					
Maintain low manual number of meter readings	Sustain AMI electronic reading percentage of over 99% at all times	Operational Excellence / Sustainability & Resource Management					

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FIVE YEAR STRATEGIC BUSINESS PLAN GOALS AND KEY PERFORMANCE INDICATORS

FINANCIAL MANAGEMENT							
Goal	Key Performance Indicator	Strategic Core Objective	Quarter				
Accounting			1st	2nd	3rd	4th	
Time to Run Payroll	Less than 4 days	Operational Excellence					
Timely processing of Invoices	Realize 90% of discounts available	Fiscal Stability					
Timely issuance of checks	Issue within 1 week of approved invoice	Fiscal Stability					
Timely filing of all IRS/State of CA payroll related reports	Within 30 days after quarter end	Operational Excellence					
Timely issuance of 1099s and W2s Annually	By January 31 each year	Operational Excellence					
Resource Management & Development							
Stay Current on Munis Software	Implement upgrades in General Availability phase & before Product Retirement	Technology & Innovation					
Increase knowledge of Munis Software	Annually participate in 2 User Group Webinars, 2 Trainings or 1 Conference	Technology & Innovation / Talent Management					
Increase use of Munis Software	Implement ARGB Module by 12/31/22	Technology & Innovation					
Streamline invoicing process	Implement virtual invoice approval process by 9/30/22	Technology & Innovation / Sustainability & Resource Management					
Stream Engagement	Log-in weekly and post 12 Financial related Stream Articles per year	Talent Management					
Budgeting & Reporting							
Timely budget completion	Finalized and approved before beginning of each fiscal year	Fiscal Stability & Customer Experience					
Timely completion of Budget to actual reports for departments	By 3rd week after month end	Fiscal Stability & Customer Experience					
Issue 10 Year History report Annually	Draft by October 31 each year, final within 30 days of completed audit	Fiscal Stability & Customer Experience					
Timely distribution of financial statements	To Board by 2nd meeting each month	Fiscal Stability & Customer Experience					
Timely distribution of audit	To Board by 2nd meeting in November	Fiscal Stability & Customer Experience					
Timely filing of State Controllers Report	Annually by January 31	Fiscal Stability & Customer Experience					
Follow GASB and FASB Requirements and proper internal controls	Receive Unqualified Opinion for Annual Audit	Fiscal Stability & Operational Excellence					
Develop Five Year Plan and Budget	By June 2027	Fiscal Stability & Operational Excellence					
Rate Setting							
Set reasonable and defendable rates for Five Year Plan	Complete Cost of Service Study by March 2027	Fiscal Stability					
Gain approval for rates	Prop 218 hearing and approval by June 2027	Fiscal Stability					
Finance & Investing							
Comply with Debt Service Coverage Requirements	Debt Service Coverage greater than 1.2X	Fiscal Stability					
Comply with Bond Disclosure Requirements	Annual Continuing Disclosure Report posted by March 31	Fiscal Stability					
Minimize Borrowing Costs	Maintain at least an AA credit rating	Fiscal Stability					

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FIVE YEAR STRATEGIC BUSINESS PLAN GOALS AND KEY PERFORMANCE INDICATORS

PARK + CAMPGROUND							
Goal	Key Performance Indicator	Strategic Core Objective	Quarter				
Organizational Development			1st	2nd	3rd	4th	
Park Recognition Program	Enter employees into quarterly drawing each time a guest recognizes exceptional service.	Talent Management					
Add Park Staff Development Certifications	Develop recreation specific certifications to enhance employee skills and benefit the Park	Talent Management					
Stream Engagement	Weekly login for FT Park staff; 12 park-related articles & 2 discussion topics annually	Talent Management					
Predictive & Preventive Maintenance							
Cabins-life extension	Allocate \$60K annually for full rehabilitation of 2 cabins per year	Sustainability & Resource Management					
Electric Meter Replacement	Replace campground meters for automated billing by 2023	Sustainability & Resource Management					
Urban Forest	Fund and maintain a 3-year trimming cycle	Sustainability & Resource Management					
Road Improvements (Dynamic Vision Plan)	Fund & maintain a \$50K (minimum) annual asphalt maintenance program	Sustainability & Resource Management					
Fleet Management	Coordinate fleet maintenance and replacement with Operations Department	Sustainability & Resource Management					
Aquaculture (Dynamic Vision Plan)	Invest/improve lake quality, management tools, infrastructure & overall aesthetics	Sustainability & Resource Management					
Green City Asset Management	Input, track, report and maintain all assets in Green City by 2023	Technology & Innovation					
Infrastructure Improvements							
Lake 3 Restroom Remodel (Dynamic Vision Plan)	Remodel Lake 3 restroom	Sustainability & Resource Management					
WIFI Modernization (Dynamic Vision Plan)	Modernize WIFI system and address areas with low connection rate patterns	Sustainability & Resource Management					
Cell Tower	Provide cell coverage in the campground by 2024	Sustainability & Resource Management					
Financial Management							
Annual Occupancy	Cabins 75%; Campground 85%	Fiscal Sustainability					
Revenue	Increase YOY revenue by 2.5%	Fiscal Sustainability					
Inventory Management	Create reports for revenue trends and inventory management control by 2023	Fiscal Sustainability					
Annual Debt Service Loans	Decrease by 40% by 2026	Fiscal Sustainability					
Sponsorship Revenue	Increase by 20% by 2027	Fiscal Sustainability					
Park Fund Balance	Minimum \$3.5M by 2027	Fiscal Sustainability					
General Store	Operate General Store at a profit	Fiscal Sustainability					
Fishing Programs	Increase non-opener attendance by 5% by 2025	Fiscal Sustainability					
Demand Pricing Automation	Implement automated Demand Pricing in the reservation software by 2024	Technology & Innovation					
Integrated Meter Billing (Dynamic Vision Plan Support)	Implement reservation software integrated meter billing by 2024	Technology & Innovation					
Customer Service & Marketing							
Marketing	Report on marketing efforts and trends monthly	Fiscal Sustainability					
Customer Reviews	5 positive reviews per month	Customer Experience					
Call Metrics	90% call answer service rate quarterly	Customer Experience					
Good Sam	9.0 annual rating	Customer Experience					
Website	1.5 million annual page views	Customer Experience					
Social Media	Establish one new social media channel by 2026	Customer Experience					

Appendix A - Performance Indicators

FIVE YEAR STRATEGIC BUSINESS PLAN GOALS AND KEY PERFORMANCE INDICATORS

PARK + CAMPGROUND							
Goal	Key Performance Indicator	Strategic Core Objective	Quarter				
Customer Service & Marketing (continued)			1st	2nd	3rd	4th	
Integrated Guest Experience Survey	Create and integrate survey data into the reservations software by 2025	Technology & Innovation					
Digital	Create a video marketing series for cross-channel marketing & update at least 1x by 2027	Customer Experience					
Customer Relationship Database	Create user-based transaction reporting to monitor staff input consistency	Technology & Innovation					
Programs & Partnerships							
Workcamper Program	Provide a pipeline of at least 5 potential future Workcamper volunteers	Operational Excellence					
Volunteer Program	Create a community volunteer program for events by 2023	Operational Excellence					
Community Partnerships	Create and/or expand vendor and community for events & services	Operational Excellence					
Safety & Security							
Facility Safety	Create a facility checklist and reporting system to ensure facility safety by 2023	Operational Excellence					
Barriers to Entry Improvements	Improve by 5% annually	Operational Excellence					
Evening Security Patrol	Maintain a night patrol security team	Operational Excellence					

Appendix A - Performance Indicators

Quantitative Goal Description	QTR 1	QTR 2	QTR 3	QTR 4	ANNUAL	STRATEGIC OBJECTIVE
Cabins lift stations inspections	15	15	15	15	60	Sustainability and Resource Management
Cabins inspections	60	60	60	60	240	Operational Excellence & Customer Experience
Back up generator inspections	6	6	6	6	24	Sustainability and Resource Management
Irrigation inspections	6	6	6	6	24	Sustainability and Resource Management
HVAC inspections	4	4	4	4	16	Operational Excellence & Customer Experience
Pool, Spa, Sprayground water sampling	12	12	12	12	48	Sustainability and Resource Management
Picnic table maintenance	10	10	10	10	40	Operational Excellence & Customer Experience
Boat inspections	96	96	96	96	384	Sustainability and Resource Management
Tree trimming	174	174	174	174	696	Operational Excellence & Customer Experience
Lake Maintenance	250	65		40	355	Operational Excellence, Sustainability & Resource Management
Facilities pest control	57	57	57	57	228	Operational Excellence & Customer Experience
Reserved picnic area inspections	75	75	75	75	300	Operational Excellence & Customer Experience
Fertilize turf	1	1	1	1	4	Operational Excellence
Restroom drain cleaning	1	-	1	-	2	Operational Excellence, Sustainability & Resource Management
Playground inspections	18	18	18	18	72	Operational Excellence & Customer Experience

Notes:

5 lift stations inspected monthly
 Cabins inspected twice a month
 Generators (Cabins and Admin Building) run twice a month
 Irrigation inspections twice a month
 HVAC inspections done quarterly (Admin Building, General Store/Tin Fish, Event Center, Clubhouse)
 Pools, Spa, Sprayground water sampling once a month
 Rebuild 10 picnic tables a quarter
 Boat inspections monthly for 32 boats (27 Lk.5 and 5 for Cabins)
 2088 trees as of 8/30/2021
 Lake Maintenance (harvested loads)
 Building and Cabins pest control monthly for 19 buildings
 Reserved picnic area inspections monthly for 25 areas
 Fertilize turf is done quarterly
 Restroom drain twice a year
 Playground inspections monthly (6 playgrounds)

Appendix B - Budget Excerpts

Appendix B contains excerpts from the Fiscal Year '23–'27 Budget (Budget). The Budget identifies the projected expenditures and revenues necessary to accomplish the goals of the Plan. Based on the Cost of Service Study, it provides the necessary revenues to fund the initiatives in the Plan. The entire Budget is a separate, comprehensive document developed in accordance with the California Society of Municipal Finance Officers (CSMFO) standards.

Operating Budgets

The Statements of Operations on page B-1 to B-6 present the revenues and expenses for each operation and combined for the five years of the Plan. The bottom of the Statements of Operations shows the net increase or decrease in the fund balance. Page B-7 shows the fund balance activity for each fund.

Summary Departmental Budgets

The Summary Departmental Budgets on B-8 & B-9 present each department's operating expense budget for the five years of the Plan by category. Detailed operating expense budgets for each department are included in the Five Year Budget document.

Allocation to Operating Budgets

B10-15 show the allocation of the Departmental Budgets to the District's Operations. The allocation methodology was developed as part of the FY '22 Cost of Service Study.

Capital Equipment Budget

The Capital Equipment Budget on B-16 & B-17 lists the planned capital equipment expenditures for the Five Year Plan. The equipment is listed by department at their expected cost and anticipated useful life. District policy has set the capitalization threshold for reporting capital assets at \$5,000 and an estimated useful life of greater than five years; anything lower than the threshold is expensed.

Capital Improvement Program (CIP) Budget

Pages B-18 & B-19 show the anticipated CIP projects by type, estimated cost and projected expenditure date for the Five Year Plan. The District CIP does not include the Park.

Appendix B - Budget Excerpts

PADRE DAM MUNICIPAL WATER DISTRICT FIVE YEAR BUDGET FY '23-FY '27 COMBINED OPERATIONS						
	FY '23	FY '24	FY '25	FY '26	FY '27	TOTALS
Revenue:						
Water Sales	\$ 33,900,739	\$ 33,895,076	\$ 33,878,644	\$ 33,865,972	\$ 33,857,151	\$ 169,397,582
Infrastructure Access Charge	1,376,208	1,376,208	1,376,208	1,376,208	1,376,208	6,881,040
Pumping Revenue	1,597,783	1,693,650	1,795,269	1,902,985	2,017,164	9,006,849
CWA Recycled Water Credits	170,000	-	-	-	-	170,000
Sewer Revenues	19,390,129	19,361,853	19,333,718	19,305,723	19,277,869	96,669,291
System Charges	12,867,691	12,867,691	12,867,691	12,867,691	12,867,691	64,338,454
Park Fees	8,467,319	8,742,507	8,939,213	9,229,737	9,506,629	44,885,405
Property Tax Subvention	3,744,885	3,819,783	3,896,179	3,974,102	4,053,584	19,488,534
Other Revenues	507,140	1,007,283	1,027,428	1,047,977	1,068,937	4,658,765
Total Operating Revenues	\$ 82,021,895	\$ 82,764,050	\$ 83,114,349	\$ 83,570,394	\$ 84,025,232	\$ 415,495,920
Direct Costs:						
Water Purchases	\$ 18,066,815	\$ 18,008,332	\$ 17,950,141	\$ 17,892,242	\$ 17,834,632	\$ 89,752,162
Infrastructure Access Charge	1,376,208	1,376,208	1,376,208	1,376,208	1,376,208	6,881,040
Pumping Expense	1,597,783	1,693,650	1,795,269	1,902,985	2,017,164	9,006,849
Sewer Metro Costs	4,787,710	4,787,710	4,787,710	4,787,710	4,787,710	23,938,550
Park Direct Costs	346,929	357,336	368,057	379,098	390,471	1,841,891
Total Direct Costs	\$ 26,175,444	\$ 26,223,236	\$ 26,277,385	\$ 26,338,243	\$ 26,406,185	\$ 131,420,492
Revenues Available for Operating Expenses	\$ 55,846,451	\$ 56,540,814	\$ 56,836,964	\$ 57,232,151	\$ 57,619,047	\$ 284,075,428
Operating Expenses						
Salary and Wages	\$ 14,068,175	\$ 14,893,530	\$ 15,789,304	\$ 15,640,608	\$ 16,820,408	\$ 77,212,025
Employee Benefits	9,903,763	10,766,126	11,644,064	11,444,250	12,387,737	56,145,939
Professional Services	4,521,797	5,389,011	4,930,544	4,695,681	4,205,620	23,742,652
Materials, Supplies, Vehicle & Building	6,999,795	5,599,012	5,713,253	5,598,852	5,828,057	29,738,969
Administrative Expenses	3,379,271	3,640,342	4,055,679	4,082,749	4,426,057	19,584,098
Utilities	2,220,072	2,383,610	2,562,490	2,583,751	2,777,946	12,527,869
Billing Credits/Capitalized Labor	(2,850,000)	(2,854,200)	(2,858,526)	(2,862,982)	(2,867,571)	(14,293,279)
Subtotal	\$ 38,242,872	\$ 39,817,432	\$ 41,836,807	\$ 41,182,909	\$ 43,578,253	\$ 204,658,274
Depreciation/Amortization	9,595,901	10,022,829	10,308,290	10,189,546	10,127,672	50,244,238
Total Operating Expense	\$ 47,838,773	\$ 49,840,261	\$ 52,145,097	\$ 51,372,456	\$ 53,705,925	\$ 254,902,512
Income / (Loss) from Operations	\$ 8,007,678	\$ 6,700,553	\$ 4,691,867	\$ 5,859,696	\$ 3,913,122	\$ 29,172,916
Non-Operating Activity:						
Interest Expense	\$ (1,711,952)	\$ (1,609,340)	\$ (1,501,985)	\$ (1,397,533)	\$ (1,298,106)	\$ (7,518,916)
Interest Income (Unrestricted)	508,759	486,319	416,419	368,116	347,309	2,126,923
Interest Income (Restricted)	-	-	-	-	-	-
Total Non-Operating Income/(Expense)	\$ (1,203,192)	\$ (1,123,021)	\$ (1,085,566)	\$ (1,029,417)	\$ (950,797)	\$ (5,391,993)
Net Income/(Loss)	\$ 6,804,485	\$ 5,577,532	\$ 3,606,301	\$ 4,830,279	\$ 2,962,325	\$ 23,780,923
Beginning Fund Balance	\$ 112,895,364	\$ 115,371,607	\$ 104,632,662	\$ 86,523,699	\$ 85,320,685	\$ 112,895,364
Fund Balance Activity	2,476,243	(10,738,944)	(18,108,963)	(1,203,014)	(9,496,861)	(37,071,538)
Ending Fund Balance	\$ 115,371,607	\$ 104,632,662	\$ 86,523,699	\$ 85,320,685	\$ 75,823,824	\$ 75,823,824

Appendix B - Budget Excerpts

PADRE DAM MUNICIPAL WATER DISTRICT						
FIVE YEAR BUDGET						
FY '23-FY '27						
POTABLE WATER OPERATION						
	FY '23	FY '24	FY '25	FY '26	FY '27	TOTALS
Revenue:						
Water Sales	\$ 30,987,946	\$ 30,675,823	\$ 30,554,311	\$ 30,433,406	\$ 30,313,106	\$ 152,964,591
Infrastructure Access Charge	1,376,208	1,376,208	1,376,208	1,376,208	1,376,208	6,881,040
Pumping Revenue	1,597,783	1,693,650	1,795,269	1,902,985	2,017,164	9,006,849
CWA Recycled Water Credits	-	-	-	-	-	-
Sewer Revenues	-	-	-	-	-	-
System Charges	12,584,280	12,584,280	12,584,280	12,584,280	12,584,280	62,921,400
Park Fees	-	-	-	-	-	-
Property Tax Subvention	3,744,885	3,819,783	3,896,179	3,974,102	4,053,584	19,488,534
Other Revenues	500,000	1,000,000	1,020,000	1,040,400	1,061,208	4,621,608
Total Operating Revenues	\$ 50,791,102	\$ 51,149,744	\$ 51,226,246	\$ 51,311,381	\$ 51,405,550	\$ 255,884,023
Direct Costs:						
Water Purchases	\$ 18,066,815	\$ 18,008,332	\$ 17,950,141	\$ 17,892,242	\$ 17,834,632	\$ 89,752,162
Infrastructure Access Charge	1,376,208	1,376,208	1,376,208	1,376,208	1,376,208	6,881,040
Pumping Expense	1,597,783	1,693,650	1,795,269	1,902,985	2,017,164	9,006,849
Sewer Metro Costs	-	-	-	-	-	-
Park Direct Costs	-	-	-	-	-	-
Total Direct Costs	\$ 21,040,805	\$ 21,078,189	\$ 21,121,618	\$ 21,171,435	\$ 21,228,004	\$ 105,640,051
Revenues Available for Operating Expenses	\$ 29,750,296	\$ 30,071,554	\$ 30,104,628	\$ 30,139,946	\$ 30,177,546	\$ 150,243,972
Operating Expenses						
Salary and Wages	\$ 7,036,148	\$ 7,444,160	\$ 7,891,353	\$ 8,111,611	\$ 8,759,632	\$ 39,242,904
Employee Benefits	4,984,622	5,422,520	5,868,835	6,022,064	6,541,663	28,839,704
Professional Services	2,323,922	2,924,771	2,615,713	2,640,781	2,262,870	12,768,057
Materials, Supplies, Vehicle & Building	3,664,338	2,713,993	2,772,543	2,782,676	2,874,179	14,807,730
Administrative Expenses	1,655,897	1,789,273	2,010,154	2,130,097	2,311,561	9,896,981
Utilities	378,589	404,589	433,475	464,462	498,784	2,179,899
Billing Credits/Capitalized Labor	(2,018,888)	(2,021,366)	(2,023,919)	(2,026,548)	(2,029,255)	(10,119,977)
Subtotal	\$ 18,024,628	\$ 18,677,940	\$ 19,568,153	\$ 20,125,143	\$ 21,219,434	\$ 97,615,298
Depreciation/Amortization	6,074,583	6,285,079	6,410,110	6,259,856	6,192,072	31,221,699
Total Operating Expense	\$ 24,099,210	\$ 24,963,019	\$ 25,978,263	\$ 26,384,998	\$ 27,411,506	\$ 128,836,997
Income / (Loss) from Operations	\$ 5,651,086	\$ 5,108,535	\$ 4,126,365	\$ 3,754,948	\$ 2,766,040	\$ 21,406,975
Non-Operating Activity:						
Interest Expense	\$ (1,004,993)	\$ (955,151)	\$ (903,045)	\$ (848,271)	\$ (790,652)	\$ (4,502,112)
Interest Income (Unrestricted)	231,349	220,330	190,870	176,709	172,189	991,448
Interest Income (Restricted)	-	-	-	-	-	-
Total Non-Operating Income/(Expense)	\$ (773,644)	\$ (734,820)	\$ (712,174)	\$ (671,562)	\$ (618,463)	\$ (3,510,664)
Net Income/(Loss)	\$ 4,877,442	\$ 4,373,715	\$ 3,414,191	\$ 3,083,386	\$ 2,147,577	\$ 17,896,311
Beginning Fund Balance	\$ 47,087,383	\$ 47,217,842	\$ 42,236,118	\$ 34,353,754	\$ 36,305,697	\$ 47,087,383
Fund Balance Activity	130,458	(4,981,724)	(7,882,364)	1,951,943	(4,051,322)	(14,833,009)
Ending Fund Balance	\$ 47,217,842	\$ 42,236,118	\$ 34,353,754	\$ 36,305,697	\$ 32,254,374	\$ 32,254,374

Appendix B - Budget Excerpts

PADRE DAM MUNICIPAL WATER DISTRICT FIVE YEAR BUDGET FY '23-FY '27 RECYCLED WATER OPERATION						
	FY '23	FY '24	FY '25	FY '26	FY '27	TOTALS
Revenue:						
Water Sales	\$ 2,912,794	\$ 3,219,253	\$ 3,324,333	\$ 3,432,566	\$ 3,544,045	\$ 16,432,991
Infrastructure Access Charge	-	-	-	-	-	-
Pumping Revenue	-	-	-	-	-	-
CWA Recycled Water Credits	170,000	-	-	-	-	170,000
Sewer Revenues	-	-	-	-	-	-
System Charges	283,411	283,411	283,411	283,411	283,411	1,417,054
Park Fees	-	-	-	-	-	-
Property Tax Subvention	-	-	-	-	-	-
Other Revenues	-	-	-	-	-	-
Total Operating Revenues	\$ 3,366,205	\$ 3,502,664	\$ 3,607,744	\$ 3,715,976	\$ 3,827,456	\$ 18,020,045
Direct Costs:						
Water Purchases	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Infrastructure Access Charge	-	-	-	-	-	-
Pumping Expense	-	-	-	-	-	-
Sewer Metro Costs	-	-	-	-	-	-
Park Direct Costs	-	-	-	-	-	-
Total Direct Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Available for Operating Expenses	\$ 3,366,205	\$ 3,502,664	\$ 3,607,744	\$ 3,715,976	\$ 3,827,456	\$ 18,020,045
Operating Expenses						
Salary and Wages	\$ 1,201,184	\$ 1,267,437	\$ 1,340,516	\$ 1,133,095	\$ 1,209,981	\$ 6,152,213
Employee Benefits	855,759	930,616	1,007,087	818,451	882,006	4,493,919
Professional Services	337,737	362,286	346,931	303,470	293,775	1,644,199
Materials, Supplies, Vehicle & Building	543,414	499,209	513,337	456,856	471,666	2,484,483
Administrative Expenses	393,149	426,257	475,457	439,686	479,063	2,213,611
Utilities	204,753	219,375	235,426	201,030	215,291	1,075,875
Billing Credits/Capitalized Labor	(212,568)	(212,610)	(212,653)	(212,698)	(212,744)	(1,063,273)
Subtotal	\$ 3,323,428	\$ 3,492,571	\$ 3,706,100	\$ 3,139,889	\$ 3,339,038	\$ 17,001,026
Depreciation/Amortization	1,036,793	1,130,417	1,199,183	1,218,018	1,212,592	5,797,003
Total Operating Expense	\$ 4,360,221	\$ 4,622,988	\$ 4,905,282	\$ 4,357,908	\$ 4,551,630	\$ 22,798,029
Income / (Loss) from Operations	\$ (994,017)	\$ (1,120,324)	\$ (1,297,538)	\$ (641,931)	\$ (724,174)	\$ (4,777,985)
Non-Operating Activity:						
Interest Expense	\$ (31,478)	\$ (29,924)	\$ (28,291)	\$ (26,575)	\$ (24,770)	\$ (141,039)
Interest Income (Unrestricted)	88,855	76,858	55,107	38,712	29,352	288,885
Interest Income (Restricted)	-	-	-	-	-	-
Total Non-Operating Income/(Expense)	\$ 57,377	\$ 46,934	\$ 26,816	\$ 12,137	\$ 4,582	\$ 147,845
Net Income/(Loss)	\$ (936,640)	\$ (1,073,390)	\$ (1,270,723)	\$ (629,794)	\$ (719,593)	\$ (4,630,139)
Beginning Fund Balance	\$ 19,334,012	\$ 18,732,783	\$ 14,632,551	\$ 10,062,370	\$ 7,892,699	\$ 19,334,012
Fund Balance Activity	(601,229)	(4,100,232)	(4,570,182)	(2,169,671)	(1,444,340)	(12,885,653)
Ending Fund Balance	\$ 18,732,783	\$ 14,632,551	\$ 10,062,370	\$ 7,892,699	\$ 6,448,359	\$ 6,448,359

Appendix B - Budget Excerpts

PADRE DAM MUNICIPAL WATER DISTRICT FIVE YEAR BUDGET FY '23-FY '27 SEWER OPERATION						
	FY '23	FY '24	FY '25	FY '26	FY '27	TOTALS
Revenue:						
Water Sales	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Infrastructure Access Charge	-	-	-	-	-	-
Pumping Revenue	-	-	-	-	-	-
CWA Recycled Water Credits	-	-	-	-	-	-
Sewer Revenues	19,390,129	19,361,853	19,333,718	19,305,723	19,277,869	96,669,291
System Charges	-	-	-	-	-	-
Park Fees	-	-	-	-	-	-
Property Tax Subvention	-	-	-	-	-	-
Other Revenues	7,140	7,283	7,428	7,577	7,729	37,157
Total Operating Revenues	\$ 19,397,269	\$ 19,369,135	\$ 19,341,146	\$ 19,313,300	\$ 19,285,597	\$ 96,706,448
Direct Costs:						
Water Purchases	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Infrastructure Access Charge	-	-	-	-	-	-
Pumping Expense	-	-	-	-	-	-
Sewer Metro Costs	4,787,710	4,787,710	4,787,710	4,787,710	4,787,710	23,938,550
Park Direct Costs	-	-	-	-	-	-
Total Direct Costs	\$ 4,787,710	\$ 4,787,710	\$ 4,787,710	\$ 4,787,710	\$ 4,787,710	\$ 23,938,550
Revenues Available for Operating Expenses	\$ 14,609,559	\$ 14,581,425	\$ 14,553,436	\$ 14,525,590	\$ 14,497,887	\$ 72,767,898
Operating Expenses						
Salary and Wages	\$ 4,075,336	\$ 4,315,306	\$ 4,577,264	\$ 4,294,926	\$ 4,620,614	\$ 21,883,447
Employee Benefits	2,971,575	3,236,320	3,507,075	3,257,384	3,530,780	16,503,134
Professional Services	1,207,797	1,392,074	1,287,132	1,264,273	1,134,136	6,285,412
Materials, Supplies, Vehicle & Building	1,636,342	1,285,125	1,288,191	1,195,309	1,243,850	6,648,817
Administrative Expenses	1,014,720	1,081,074	1,194,909	1,112,737	1,205,467	5,608,907
Utilities	616,695	672,041	733,058	678,966	741,210	3,441,970
Billing Credits/Capitalized Labor	(618,043)	(619,723)	(621,454)	(623,236)	(625,072)	(3,107,529)
Subtotal	\$ 10,904,421	\$ 11,362,217	\$ 11,966,177	\$ 11,180,359	\$ 11,850,985	\$ 57,264,158
Depreciation/Amortization	1,297,866	1,399,570	1,535,084	1,578,881	1,623,143	7,434,544
Total Operating Expense	\$ 12,202,287	\$ 12,761,787	\$ 13,501,261	\$ 12,759,239	\$ 13,474,128	\$ 64,698,702
Income / (Loss) from Operations	\$ 2,407,272	\$ 1,819,638	\$ 1,052,175	\$ 1,766,351	\$ 1,023,759	\$ 8,069,196
Non-Operating Activity:						
Interest Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest Income (Unrestricted)	141,467	141,101	121,452	102,726	94,800	601,545
Interest Income (Restricted)	-	-	-	-	-	-
Total Non-Operating Income/(Expense)	\$ 141,467	\$ 141,101	\$ 121,452	\$ 102,726	\$ 94,800	\$ 601,545
Net Income/(Loss)	\$ 2,548,739	\$ 1,960,739	\$ 1,173,627	\$ 1,869,077	\$ 1,118,559	\$ 8,670,741
Beginning Fund Balance	\$ 25,154,171	\$ 27,376,779	\$ 25,167,790	\$ 19,678,227	\$ 17,738,688	\$ 25,154,171
Fund Balance Activity	2,222,609	(2,208,989)	(5,489,563)	(1,939,539)	(1,366,078)	(8,781,560)
Ending Fund Balance	\$ 27,376,779	\$ 25,167,790	\$ 19,678,227	\$ 17,738,688	\$ 16,372,610	\$ 16,372,610

Appendix B - Budget Excerpts

PADRE DAM MUNICIPAL WATER DISTRICT FIVE YEAR BUDGET FY '23-FY '27 PARK OPERATION						
	FY '23	FY '24	FY '25	FY '26	FY '27	TOTALS
Revenue:						
Water Sales	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Infrastructure Access Charge	-	-	-	-	-	-
Pumping Revenue	-	-	-	-	-	-
CWA Recycled Water Credits	-	-	-	-	-	-
Sewer Revenues	-	-	-	-	-	-
System Charges	-	-	-	-	-	-
Park Fees	8,467,319	8,742,507	8,939,213	9,229,737	9,506,629	44,885,405
Property Tax Subvention	-	-	-	-	-	-
Other Revenues	-	-	-	-	-	-
Total Operating Revenues	\$ 8,467,319	\$ 8,742,507	\$ 8,939,213	\$ 9,229,737	\$ 9,506,629	\$ 44,885,405
Direct Costs:						
Water Purchases	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Infrastructure Access Charge	-	-	-	-	-	-
Pumping Expense	-	-	-	-	-	-
Sewer Metro Costs	-	-	-	-	-	-
Park Direct Costs	346,929	357,336	368,057	379,098	390,471	1,841,891
Total Direct Costs	\$ 346,929	\$ 357,336	\$ 368,057	\$ 379,098	\$ 390,471	\$ 1,841,891
Revenues Available for Operating Expenses	\$ 8,120,391	\$ 8,385,170	\$ 8,571,156	\$ 8,850,638	\$ 9,116,158	\$ 43,043,514
Operating Expenses						
Salary and Wages	\$ 1,755,506	\$ 1,866,627	\$ 1,980,170	\$ 2,100,976	\$ 2,230,180	\$ 9,933,461
Employee Benefits	1,091,807	1,176,670	1,261,066	1,346,351	1,433,288	6,309,182
Professional Services	652,341	709,879	680,769	487,157	514,838	3,044,984
Materials, Supplies, Vehicle & Building	1,155,701	1,100,685	1,139,181	1,164,011	1,238,362	5,797,940
Administrative Expenses	315,505	343,739	375,159	400,230	429,966	1,864,599
Utilities	1,020,035	1,087,604	1,160,532	1,239,293	1,322,662	5,830,126
Billing Credits/Capitalized Labor	(500)	(500)	(500)	(500)	(500)	(2,500)
Subtotal	\$ 5,990,395	\$ 6,284,704	\$ 6,596,378	\$ 6,737,519	\$ 7,168,796	\$ 32,777,792
Depreciation/Amortization	1,186,659	1,207,763	1,163,913	1,132,792	1,099,865	5,790,992
Total Operating Expense	\$ 7,177,055	\$ 7,492,467	\$ 7,760,291	\$ 7,870,311	\$ 8,268,661	\$ 38,568,785
Income / (Loss) from Operations	\$ 943,336	\$ 892,703	\$ 810,865	\$ 980,328	\$ 847,497	\$ 4,474,730
Non-Operating Activity:						
Interest Expense	\$ (299,239)	\$ (266,604)	\$ (232,499)	\$ (205,047)	\$ (186,620)	\$ (1,190,008)
Interest Income (Unrestricted)	47,087	48,029	48,990	49,970	50,969	245,045
Interest Income (Restricted)	-	-	-	-	-	-
Total Non-Operating Income/(Expense)	\$ (252,152)	\$ (218,574)	\$ (183,509)	\$ (155,077)	\$ (135,651)	\$ (944,963)
Net Income/(Loss)	\$ 691,184	\$ 674,129	\$ 627,356	\$ 825,251	\$ 711,846	\$ 3,529,766
Beginning Fund Balance	\$ 7,701,377	\$ 8,379,610	\$ 8,975,083	\$ 9,291,136	\$ 10,587,682	\$ 7,701,377
Fund Balance Activity	678,233	595,473	316,053	1,296,546	(2,452,121)	434,185
Ending Fund Balance	\$ 8,379,610	\$ 8,975,083	\$ 9,291,136	\$ 10,587,682	\$ 8,135,561	\$ 8,135,561

Appendix B - Budget Excerpts

PADRE DAM MUNICIPAL WATER DISTRICT FIVE YEAR BUDGET FY '23-FY '27 RESTRICTED FUNDS						
	FY '23	FY '24	FY '25	FY '26	FY '27	TOTALS
Revenue:						
Water Sales	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Infrastructure Access Charge	-	-	-	-	-	-
Pumping Revenue	-	-	-	-	-	-
CWA Recycled Water Credits	-	-	-	-	-	-
Sewer Revenues	-	-	-	-	-	-
System Charges	-	-	-	-	-	-
Park Fees	-	-	-	-	-	-
Property Tax Subvention	-	-	-	-	-	-
Other Revenues	-	-	-	-	-	-
Total Operating Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Direct Costs:						
Water Purchases	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Infrastructure Access Charge	-	-	-	-	-	-
Pumping Expense	-	-	-	-	-	-
Sewer Metro Costs	-	-	-	-	-	-
Park Direct Costs	-	-	-	-	-	-
Total Direct Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Available for Operating Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenses						
Salary and Wages	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Employee Benefits	-	-	-	-	-	-
Professional Services	-	-	-	-	-	-
Materials, Supplies, Vehicle & Building	-	-	-	-	-	-
Administrative Expenses	-	-	-	-	-	-
Utilities	-	-	-	-	-	-
Billing Credits/Capitalized Labor	-	-	-	-	-	-
Subtotal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation/Amortization	-	-	-	-	-	-
Total Operating Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Income / (Loss) from Operations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Non-Operating Activity:						
Interest Expense	\$ (376,241)	\$ (357,662)	\$ (338,150)	\$ (317,640)	\$ (296,064)	\$ (1,685,756)
Interest Income (Unrestricted)	-	-	-	-	-	-
Interest Income (Restricted)	-	-	-	-	-	-
Total Non-Operating Income/(Expense)	\$ (376,241)	\$ (357,662)	\$ (338,150)	\$ (317,640)	\$ (296,064)	\$ (1,685,756)
Net Income/(Loss)	\$ (376,241)	\$ (357,662)	\$ (338,150)	\$ (317,640)	\$ (296,064)	\$ (1,685,756)
Beginning Fund Balance	\$ 13,618,338	\$ 13,664,510	\$ 13,621,038	\$ 13,138,132	\$ 12,795,838	\$ 13,618,338
Fund Balance Activity	46,172	(43,473)	(482,906)	(342,293)	(183,000)	(1,005,500)
Ending Fund Balance	\$ 13,664,510	\$ 13,621,038	\$ 13,138,132	\$ 12,795,838	\$ 12,612,838	\$ 12,612,838

Appendix B - Budget Excerpts

PADRE DAM MUNICIPAL WATER DISTRICT FIVE YEAR BUDGET FY '23-'27 DEPARTMENTAL BUDGET SUMMARIES

ADMINISTRATION	FY '23	FY '24	FY '25	FY '26	FY '27	TOTALS
Salary and Wages	\$ 661,621	\$ 702,435	\$ 744,922	\$ 790,262	\$ 839,279	\$ 3,738,520
Employee Benefits	425,507	459,380	493,873	527,047	562,089	2,467,897
Professional Services	272,082	284,210	229,147	183,296	176,624	1,145,358
Materials and Supplies	24,127	17,014	31,914	26,825	23,749	123,629
Administrative Expenses	176,086	159,854	174,188	165,891	184,733	860,751
Utilities	150,014	162,452	176,057	190,941	207,230	886,693
Total Expenditures	\$ 1,709,436	\$ 1,785,346	\$ 1,850,100	\$ 1,884,262	\$ 1,993,704	\$ 9,222,848

FINANCE	FY '23	FY '24	FY '25	FY '26	FY '27	TOTALS
Salary and Wages	\$ 2,087,447	\$ 2,195,293	\$ 2,312,061	\$ 2,437,331	\$ 2,570,873	\$ 11,603,004
Employee Benefits	1,468,205	1,583,497	1,699,799	1,803,213	1,922,101	8,476,815
Professional Services	924,380	941,576	962,267	983,474	1,185,221	4,996,918
Materials and Supplies	1,415,500	438,769	420,412	434,201	442,147	3,151,030
Administrative Expenses	352,225	340,236	363,211	355,697	380,782	1,792,152
Utilities	10,412	10,724	11,046	11,377	11,719	55,279
Billing Credits	(140,000)	(144,200)	(148,526)	(152,982)	(157,571)	(743,279)
Total Expenditures	\$ 6,118,168	\$ 5,365,895	\$ 5,620,270	\$ 5,872,313	\$ 6,355,273	\$ 29,331,919

HUMAN RESOURCES	FY '23	FY '24	FY '25	FY '26	FY '27	TOTALS
Salary and Wages	\$ 1,754,912	\$ 1,861,516	\$ 1,989,123	\$ 2,094,323	\$ 2,205,669	\$ 9,905,543
Employee Benefits	1,189,888	1,310,354	1,432,177	1,517,283	1,618,195	7,067,897
Professional Services	558,608	614,545	704,885	620,437	715,596	3,214,071
Materials and Supplies	720,998	642,451	683,148	699,527	727,623	3,473,747
Administrative Expenses	2,047,099	2,393,222	2,733,235	2,973,056	3,251,445	13,398,057
Utilities	63,057	62,758	63,358	63,108	63,708	315,989
Billing Credits	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(50,000)
Total Expenditures	\$ 6,324,563	\$ 6,874,846	\$ 7,595,926	\$ 7,957,734	\$ 8,572,235	\$ 37,325,304

ENGINEERING	FY '23	FY '24	FY '25	FY '26	FY '27	TOTALS
Salary and Wages	\$ 1,680,906	\$ 1,791,082	\$ 1,909,660	\$ 2,034,856	\$ 2,423,624	\$ 9,840,130
Employee Benefits	1,049,698	1,143,898	1,238,241	1,316,231	1,536,157	6,284,225
Professional Services	1,365,331	2,222,042	1,692,928	1,901,466	1,068,604	8,250,371
Materials and Supplies	55,700	49,982	49,772	49,072	58,380	262,906
Administrative Expenses	51,176	50,106	60,930	52,557	53,331	268,099
Utilities	9,560	9,757	9,960	10,168	10,383	49,828
Billing Credits	(1,200,000)	(1,200,000)	(1,200,000)	(1,200,000)	(1,200,000)	(6,000,000)
Total Expenditures	\$ 3,012,372	\$ 4,066,867	\$ 3,761,491	\$ 4,164,350	\$ 3,950,479	\$ 18,955,559

Appendix B - Budget Excerpts

PADRE DAM MUNICIPAL WATER DISTRICT FIVE YEAR BUDGET FY '23-'27 DEPARTMENTAL BUDGET SUMMARIES

OPERATIONS	FY '23	FY '24	FY '25	FY '26	FY '27	TOTALS
Salary and Wages	\$ 6,309,258	\$ 6,668,265	\$ 7,055,207	\$ 6,395,623	\$ 6,775,167	\$ 33,203,519
Employee Benefits	4,796,809	5,220,953	5,656,957	5,080,328	5,471,627	26,226,673
Professional Services	795,375	663,517	715,761	565,538	600,603	3,340,794
Materials and Supplies	3,664,275	3,379,831	3,421,970	3,258,531	3,371,362	17,095,969
Administrative Expenses	571,409	507,673	524,501	324,476	332,993	2,261,052
Utilities	978,044	1,061,989	1,153,896	1,081,969	1,176,167	5,452,064
Billing Credits	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)	(7,500,000)
Total Expenditures	\$ 15,615,169	\$ 16,002,228	\$ 17,028,293	\$ 15,206,464	\$ 16,227,918	\$ 80,080,071

PARK	FY '23	FY '24	FY '25	FY '26	FY '27	TOTALS
Salary and Wages	\$ 1,574,031	\$ 1,674,939	\$ 1,778,331	\$ 1,888,213	\$ 2,005,796	\$ 8,921,308
Employee Benefits	973,656	1,048,044	1,123,017	1,200,148	1,277,568	5,622,434
Professional Services	606,021	663,121	625,557	441,470	458,971	2,795,140
Materials and Supplies	1,119,195	1,070,965	1,106,036	1,130,696	1,204,796	5,631,689
Administrative Expenses	181,277	189,252	199,613	211,072	222,774	1,003,987
Utilities	1,008,986	1,075,930	1,148,174	1,226,188	1,308,738	5,768,016
Billing Credits	-	-	-	-	-	-
Total Expenditures	\$ 5,463,165	\$ 5,722,251	\$ 5,980,728	\$ 6,097,787	\$ 6,478,643	\$ 29,742,575

TOTAL	FY '23	FY '24	FY '25	FY '26	FY '27	TOTALS
Salary and Wages	\$ 14,068,175	\$ 14,893,530	\$ 15,789,304	\$ 15,640,608	\$ 16,820,408	\$ 77,212,025
Employee Benefits	9,903,763	10,766,126	11,644,064	11,444,250	12,387,737	56,145,940
Professional Services	4,521,797	5,389,011	4,930,544	4,695,681	4,205,620	23,742,652
Materials and Supplies	6,999,795	5,599,012	5,713,253	5,598,852	5,828,057	29,738,969
Administrative Expenses	3,379,271	3,640,342	4,055,679	4,082,749	4,426,057	19,584,098
Utilities	2,220,072	2,383,610	2,562,490	2,583,751	2,777,946	12,527,869
Billing Credits	(2,850,000)	(2,854,200)	(2,858,526)	(2,862,982)	(2,867,571)	(14,293,279)
Total Expenditures	\$ 38,242,872	\$ 39,817,432	\$ 41,836,808	\$ 41,182,910	\$ 43,578,253	\$ 204,658,275

**PADRE DAM MUNICIPAL WATER DISTRICT
DEPARTMENTAL ALLOCATIONS TO OPERATIONS BUDGETS
BUDGET FY '23**

ALLOCATION TO DEPARTMENT									
Department	Salary & Wages	Employee Benefits	Professional Services	Materials & Supplies	Admin. Expenses	Utilities	Billing Credits	Year 1 Total	Percent of Total Budget
Administration	\$ 661,621	\$ 425,507	\$ 272,082	\$ 24,127	\$ 176,086	\$ 150,014	\$ -	\$ 1,709,436	4.47%
Finance	2,087,447	1,468,205	924,380	1,415,500	352,225	10,412	(140,000)	6,118,168	16.0%
Human Resources	1,754,912	1,189,888	558,608	720,998	2,047,099	63,057	(10,000)	6,324,563	16.5%
Engineering	1,680,906	1,049,698	1,365,331	55,700	51,176	9,560	(1,200,000)	3,012,372	7.9%
Operations	6,309,258	4,796,809	795,375	3,664,275	571,409	978,044	(1,500,000)	15,615,169	40.8%
Park	1,574,031	973,656	606,021	1,119,195	181,277	1,008,986	-	5,463,165	14.3%
Total	\$ 14,068,175	\$ 9,903,763	\$ 4,521,797	\$ 6,999,795	\$ 3,379,271	\$ 2,220,072	\$ (2,850,000)	\$ 38,242,872	100.0%

ALLOCATION TO OPERATION									
Operation	Salary & Wages	Employee Benefits	Professional Services	Materials & Supplies	Admin. Expenses	Utilities	Billing Credits	Year 1 Total	Percent of Total Budget
Potable Water	\$ 7,036,148	\$ 4,984,622	\$ 2,323,922	\$ 3,664,338	\$ 1,655,897	\$ 378,589	\$ (2,018,888)	\$ 18,024,628	47.1%
Recycled Water	1,201,184	855,759	337,737	543,414	393,149	204,753	(212,568)	3,323,428	8.7%
Sewer	4,075,336	2,971,575	1,207,797	1,636,342	1,014,720	616,695	(618,043)	10,904,421	28.5%
Park	1,755,506	1,091,807	652,341	1,155,701	315,505	1,020,035	(500)	5,990,395	15.7%
Total	\$ 14,068,175	\$ 9,903,763	\$ 4,521,797	\$ 6,999,795	\$ 3,379,271	\$ 2,220,072	\$ (2,850,000)	\$ 38,242,872	100.0%

**PADRE DAM MUNICIPAL WATER DISTRICT
DEPARTMENTAL ALLOCATIONS TO OPERATIONS BUDGETS
BUDGET FY '24**

ALLOCATION TO DEPARTMENT									
Department	Salary & Wages	Employee Benefits	Professional Services	Materials & Supplies	Admin. Expenses	Utilities	Billing Credits	Year 2 Total	Percent of Total Budget
Administration	\$ 702,435	\$ 459,380	\$ 284,210	\$ 17,014	\$ 159,854	\$ 162,452	\$ -	\$ 1,785,346	4.48%
Finance	2,195,293	1,583,497	941,576	438,769	340,236	10,724	(144,200)	5,365,895	13.48%
Human Resources	1,861,516	1,310,354	614,545	642,451	2,393,222	62,758	(10,000)	6,874,846	17.27%
Engineering	1,791,082	1,143,898	2,222,042	49,982	50,106	9,757	(1,200,000)	4,066,867	10.21%
Operations	6,668,265	5,220,953	663,517	3,379,831	507,673	1,061,989	(1,500,000)	16,002,228	40.19%
Park	1,674,939	1,048,044	663,121	1,070,965	189,252	1,075,930	-	5,722,251	14.37%
Total	\$ 14,893,530	\$ 10,766,126	\$ 5,389,011	\$ 5,599,012	\$ 3,640,342	\$ 2,383,610	\$ (2,854,200)	\$ 39,817,432	100.0%

ALLOCATION TO OPERATION									
Operation	Salary & Wages	Employee Benefits	Professional Services	Materials & Supplies	Admin. Expenses	Utilities	Billing Credits	Year 2 Total	Percent of Total Budget
Potable Water	\$ 7,444,160	\$ 5,422,520	\$ 2,924,771	\$ 2,713,993	\$ 1,789,273	\$ 404,589	\$ (2,021,366)	\$ 18,677,940	46.9%
Recycled Water	1,267,437	930,616	362,286	499,209	426,257	219,375	(212,610)	3,492,571	8.8%
Sewer	4,315,306	3,236,320	1,392,074	1,285,125	1,081,074	672,041	(619,723)	11,362,217	28.5%
Park	1,866,627	1,176,670	709,879	1,100,685	343,739	1,087,604	(500)	6,284,704	15.8%
Total	\$ 14,893,530	\$ 10,766,126	\$ 5,389,011	\$ 5,599,012	\$ 3,640,342	\$ 2,383,610	\$ (2,854,200)	\$ 39,817,432	100.0%

**PADRE DAM MUNICIPAL WATER DISTRICT
DEPARTMENTAL ALLOCATIONS TO OPERATIONS BUDGETS
BUDGET FY '25**

ALLOCATION TO DEPARTMENT									
Department	Salary & Wages	Employee Benefits	Professional Services	Materials & Supplies	Admin. Expenses	Utilities	Billing Credits	Year 3 Total	Percent of Total Budget
Administration	\$ 744,922	\$ 493,873	\$ 229,147	\$ 31,914	\$ 174,188	\$ 176,057	\$ -	\$ 1,850,100	4.42%
Finance	2,312,061	1,699,799	962,267	420,412	363,211	11,046	(148,526)	5,620,270	13.43%
Human Resources	1,989,123	1,432,177	704,885	683,148	2,733,235	63,358	(10,000)	7,595,926	18.16%
Engineering	1,909,660	1,238,241	1,692,928	49,772	60,930	9,960	(1,200,000)	3,761,491	8.99%
Operations	7,055,207	5,656,957	715,761	3,421,970	524,501	1,153,896	(1,500,000)	17,028,293	40.70%
Park	1,778,331	1,123,017	625,557	1,106,036	199,613	1,148,174	-	5,980,728	14.30%
Total	\$ 15,789,304	\$ 11,644,064	\$ 4,930,544	\$ 5,713,253	\$ 4,055,679	\$ 2,562,490	\$ (2,858,526)	\$ 41,836,808	100.0%

ALLOCATION TO OPERATION									
Operation	Salary & Wages	Employee Benefits	Professional Services	Materials & Supplies	Admin. Expenses	Utilities	Billing Credits	Year 3 Total	Percent of Total Budget
Potable Water	\$ 7,891,353	\$ 5,868,835	\$ 2,615,713	\$ 2,772,543	\$ 2,010,154	\$ 433,475	\$ (2,023,919)	\$ 19,568,153	46.8%
Recycled Water	1,340,516	1,007,087	346,931	513,337	475,457	235,426	(212,653)	3,706,100	8.9%
Sewer	4,577,264	3,507,075	1,287,132	1,288,191	1,194,909	733,058	(621,454)	11,966,177	28.6%
Park	1,980,170	1,261,066	680,769	1,139,181	375,159	1,160,532	(500)	6,596,378	15.8%
Total	\$ 15,789,304	\$ 11,644,064	\$ 4,930,544	\$ 5,713,253	\$ 4,055,679	\$ 2,562,490	\$ (2,858,526)	\$ 41,836,807	100.0%

**PADRE DAM MUNICIPAL WATER DISTRICT
DEPARTMENTAL ALLOCATIONS TO OPERATIONS BUDGETS
BUDGET FY '26**

ALLOCATION TO DEPARTMENT									
Department	Salary & Wages	Employee Benefits	Professional Services	Materials & Supplies	Admin. Expenses	Utilities	Billing Credits	Year 4 Total	Percent of Total Budget
Administration	\$ 790,262	\$ 527,047	\$ 183,296	\$ 26,825	\$ 165,891	\$ 190,941	\$ -	\$ 1,884,262	4.58%
Finance	2,437,331	1,803,213	983,474	434,201	355,697	11,377	(152,982)	5,872,313	14.26%
Human Resources	2,094,323	1,517,283	620,437	699,527	2,973,056	63,108	(10,000)	7,957,734	19.32%
Engineering	2,034,856	1,316,231	1,901,466	49,072	52,557	10,168	(1,200,000)	4,164,350	10.11%
Operations	6,395,623	5,080,328	565,538	3,258,531	324,476	1,081,969	(1,500,000)	15,206,464	36.92%
Park	1,888,213	1,200,148	441,470	1,130,696	211,072	1,226,188	-	6,097,787	14.81%
Total	\$ 15,640,608	\$ 11,444,250	\$ 4,695,681	\$ 5,598,852	\$ 4,082,749	\$ 2,583,751	\$ (2,862,982)	\$ 41,182,910	100.0%

ALLOCATION TO OPERATION									
Operation	Salary & Wages	Employee Benefits	Professional Services	Materials & Supplies	Admin. Expenses	Utilities	Billing Credits	Year 4 Total	Percent of Total Budget
Potable Water	\$ 8,111,611	\$ 6,022,064	\$ 2,640,781	\$ 2,782,676	\$ 2,130,097	\$ 464,462	\$ (2,026,548)	\$ 20,125,143	48.9%
Recycled Water	1,133,095	818,451	303,470	456,856	439,686	201,030	(212,698)	3,139,889	7.6%
Sewer	4,294,926	3,257,384	1,264,273	1,195,309	1,112,737	678,966	(623,236)	11,180,359	27.1%
Park	2,100,976	1,346,351	487,157	1,164,011	400,230	1,239,293	(500)	6,737,519	16.4%
Total	\$ 15,640,608	\$ 11,444,250	\$ 4,695,681	\$ 5,598,852	\$ 4,082,749	\$ 2,583,751	\$ (2,862,982)	\$ 41,182,909	100.0%

**PADRE DAM MUNICIPAL WATER DISTRICT
DEPARTMENTAL ALLOCATIONS TO OPERATIONS BUDGETS
BUDGET FY '27**

ALLOCATION TO DEPARTMENT									
Department	Salary & Wages	Employee Benefits	Professional Services	Materials & Supplies	Admin. Expenses	Utilities	Billing Credits	Year 5 Total	Percent of Total Budget
Administration	\$ 839,279	\$ 562,089	\$ 176,624	\$ 23,749	\$ 184,733	\$ 207,230	\$ -	\$ 1,993,704	4.6%
Finance	2,570,873	1,922,101	1,185,221	442,147	380,782	11,719	(157,571)	6,355,273	14.6%
Human Resources	2,205,669	1,618,195	715,596	727,623	3,251,445	63,708	(10,000)	8,572,235	19.7%
Engineering	2,423,624	1,536,157	1,068,604	58,380	53,331	10,383	(1,200,000)	3,950,479	9.1%
Operations	6,775,167	5,471,627	600,603	3,371,362	332,993	1,176,167	(1,500,000)	16,227,918	37.2%
Park	2,005,796	1,277,568	458,971	1,204,796	222,774	1,308,738	-	6,478,643	14.9%
Total	\$ 16,820,408	\$ 12,387,737	\$ 4,205,620	\$ 5,828,057	\$ 4,426,057	\$ 2,777,946	\$ (2,867,571)	\$ 43,578,253	100.0%

ALLOCATION TO OPERATION									
Operation	Salary & Wages	Employee Benefits	Professional Services	Materials & Supplies	Admin. Expenses	Utilities	Billing Credits	Year 5 Total	Percent of Total Budget
Potable Water	\$ 8,759,632	\$ 6,541,663	\$ 2,262,870	\$ 2,874,179	\$ 2,311,561	\$ 498,784	\$ (2,029,255)	\$ 21,219,434	48.7%
Recycled Water	1,209,981	882,006	293,775	471,666	479,063	215,291	(212,744)	3,339,038	7.7%
Sewer	4,620,614	3,530,780	1,134,136	1,243,850	1,205,467	741,210	(625,072)	11,850,985	27.2%
Park	2,230,180	1,433,288	514,838	1,238,362	429,966	1,322,662	(500)	7,168,796	16.5%
Total	\$ 16,820,408	\$ 12,387,737	\$ 4,205,620	\$ 5,828,057	\$ 4,426,057	\$ 2,777,946	\$ (2,867,571)	\$ 43,578,253	100.0%

**PADRE DAM MUNICIPAL WATER DISTRICT
DEPARTMENTAL ALLOCATIONS TO OPERATIONS BUDGETS
FY '23-'27 TOTAL**

ALLOCATION TO DEPARTMENT										
Department	Salary & Wages	Employee Benefits	Professional Services	Materials & Supplies	Admin. Expenses	Utilities	Billing Credits	5 Year Total	Percent of Total Budget	
Administration	\$ 3,738,520	\$ 2,467,897	\$ 1,145,358	\$ 123,629	\$ 860,751	\$ 886,693	\$ -	\$ 9,222,848	4.5%	
Finance	11,603,004	8,476,815	4,996,918	3,151,030	1,792,152	55,279	(743,279)	29,331,919	14.3%	
Human Resources	9,905,543	7,067,897	3,214,071	3,473,747	13,398,057	315,989	(50,000)	37,325,304	18.2%	
Engineering	9,840,130	6,284,225	8,250,371	262,906	268,099	49,828	(6,000,000)	18,955,559	9.3%	
Operations	33,203,519	26,226,673	3,340,794	17,095,969	2,261,052	5,452,064	(7,500,000)	80,080,071	39.1%	
Park	8,921,308	5,622,434	2,795,140	5,631,689	1,003,987	5,768,016	-	29,742,575	14.5%	
Total	\$ 77,212,025	\$ 56,145,940	\$ 23,742,652	\$ 29,738,969	\$ 19,584,098	\$ 12,527,869	\$ (14,293,279)	\$ 204,658,275	100.0%	

ALLOCATION TO OPERATION															
Operation	Salary & Wages		Employee Benefits		Professional Services		Materials & Supplies		Admin. Expenses		Utilities	Billing Credits	5 Year Total	Percent of Total Budget	
Potable Water	\$	39,242,904	\$	28,839,704	\$	12,768,057	\$	14,807,730	\$	9,896,981	\$	2,179,899	\$ (10,119,977)	\$ 97,615,298	47.7%
Recycled Water		6,152,213		4,493,919		1,644,199		2,484,483		2,213,611		1,075,875	(1,063,273)	17,001,026	8.3%
Sewer		21,883,447		16,503,134		6,285,412		6,648,817		5,608,907		3,441,970	(3,107,529)	57,264,158	28.0%
Park		9,933,461		6,309,182		3,044,984		5,797,940		1,864,599		5,830,126	(2,500)	32,777,792	16.0%
Total	\$	77,212,025	\$	56,145,938	\$	23,742,652	\$	29,738,969	\$	19,584,098	\$	12,527,869	\$ (14,293,279)	\$ 204,658,274	100.0%

Appendix B - Budget Excerpts

PADRE DAM MUNICIPAL WATER DISTRICT CAPITAL EQUIPMENT BUDGET FY '23-FY '27

Description	Life/Years	Department	FY '23 Actual	FY '24 Actual	FY '25 Actual	FY '26 Budget	FY '27 Budget	Total
VMware Host replacements x 4	5	Human Resources	100,000					\$ 100,000
Firewall Replacements	5	Human Resources		40,000				40,000
Backup Tape library	5	Human Resources	60,000					60,000
SAN replacements x 1	5	Human Resources	125,000					125,000
Dell Storage	5	Human Resources		25,000				25,000
Servers	5	Human Resources		45,000				45,000
MFP Printer	5	Human Resources					7,500	7,500
UPS	5	Human Resources	32,000					32,000
Board Meeting Video / Audio Streaming	10	Administration			250,000			250,000
Golf Carts	5	Park	15,000	15,000	15,000	15,000	15,000	75,000
Cabins AC Replacement	5	Park	11,000		11,000		11,000	33,000
Ultra Sonic Algae Control Device	10	Park	56,000					56,000
Clubhouse AC Replacement	5	Park		15,000				15,000
General Store Printer	5	Park	7,000					7,000
Lake 1 aeration (10)	10	Park	44,200					44,200
Lake 4 aeration (11)	10	Park		44,200				44,200
Lake 7 aeration (12)	10	Park			44,200			44,200
E-102 2000 Vactron (CC62)	15	Park	60,000					60,000
E-121 John Deere Gator (CC62)	15	Park	10,000					10,000
B-65 2008 Ford F-250 (CC62)	12	Park	49,995					49,995
Ford F-550 Mini Dump NEW (CC62)	12	Park		76,220				76,220
Aquatic Weed Harvester NEW (CC62)	15	Park		130,810				130,810
Ford F-150 Supercab NEW (CC62)	12	Park		42,230				42,230
E-108 2003 Lake Harvester (CC62)	15	Park			148,600			148,600
Pontoon Boat (CC62)	15	Park				35,000		35,000
B-99 2014 Ford F-150 4x2 Supercab	12	Park				44,763		44,763
B-128 2021 Ford F-150 4x2 Supercab (CC62)	12	Park					47,000	47,000
B-132 2021 Ford F-150 4x2 Supercab (CC62)	12	Park					47,000	47,000
B-104 2014 Scion IQ (CC62)	12	Park					39,000	39,000
B4 2000 Ford F-650 Utility Truck (CC73)	12	Operations	200,000					200,000
Doosan P185WDOU-T4F (CC73)	12	Operations	22,000					22,000
B-63 2007 Construction Vactor (CC73)	12	Operations	600,000					600,000
B5 2000 Ford F-650 Utility Truck (CC73)	12	Operations		206,000				206,000
Doosan P185WDOU-T4F (CC73)	12	Operations		22,660				22,660
B-75 2008 Ford F-750 Dump Truck (CC73)	12	Operations		108,150				108,150
B-32 2003 Sterling Dump Truck (CC73)	12	Operations		108,150				108,150
B-62 2007 Sterling Dump Truck (CC73)	12	Operations		108,150				108,150
B-23 2003 Ford F-650 Utility Truck (CC73)	12	Operations			212,180			212,180
B-24 2003 Ford F-650 Utility Truck (CC73)	12	Operations			212,180			212,180
Doosan P185WDOU-T4F (CC73)	12	Operations			24,000			24,000
Doosan P185WDOU-T4F (CC73)	12	Operations			24,000			24,000
B-94 2013 Ford Supercab F-150 (CC73)	12	Operations			43,500			43,500
B-95 2013 Ford Supercab F-150 (CC73)	12	Operations			43,500			43,500
E-105 2001 John Deere Loader (CC73)	15	Operations			191,000			191,000
B-36 2004 Ford F-650 Utility Truck (CC73)	12	Operations				218,600		218,600
B-74 2008 Ford F-650 Utility Truck (CC73)	12	Operations				218,600		218,600
Doosan P185WDOU-T4F (CC73)	12	Operations				24,700		24,700
Backhoe Breaker Attachment	15	Operations				10,000		10,000
Shoring Boxes	15	Operations					40,000	40,000
B101 2015 Ford F-550	12	Operations					101,300	101,300
B-97 2014 Mack Vactor Truck (CC71)	12	Operations					760,000	760,000
B-34 2003 Ford E-550 Camera Truck	15	Operations				300,000		300,000
B-55 2007 Ford F-350 (CC61)	12	Operations		46,350				46,350
B-61 2007 Ford F-350 (CC61)	12	Operations			43,500			43,500
B-91 2011 Ford Ranger Xcab (CC53)	12	Operations				38,000		38,000
B-93 2013 Ford Supercab F-450 PumpTech (CC47)	12	Operations	105,000					105,000
B-42 2004 Ford F-350 Mechanics Truck (CC45)	12	Operations		50,000				50,000
B-52 2005 Ford F-450 Mechanics Truck (CC45)	12	Operations		50,000				50,000
B-87 2011 Ford Fusion (CC45)	12	Operations				27,000		27,000
B-88 2011 Ford Fusion (CC45)	12	Operations				27,000		27,000
B-78 2009 Ford Ranger (CC44)	12	Operations		36,000				36,000

Appendix B - Budget Excerpts

PADRE DAM MUNICIPAL WATER DISTRICT CAPITAL EQUIPMENT BUDGET FY '23-FY '27

B-98 2014 F-150 4x2 Supercab (CC41)	12	Operations	45,000					45,000
B-92 2011 Ford Ranger Xcab 4x2 (CC41)	12	Operations		36,000				36,000
B-79 2009 Ford Ranger (CC37)	12	Operations		36,000				36,000
B-100 2014 Ford Supercab F-150 4x4 (CC37)	12	Operations			46,700			46,700
B-90 2011 Ford Ranger Xcab 4x2 (CC13)	12	Operations	35,000					35,000
B-103 2015 Ford Explorer (CC79)	12	Operations					40,000	40,000
Electric Vehicle Option	12	Operations	30,000	30,000	30,000	30,000	30,000	150,000
WQ Management Systems	15	Operations	85,000	85,000		85,000		255,000
Warehouse Inventory Management	15	Operations	50,000					50,000
Water Quality Management Systems	15	Operations	75,000	75,000	75,000	75,000	75,000	375,000
Park 3" Bluebell Main Replacement	50	Operations				50,000		50,000
CSC Construction Supervisors Office	30	Operations			50,000			50,000
Building A Bathroom/Lockerroom Retrofit	30	Operations				125,000		125,000
Lakeside Connections Retrofit	50	Operations		50,000				50,000
FCF6 Booster Pump Building Rehab	30	Operations			50,000			50,000
A/C units	10	Operations	6,000					6,000
Pumps	10	Operations	20,000		20,000			40,000
Meters and Analyzers	5	Operations	5,000		5,000	5,000	5,000	20,000
Valves and Equipment	5	Operations	10,000		10,000		5,000	25,000
Mixers	5	Operations	10,000		10,000			20,000
SCADA System	10	Operations	25,000	25,000		5,000	5,000	85,000
Motors	5	Operations	10,000		10,000			20,000
Gallery HVAC upgrades	5	Operations	5,000		5,000			10,000
Channel covers	10	Operations	5,000		5,000			10,000
VFD's	5	Operations	10,000		10,000		10,000	30,000
Water Champ controller unit	5	Operations			10,000			10,000
Chemical Tanks	20	Operations	80,000					80,000
Generator Transfer Switch	20	Operations			100,000			100,000
Coliform Incubator	5	Operations			12,000			12,000
BOD Incubator	5	Operations				8,000		8,000
Sample Refrigerator	5	Operations					12,000	12,000
Hach AT1000 Auto Titrator	5	Operations	7,000					7,000
Field Refrigerated Compositor	5	Operations			12,000			12,000
Lab Information Management System (LIMS)	5	Operations	60,000	10,000	10,000	10,000	10,000	100,000
Microscope	5	Operations		15,000				15,000
Autoclave	5	Operations					25,000	25,000
SEAL AAS00 Continuous Flow Analyzer	5	Operations			70,000			70,000
Analytical Balance	5	Operations		6,000				6,000
OPERATIONS			1,500,000	1,103,460	1,359,560	1,256,900	1,118,300	6,338,220
ENGINEERING			-	-	-	-	-	-
PARK			253,195	323,460	218,800	94,763	159,000	1,049,218
FINANCE			-	-	-	-	-	-
HUMAN RESOURCES			317,000	110,000	-	-	7,500	434,500
ADMINISTRATION			-	-	250,000	-	-	250,000
TOTAL			\$ 2,070,195	\$ 1,536,920	\$ 1,828,360	\$ 1,351,663	\$ 1,284,800	\$ 8,071,939

TOTAL BY DEPARTMENT : OPERATIONS	\$	1,500,000	\$	1,103,460	\$	1,359,560	\$	1,256,900	\$	1,118,300	\$	6,338,220
ENGINEERING		-		-		-		-		-		-
PARK		253,195		323,460		218,800		94,763		159,000		1,049,218
FINANCE		-		-		-		-		-		-
HUMAN RESOURCES		317,000		110,000		-		-		7,500		434,500
ADMINISTRATION		-		-		250,000		-		-		250,000
TOTAL	\$	2,070,195	\$	1,536,920	\$	1,828,360	\$	1,351,663	\$	1,284,800	\$	8,071,939

TOTAL BY OPERATION : POTABLE WATER	\$	1,438,296	\$	1,031,991	\$	1,242,533	\$	887,681	\$	303,182	\$	4,903,683
SEWER		32,832		26,658		26,753		310,089		766,409		1,162,741
RECYCLED WATER		310,142		125,799		311,158		48,149		49,234		844,482
PARK		288,925		352,472		247,915		105,743		165,975		1,161,030
TOTAL	\$	2,070,195	\$	1,536,920	\$	1,828,360	\$	1,351,663	\$	1,284,800	\$	8,071,939

Appendix B - Budget Excerpts

PADRE DAM MUNICIPAL WATER DISTRICT
CIP BUDGET - FY '23 - '27
(dollar amounts are in \$1,000s)

Project Name	Cap or Exp	22/23	23/24	24/25	25/26	26/27	Total
NEW CIP							
Capitalized Operations							
Access Control, Security & Fire System (Near Term)	C	\$ -	\$ 2	\$ 300	\$ -	\$ -	\$ 302
Blowoff Installation	C	\$ 5	\$ 5	\$ 7	\$ 5	\$ 5	\$ 27
Pump Station Facility Maintenance	C	\$ 45	\$ 45	\$ 55	\$ 55	\$ 55	\$ 255
Poly Service Replacement ESA	C	\$ 92	\$ 92	\$ 92	\$ 92	\$ 92	\$ 460
Poly Service Replacement WSA	C	\$ 220	\$ 220	\$ 220	\$ 220	\$ 220	\$ 1,100
SCADA Upgrades at District Facilities - Water	C	\$ 40	\$ 48	\$ -	\$ 62	\$ 62	\$ 212
Security Enhancements - Field Sites	C	\$ 20	\$ 20	\$ 20	\$ 20	\$ 20	\$ 100
Sewer Manhole Rehabilitation	C	\$ 25	\$ 25	\$ 25	\$ 25	\$ 27	\$ 127
Site Paving As Needed	C	\$ 137	\$ 137	\$ 137	\$ 137	\$ 137	\$ 685
Valve Replacement Contracted - Water	E	\$ 272	\$ 272	\$ 272	\$ 272	\$ 272	\$ 1,358
Valve Replacement Contracted - Water	C	\$ 8	\$ 8	\$ 8	\$ 8	\$ 8	\$ 42
Valve Rplc ESA - Water	C	\$ 304	\$ 304	\$ 304	\$ 304	\$ 304	\$ 1,520
Valve Rplc WSA - Water	C	\$ 349	\$ 349	\$ 349	\$ 349	\$ 349	\$ 1,745
Subtotal Capitalized Operations		\$ 1,517	\$ 1,527	\$ 1,789	\$ 1,549	\$ 1,551	\$ 7,933
WRF Replacement & Rehab							
WRF Mechanical	C	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 250
WRF Electrical	C	\$ 35	\$ 35	\$ 35	\$ 35	\$ 35	\$ 175
WRF Instrumentation	C	\$ 20	\$ 20	\$ 20	\$ 20	\$ 20	\$ 100
Subtotal WRF Replacement & Rehabilitation		\$ 105	\$ 105	\$ 105	\$ 105	\$ 105	\$ 525
Mandated by External Agencies							
External Mandates	E	\$ 340	\$ 340	\$ 340	\$ 340	\$ 340	\$ 1,698
External Mandates	C	\$ 11	\$ 11	\$ 11	\$ 11	\$ 11	\$ 53
Subtotal Mandated by External Agencies		\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	\$ 1,750
Developer Driven							
D/P General	E	\$ 5	\$ 5	\$ 5	\$ 5	\$ 5	\$ 23
D/P General	C	\$ 146	\$ 146	\$ 146	\$ 146	\$ 146	\$ 728
Subtotal Developer Driven		\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 750
CIP General Water							
Capacity Improvement Projects per Master Plan	E	\$ 243	\$ 243	\$ 243	\$ 243	\$ 243	\$ 1,213
Capacity Improvement Projects per Master Plan	C	\$ 8	\$ 8	\$ 8	\$ 8	\$ 8	\$ 38
Condition Assessment - Pipelines	E	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 1,250
Condition Assessment & Rehabilitation - Pump Stations	E	\$ 205	\$ 211	\$ 219	\$ 226	\$ 233	\$ 1,094
Condition Assessment & Rehabilitation - Pump Stations	C	\$ 6	\$ 7	\$ 7	\$ 7	\$ 7	\$ 34
ESA Looping (Galloway Valley/Alpine West)	E	\$ -	\$ -	\$ 243	\$ 728	\$ 5,820	\$ 6,790
ESA Looping (Galloway Valley/Alpine West)	C	\$ -	\$ -	\$ 8	\$ 23	\$ 180	\$ 210
Facility Erosion Repairs	C	\$ 149	\$ 153	\$ 159	\$ 164	\$ 169	\$ 794
Harbison Canyon Road Pipeline	E	\$ -	\$ -	\$ -	\$ 243	\$ 243	\$ 485
Harbison Canyon Road Pipeline	C	\$ -	\$ -	\$ -	\$ 8	\$ 8	\$ 15
I-8 Unencased Trans Main Crossing @ Labrador & Dunbar	E	\$ 485	\$ 2,425	\$ 4,850	\$ -	\$ -	\$ 7,760
I-8 Unencased Trans Main Crossing @ Labrador & Dunbar	C	\$ 15	\$ 75	\$ 150	\$ -	\$ -	\$ 240
Jerry Johnson Reservoir Refurb/Coating	E	\$ 728	\$ 485	\$ -	\$ -	\$ -	\$ 1,213
Jerry Johnson Reservoir Refurb/Coating	C	\$ 23	\$ 15	\$ -	\$ -	\$ -	\$ 38
Pipeline Replacement @ Caltrans / Bridge Crossings	E	\$ 193	\$ 198	\$ 205	\$ 211	\$ 218	\$ 1,026
Pipeline Replacement @ Caltrans / Bridge Crossings	C	\$ 6	\$ 6	\$ 6	\$ 7	\$ 7	\$ 32
Pressure Reducing Station Installations	E	\$ -	\$ 2	\$ 128	\$ 133	\$ 137	\$ 400
Pressure Reducing Station Installations	C	\$ -	\$ 0	\$ 4	\$ 4	\$ 4	\$ 12
Reservoir Refurb/Coating	E	\$ 728	\$ 728	\$ -	\$ -	\$ -	\$ 1,455
Reservoir Refurb/Coating	C	\$ 23	\$ 23	\$ -	\$ -	\$ -	\$ 45
Pipeline Replacement from Condition Assessment	E	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Pipeline Replacement from Condition Assessment	C	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal CIP General Water		\$ 3,059	\$ 4,827	\$ 6,478	\$ 2,252	\$ 7,525	\$ 24,141

Appendix B - Budget Excerpts

PADRE DAM MUNICIPAL WATER DISTRICT
CIP BUDGET - FY '23 - '27
(dollar amounts are in \$1,000s)

Project Name	Cap or Exp	22/23	23/24	24/25	25/26	26/27	Total
CIP General Sewer							
County Trunk Sewer Participation	E	\$ -	\$ 728	\$ 776	\$ 1,164	\$ -	\$ 2,668
County Trunk Sewer Participation	C	\$ -	\$ 23	\$ 24	\$ 36	\$ -	\$ 83
IPS Influent Sewer	E	\$ 340	\$ 243	\$ 1,019	\$ -	\$ -	\$ 1,601
IPS Influent Sewer	C	\$ 11	\$ 8	\$ 32	\$ -	\$ -	\$ 50
Magnolia Ave/SR-67 Sewer Capacity Improvements	E	\$ 485	\$ 485	\$ 1,464	\$ -	\$ -	\$ 2,434
Magnolia Ave/SR-67 Sewer Capacity Improvements	C	\$ 15	\$ 15	\$ 45	\$ -	\$ -	\$ 75
Sewer & Manhole Rehabilitation/Replacement	C	\$ 285	\$ 294	\$ 303	\$ 300	\$ 318	\$ 1,500
Sewer Master Plan Capacity Projects	E	\$ -	\$ -	\$ 243	\$ 485	\$ 728	\$ 1,455
Sewer Master Plan Capacity Projects	C	\$ -	\$ -	\$ 8	\$ 15	\$ 23	\$ 45
Siphon and Sludge Main Improvements - Constr	C	\$ -	\$ 1,000	\$ 1,500	\$ 1,000	\$ -	\$ 3,500
Sewer Lift Station Rehabilitation	E	\$ 113	\$ 113	\$ 113	\$ 113	\$ 113	\$ 563
Sewer Lift Station Rehabilitation	C	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 17
Sewer Improvements based on Condition	E	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sewer Improvements based on Condition	C	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Siphon and Sludge Main Improvements - Phase 2	E	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Siphon and Sludge Main Improvements - Phase 2	C	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal CIP General Sewer		\$ 1,251	\$ 2,910	\$ 5,528	\$ 3,116	\$ 1,184	\$ 13,989
CIP General Recycled							
Fanita Terrace Reservoir Improvements	E	\$ -	\$ 5	\$ 15	\$ 26	\$ -	\$ 45
Fanita Terrace Reservoir Improvements	C	\$ -	\$ 146	\$ 485	\$ 825	\$ -	\$ 1,455
RW System Decommissioning	E	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
RW System Decommissioning	C	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal CIP General Recycled		\$ -	\$ 150	\$ 500	\$ 850	\$ -	\$ 1,500
CIP General Multiple Service Types							
Energy Efficiency Projects	E	\$ -	\$ -	\$ -	\$ 485	\$ 306	\$ 791
Energy Efficiency Projects	C	\$ -	\$ -	\$ -	\$ 15	\$ 9	\$ 24
Ops Yard Phase 3 Improvements	E	\$ -	\$ -	\$ 340	\$ 388	\$ 582	\$ 1,310
Ops Yard Phase 3 Improvements	C	\$ -	\$ -	\$ 11	\$ 12	\$ 18	\$ 41
Subtotal General Multiple Service Types		\$ -	\$ -	\$ 350	\$ 900	\$ 915	\$ 2,165
TOTAL NEW CIP		\$ 6,432	\$ 10,019	\$ 15,250	\$ 9,272	\$ 11,780	\$ 52,753
CARRYOVER CIP							
CIP RESERVE FUNDING							
Blossom Valley Reservoir Improvements	E	\$ 1,455	\$ 5,335	\$ 6,305	\$ -	\$ -	\$ 13,095
Blossom Valley Reservoir Improvements	C	\$ 45	\$ 165	\$ 195	\$ -	\$ -	\$ 405
AWP PROJECTS							
Pond C work	C	\$ -	\$ 531	\$ -	\$ -	\$ -	\$ 531
Ray Stoyer Demo	C	\$ -	\$ -	\$ -	\$ 2,889	\$ 2,889	\$ 5,778
Ray Stoyer Electrical Improvements	C	\$ -	\$ 1,054	\$ 1,053	\$ -	\$ -	\$ 2,107
Ray Stoyer Electric Pole Relocation	C	\$ -	\$ -	\$ 300	\$ -	\$ -	\$ 300
Ray Stoyer Title 22 Improvements	C	\$ -	\$ 1,396	\$ 1,395	\$ -	\$ -	\$ 2,791
Tertiary Filters	C	\$ -	\$ 512	\$ 511	\$ -	\$ -	\$ 1,023
PD2 Forcemain & Lift Station	C	\$ -	\$ 1,444	\$ 1,444	\$ -	\$ -	\$ 2,888
IPS Improvements	C	\$ -	\$ 1,200	\$ 1,200	\$ -	\$ -	\$ 2,400
NET TOTAL CARRIED OVER		\$ 1,500	\$ 11,637	\$ 12,403	\$ 2,889	\$ 2,889	\$ 31,318
NET GRAND TOTAL		\$ 7,932	\$ 21,656	\$ 27,653	\$ 12,161	\$ 14,669	\$ 84,071

NOTES:

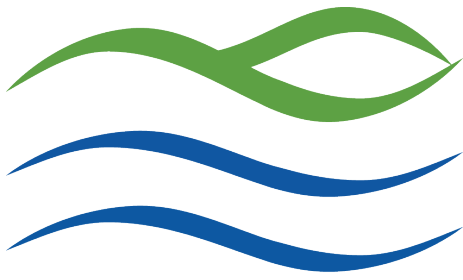
1) Amounts are rounded which may affect footing.

Appendix B - Budget Excerpts

PADRE DAM MUNICIPAL WATER DISTRICT FIVE YEAR BUDGET FY '23-FY '27 FUND BALANCE ACTIVITY

	POTABLE WATER OPERATION					RECYCLED WATER OPERATION					SEWER OPERATION				
	FY '23	FY '24	FY '25	FY '26	FY '27	FY '23	FY '24	FY '25	FY '26	FY '27	FY '23	FY '24	FY '25	FY '26	FY '27
Beginning Fund Balance	\$ 47,087,383	\$ 47,217,842	\$ 42,236,118	\$ 34,353,754	\$ 36,305,697	\$ 19,334,012	\$ 18,732,783	\$ 14,632,551	\$ 10,062,370	\$ 7,892,699	\$ 25,154,171	\$ 27,376,779	\$ 25,167,790	\$ 19,678,227	\$ 17,738,688
Fund Balance Activity:															
Net Income/(Loss)	\$ 4,877,442	\$ 4,373,715	\$ 3,414,191	\$ 3,083,386	\$ 2,147,577	\$ (936,640)	\$ (1,073,390)	\$ (1,270,723)	\$ (629,794)	\$ (719,593)	\$ 2,548,739	\$ 1,960,739	\$ 1,173,627	\$ 1,869,077	\$ 1,118,559
Add:															
Depreciation/Amort	6,074,583	6,285,079	6,410,110	6,259,856	6,192,072	1,036,793	1,130,417	1,199,183	1,218,018	1,212,592	1,297,866	1,399,570	1,535,084	1,578,881	1,623,143
Capacity Fees	235,702	478,540	606,076	442,892	169,987	-	-	-	-	-	276,584	428,628	252,331	120,431	120,431
Deduct:															
CIP Projects	(6,030,490)	(11,634,790)	(14,461,978)	(4,108,002)	(9,227,676)	(38,075)	(3,676,735)	(3,831,198)	(2,371,677)	(1,528,254)	(1,256,320)	(5,359,840)	(7,812,424)	(4,586,409)	(2,850,372)
Capital Equipment	(1,438,296)	(1,031,991)	(1,242,533)	(887,681)	(303,182)	(310,142)	(125,799)	(311,158)	(28,149)	(49,234)	(32,832)	(26,658)	(26,753)	(310,089)	(766,409)
Debt - Principal	(1,036,375)	(1,017,226)	(1,067,020)	(1,123,928)	(1,180,835)	(30,309)	(31,869)	(33,429)	(35,211)	(36,994)	-	-	-	-	-
PERS/MWD Rebate	(1,814,857)	(1,814,857)	(922,857)	(922,857)	(922,857)	(322,857)	(322,857)	(322,857)	(322,857)	(322,857)	(611,429)	(611,429)	(611,429)	(611,429)	(611,429)
Fund Transfers	(737,250)	(620,194)	(618,353)	(791,723)	(926,408)	-	-	-	-	-	-	-	-	-	-
Cash Generated (Used)	\$ 130,458	\$ (4,981,724)	\$ (7,882,364)	\$ 1,951,943	\$ (4,051,322)	\$ (601,229)	\$ (4,100,232)	\$ (4,570,182)	\$ (2,169,671)	\$ (1,444,340)	\$ 2,222,609	\$ (2,208,989)	\$ (5,489,563)	\$ (1,939,539)	\$ (1,366,078)
Ending Fund Balance	<u>\$ 47,217,842</u>	<u>\$ 42,236,118</u>	<u>\$ 34,353,754</u>	<u>\$ 36,305,697</u>	<u>\$ 32,254,374</u>	<u>\$ 18,732,783</u>	<u>\$ 14,632,551</u>	<u>\$ 10,062,370</u>	<u>\$ 7,892,699</u>	<u>\$ 6,448,359</u>	<u>\$ 27,376,779</u>	<u>\$ 25,167,790</u>	<u>\$ 19,678,227</u>	<u>\$ 17,738,688</u>	<u>\$ 16,372,610</u>

	PARK OPERATION					CEF & RESTRICTED FUNDS					COMBINED OPERATIONS				
	FY '23	FY '24	FY '25	FY '26	FY '27	FY '23	FY '24	FY '25	FY '26	FY '27	FY '23	FY '24	FY '25	FY '26	FY '27
Beginning Fund Balance	\$ 7,701,377	\$ 8,379,610	\$ 8,975,083	\$ 9,291,136	\$ 10,587,682	\$ 13,618,421	\$ 13,664,593	\$ 13,621,120	\$ 13,138,214	\$ 12,795,920	\$ 112,895,364	\$ 115,371,606	\$ 104,632,662	\$ 86,523,699	\$ 85,320,685
Fund Balance Activity:															
Net Income/(Loss)	\$ 691,184	\$ 674,129	\$ 627,356	\$ 825,251	\$ 711,846	\$ (376,241)	\$ (357,662)	\$ (338,150)	\$ (317,640)	\$ (296,064)	\$ 6,804,485	\$ 5,577,532	\$ 3,606,301	\$ 4,830,279	\$ 2,962,325
Add:															
Depreciation/Amort	1,186,659	1,207,763	1,163,913	1,132,792	1,099,865	-	-	-	-	-	9,595,901	10,022,829	10,308,290	10,189,546	10,127,672
Capacity Fees	-	-	-	-	-	227,358	415,436	395,883	263,876	131,515	739,644	1,322,604	1,254,291	827,199	421,932
Deduct:															
CIP Projects	(40,000)	(40,000)	(295,000)	-	(3,650,000)	(179,935)	(340,535)	(759,441)	(659,392)	(502,688)	(7,544,820)	(21,051,900)	(27,160,040)	(11,725,480)	(17,758,990)
Capital Equipment	(288,925)	(352,472)	(247,915)	(105,743)	(165,975)	-	-	-	-	-	(2,070,195)	(1,536,920)	(1,828,359)	(1,331,662)	(1,284,800)
Debt - Principal	(727,829)	(751,089)	(789,444)	(412,896)	(305,000)	(362,260)	(380,906)	(399,552)	(420,861)	(442,170)	(2,156,773)	(2,181,089)	(2,289,444)	(1,992,896)	(1,965,000)
PERS/MWD Rebate	(142,857)	(142,857)	(142,857)	(142,857)	(142,857)	-	-	-	-	-	(2,892,000)	(2,892,000)	(2,000,000)	(2,000,000)	(2,000,000)
Fund Transfers	-	-	-	-	-	737,250	620,194	618,353	791,723	926,408	-	-	-	-	-
Cash Generated (Used)	\$ 678,233	\$ 595,473	\$ 316,053	\$ 1,296,546	\$ (2,452,121)	\$ 46,172	\$ (43,473)	\$ (482,906)	\$ (342,293)	\$ (183,000)	\$ 2,476,243	\$ (10,738,944)	\$ (18,108,961)	\$ (1,203,014)	\$ (9,496,861)
Ending Fund Balance	<u>\$ 8,379,610</u>	<u>\$ 8,975,083</u>	<u>\$ 9,291,136</u>	<u>\$ 10,587,682</u>	<u>\$ 8,135,561</u>	<u>\$ 13,664,593</u>	<u>\$ 13,621,120</u>	<u>\$ 13,138,214</u>	<u>\$ 12,795,920</u>	<u>\$ 12,612,921</u>	<u>\$ 115,371,606</u>	<u>\$ 104,632,662</u>	<u>\$ 86,523,699</u>	<u>\$ 85,320,685</u>	<u>\$ 75,823,825</u>



PADRE DAM
Municipal Water District



Customer Survey Results

2021

Padre Dam Customer Survey - 2021

Overview

Padre Dam's current Strategic Plan and Five-year Business Plan are coming to a close at the end of the current 2022 Fiscal Year. The District began the planning process for future plans in early 2021 with input from the Board as well as the various departments and work groups throughout the District. In preparation for the new plan, the District wanted to ensure we also received input from the community. Padre Dam held a virtual community workshop on June 3, 2021, where participants heard information about the District's current plan and were asked for their feedback on the upcoming plan. A recording of the workshop was made available to all customers after the workshop. Customers were invited to participate in an online survey. The customer workshop and survey provides a vehicle for the customer's voice in the creation of the District's upcoming Five Year Plan.

The District engaged with customers to gather feedback and priorities on a number of topics. A few of the key questions included:

- What topics and/or projects were most important to them?
- What do customers think Padre Dam has done well?
- What does the District need to be thoughtful about in the next 5 years?
- What is on the horizon that Padre Dam should be considering and planning for?

In an effort to solicit survey responses, Padre Dam's Communications team sent an email to all customers with an email on record with the District, included a bill insert with all customer bills and promoted the survey on social media platforms. The District received 650 responses to the survey.

Below is a summary of the key take-away messages and charted results from the customer survey. The detailed survey questions are included in Appendix 1.



Key Messages

A number of survey questions provided customers with an opportunity to offer a written response related to what was important to them. The comments were categorized into the following areas: top recurring comments and requests, information requests, conservation, billing, budget, what we are doing well and miscellaneous recurring comments. Categories were determined based on the feedback provided by the customers. The top recurring comments category is a summary of the comments provided by the highest number of respondents.

It is important to note that some of the comments provided are things that the District may already do or provide to customers. Given the recurring comments received on these topics, moving forward, the District will make an effort to let customers know these things are available and provide additional outreach efforts in the future.

Top Recurring Comments and Requests

- The cost of water and wastewater services concerns, especially compared to other local water districts.
- Interest in providing free admission to Santee Lakes for Padre Dam customers.
- Providing financial assistance to seniors and low-income customers.

Information Requests

- Learning more about where our water comes from.
- Post current District projects on the website and provide after-project reports.
- How much of the budget goes toward maintenance vs. imported water.
- More information on the website and notices regarding impactful work including traffic impacts and water service interruptions.
- Maintenance schedules for District infrastructure.
- More tours.
- How is aging infrastructure being replaced?
- Provide quarterly or semi-annual reports of Five Year Business Plan to customers. Customers largely wanted to hear these updates through the newsletter and the website. Suggestions included infographics and a website dashboard.

Conservation

- Educate about options for saving water.
- Educate that pricing is not determined by time of use.
- Share information on how much water the District is using versus other agencies.
- Provide District-specific local rebates and give away water saving devices.
- Provide a way for recycled water to be used for customer's landscapes/re-open recycled water fill stations.

Billing

- Work with banks to provide direct e-billing.
- Auto-transfer to owner like SDG&E.
- Bill on a consistent day toward the end of each month.
- Have the capability to auto-pay as well as receive a statement.
- Make bills easier to understand by providing usage in gallons.
- Lower fixed fees for low water users.
- Provide education on how individual sewer charges are calculated.

Budget

- Share more information on the District's budgets and audits.
- Share information related to the District's actual vs. audited costs.
- Find ways to stop increasing rates.
- Continue implementing cost-savings measures and sharing with customers what steps are being taken to reduce costs.
- Provide customers information on how much the District saved long term versus short term spending on large projects.
- Concern about employment costs – desire for information about total costs and how they compare to other Districts.
- Don't feel the need to keep producing major projects and initiatives if they are not needed.

What We're Doing Well

- Providing clean and reliable water service.
- Satisfaction with the District's website, communication and e-newsletters.
- Customers were generally satisfied with Santee Lakes.
- Customers appreciate Aquahawk and being able to view their consumption data. They are interested in seeing data in real-time without a lag, and being notified of potential leaks through text and/or email.

Miscellaneous

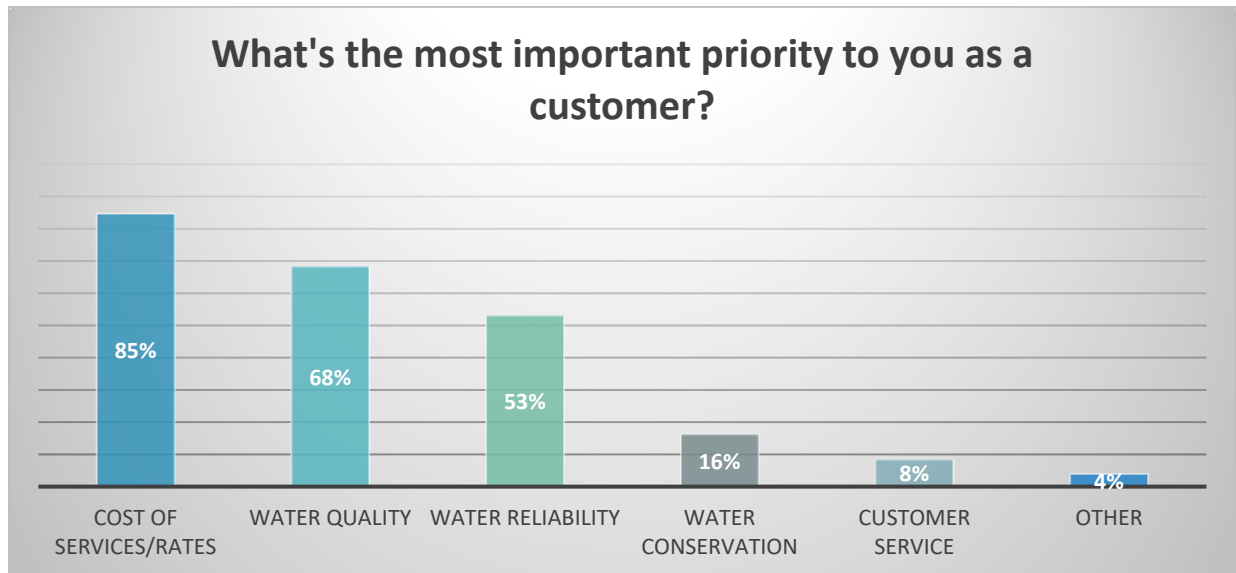
- Make Board meeting times more accessible and provide a way for the public to contact or interact with Board members.
- Extend Customer Service lobby hours.

Survey Question Results

This section provides the results from the non-open ended questions on the survey.

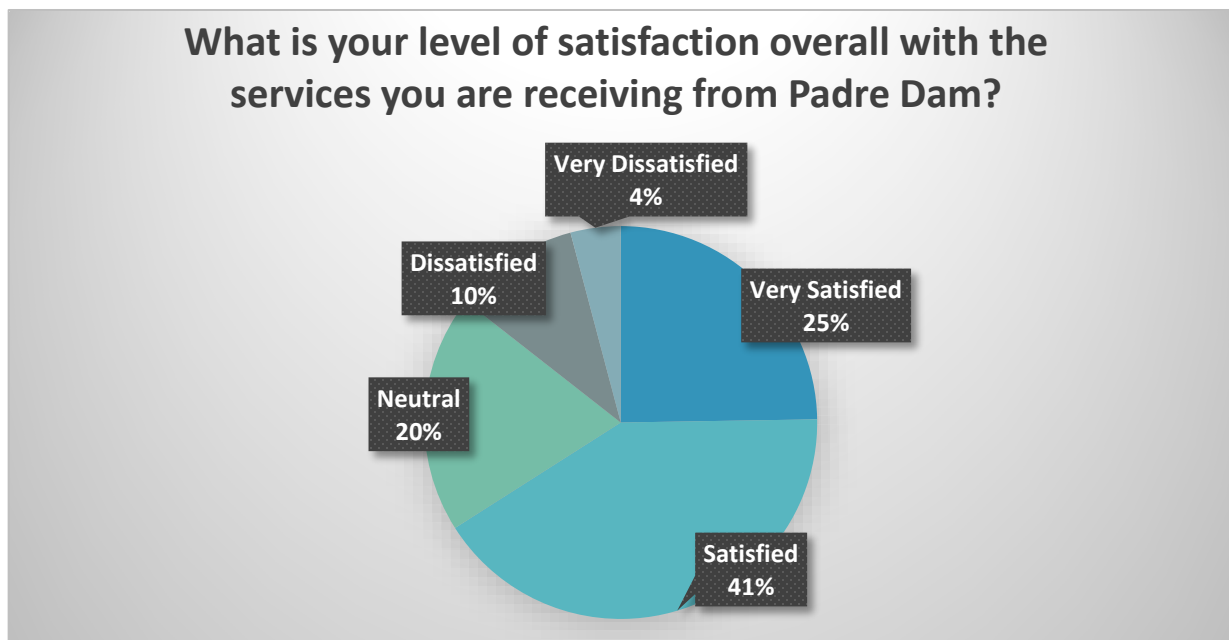
Priorities

The results in this section identified the cost of services as the top priority to 85 percent of the survey respondents. This was followed by water quality and water reliability as key priorities to the majority of customers.



Level of Satisfaction

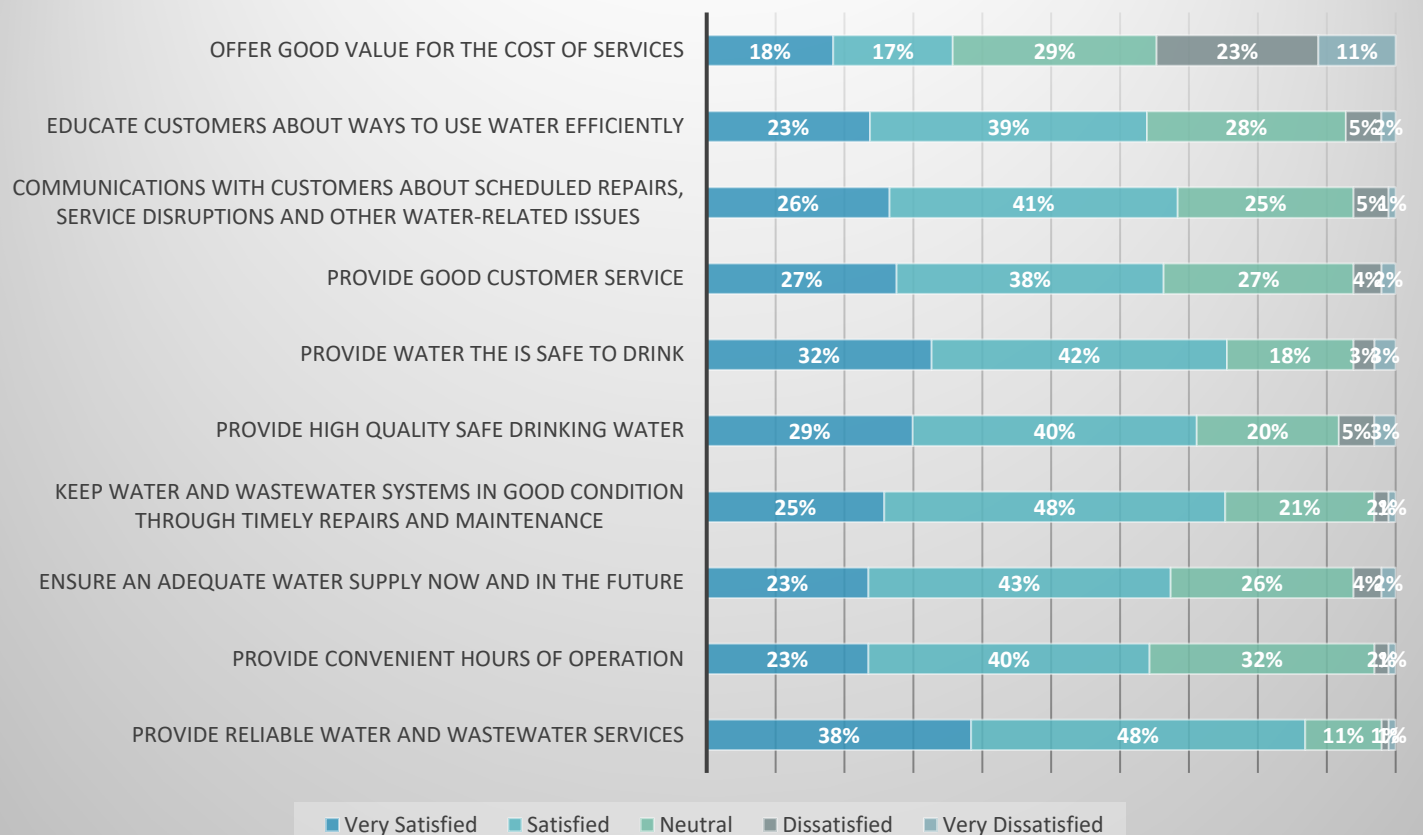
Over 60 percent of respondents are satisfied or very satisfied with the overall services they receive from the District. Only 14 percent of respondents stated they were dissatisfied with overall services.



In an effort to better understand satisfaction levels of the different District services, the survey asked customers to rate levels of satisfaction for a variety of topics. At 86 percent, the highest levels of satisfaction were seen in providing reliable water and wastewater services. All other areas, except “good value for the cost of services”, received over 60 percent satisfaction levels followed by over 20 percent of respondents feeling neutral about the topic. For the topic of good value for the cost responses were split between satisfied at 35 percent, neutral at 29 percent and dissatisfied at 34 percent. The results seen in this area give the District an opportunity to continue to consider costs and the value of water in our communications with customers. The overall comments from the survey also showed customers are looking to see more information on District costs.

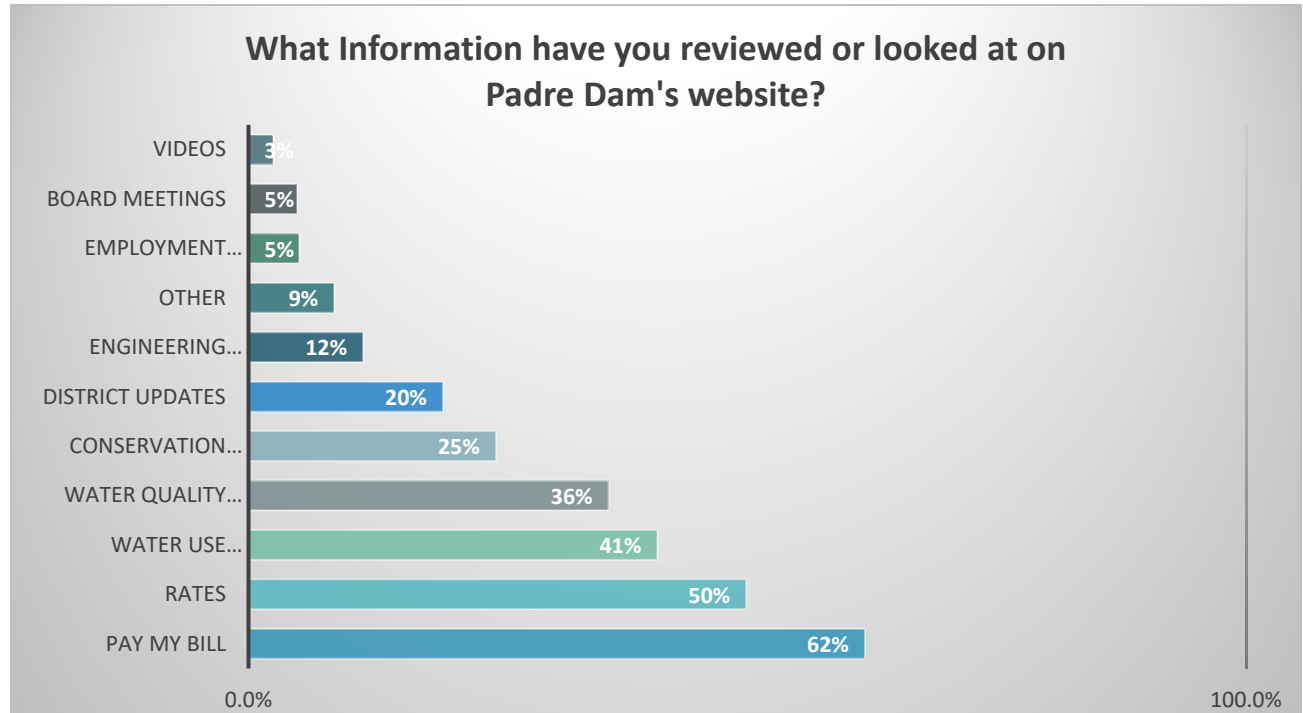
Overall, the satisfaction responses demonstrate that the District is successfully meeting its mission – to provide quality water, recycled water, park and recreational facilities and wastewater management service for our customers.

Please rate your level of satisfaction with the following service elements:



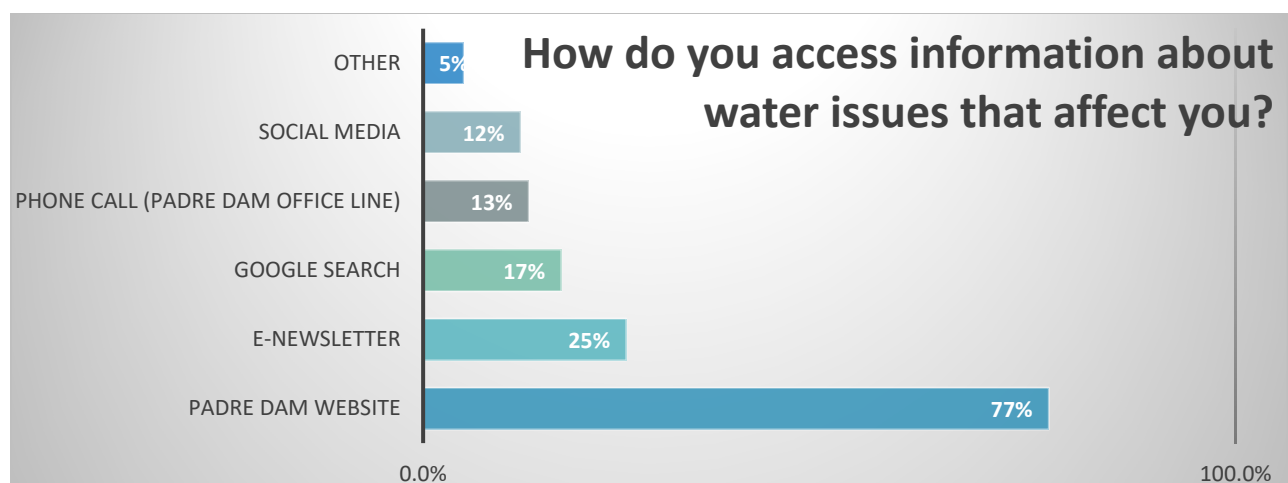
Website Information

The District wanted to find out from customers what information they found useful or what they were looking for on its website. While we collect website analytics on a monthly basis those results are based on any person visiting our website and we wanted to hear specifically from customers. This question identified the top areas of interest to customers as bill payment, rates information and water use information. This will provide insight into future website updates.



Accessing Water Information

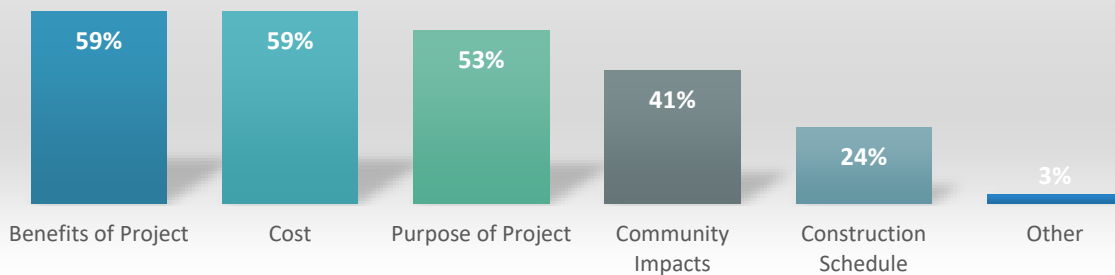
To best communicate with customers moving forward we wanted to know how they access information about water issues. This will allow us to develop the best methods for education and communications efforts. It was interesting to see that the majority go to the District's website for this information. Phone calls and social media were closely reported at 13 and 12 percent. This shows that it remains important for us to be providing key information on social media as people are just as likely to get information there as they are to call the District. Results highlighted the continued need to invest resources into the District website and to take advantage of ever changing technology.



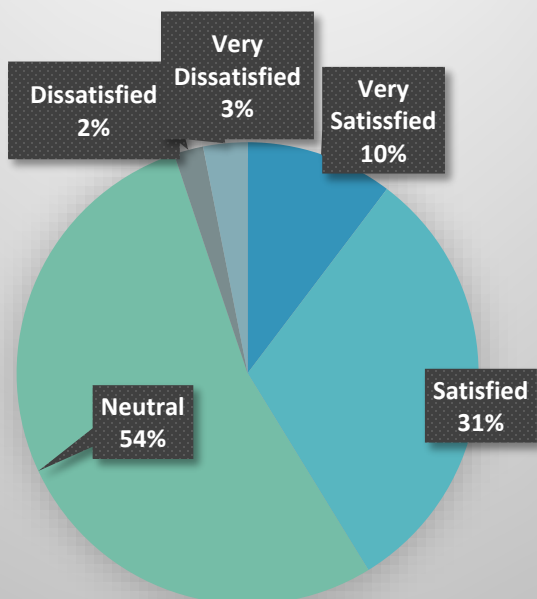
Engineering Projects

The District wants to hear what type of information customers are interested in related to engineering projects. These next 3 questions helped identify information of interest. The first question showed that over half of respondents are interested in the benefits of a project, project costs and overall purpose of the project. This information will help determine what information the District provides through future outreach efforts. It also helps determine what customers are thinking about and could be a consideration in future engineering planning efforts. Results shows customers are interested in a cost/benefit analysis or description of District projects and to consider that when talking about projects.

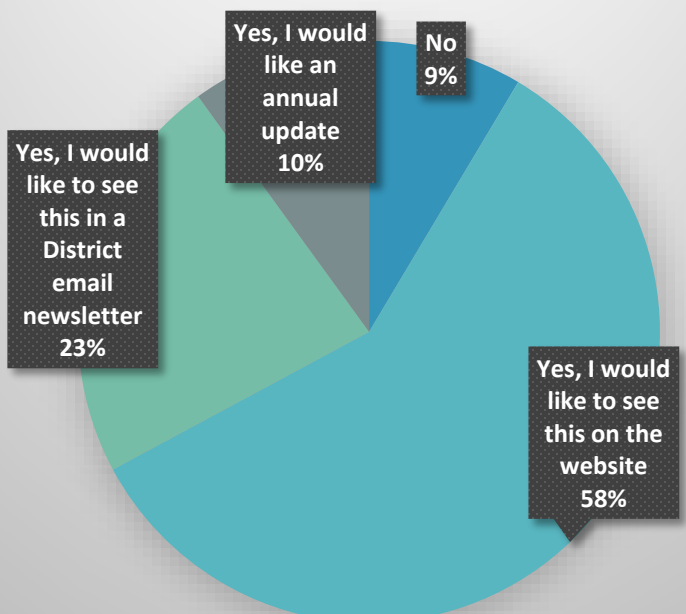
In Regards to engineering and District projects, what type of information are you most interested in?



Are you satisfied with the Capital Improvement Projects you have seen the District complete?



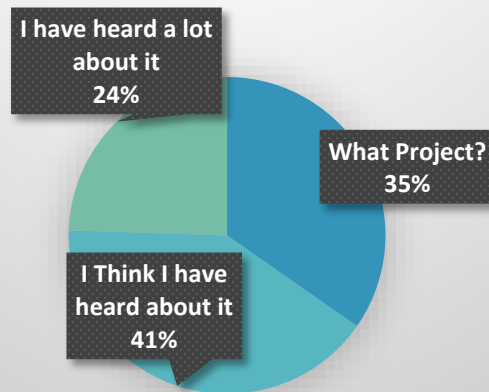
Are you interested in project updates and hearing about plans for Capital Improvement Projects?



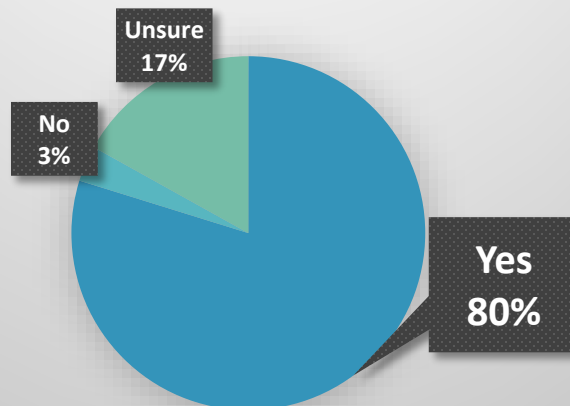
Water Reliability

Water reliability is one of the District's priorities and also one of the top three priorities of customer respondents. Padre Dam wanted to gauge awareness about our biggest reliability effort – the East County Advanced Water Purification Project. Over 60 percent of respondents believe they have heard of the East County AWP Project. Additionally, the survey asked customers if supply diversification was important, and an overwhelming majority of 80 percent believe it is.

How aware are you of the East County Advanced Water Purification (AWP) Project?

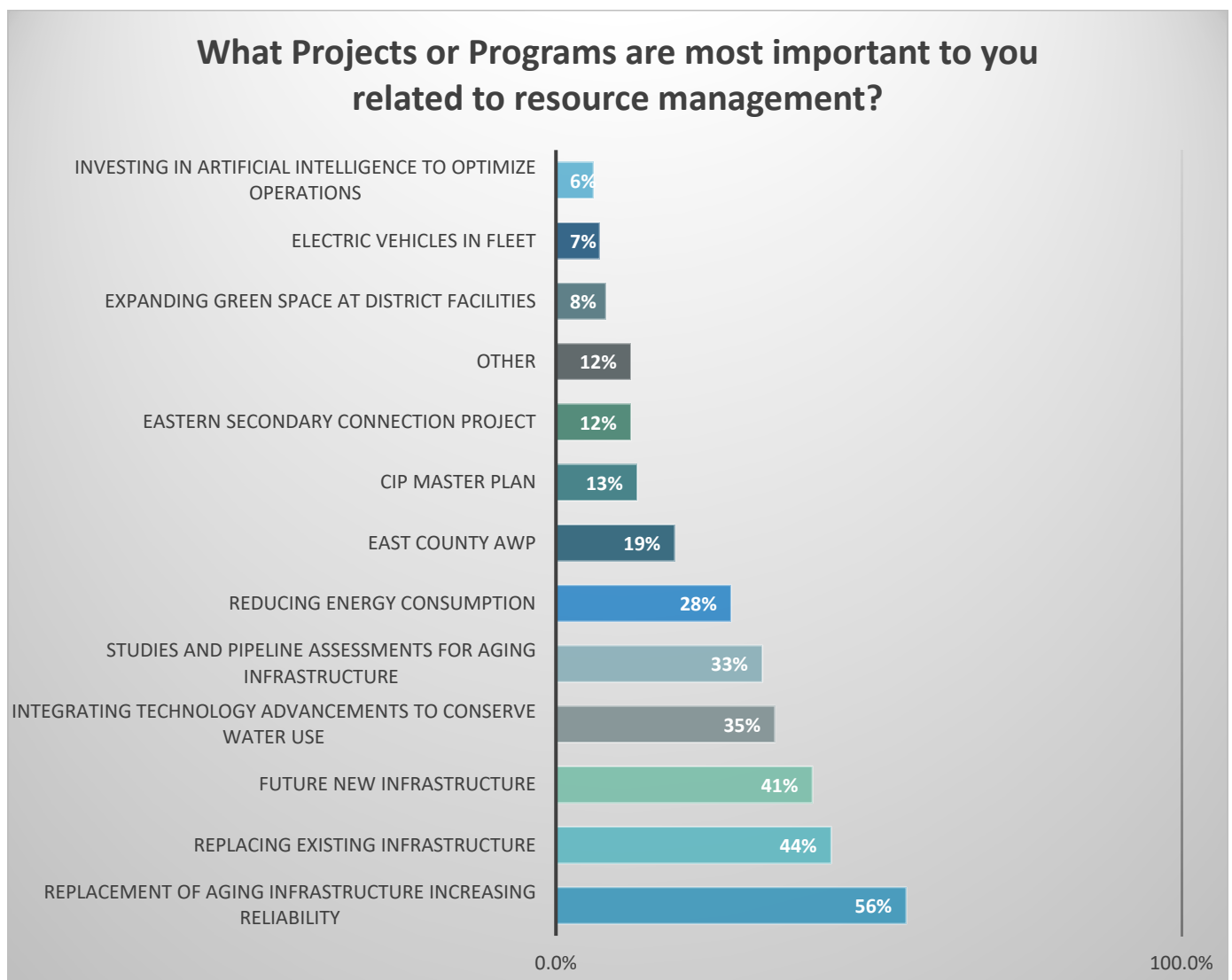


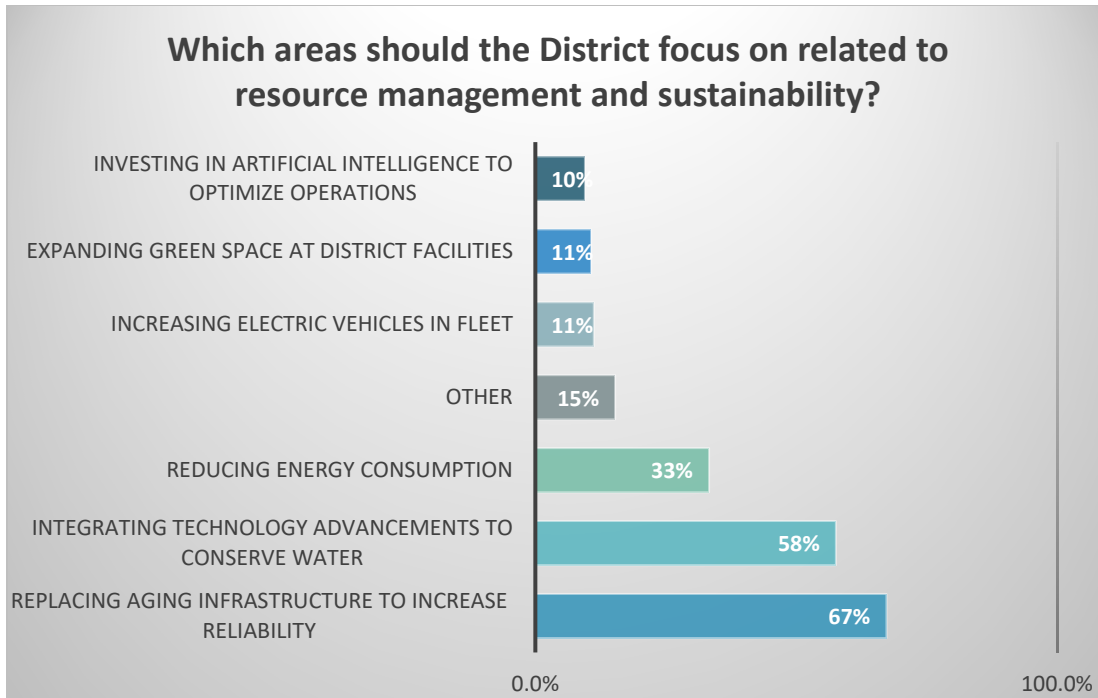
It is important to you that Padre Dam evaluate future opportunities for additional diversification in Padre Dam's water supply sources and reduce dependence on importing water?



Resource Management and Sustainability

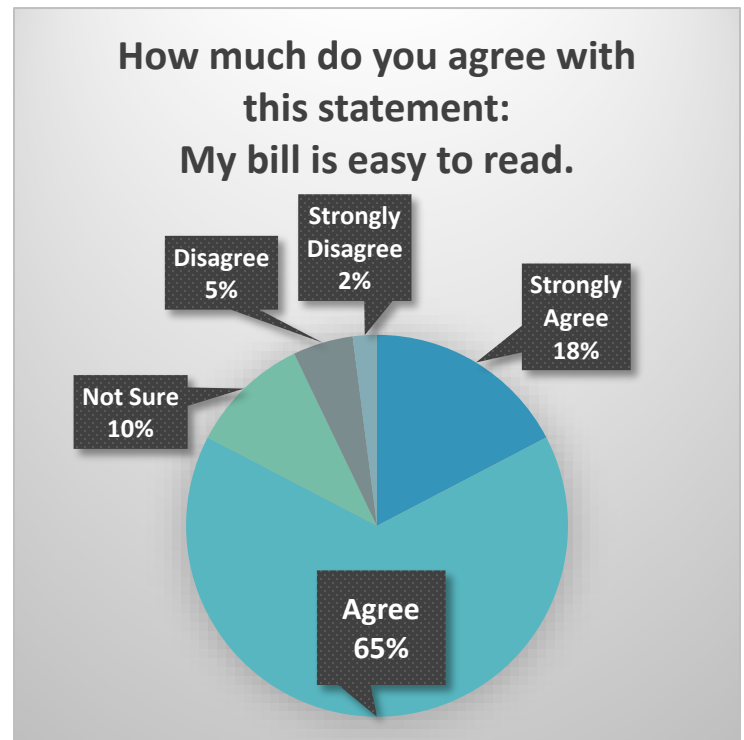
As good stewards of our community, it is important to us that we manage resources and ensure sustainability now and into the future. In order to achieve this we wanted to ask our customers what is most important to them when considering resource management. We are asked what areas respondents believe we should focus on. Replacing infrastructure was of the utmost important to respondents. This area was also where customers believe the District should focus when managing resources and sustainability. This key activity is seen as important to the District and our customers. Integrating technology to help save water was another area of importance to customers. Knowing this is an important piece to customers will ensure we are considering options that resonate with them and that the District communicates relevant and worthwhile information about the sustainable work we are completing.





Bill Statement

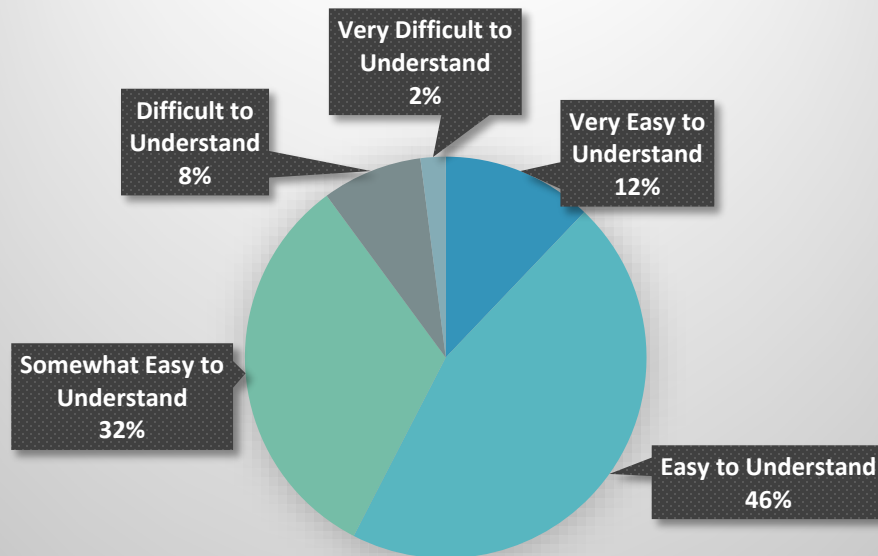
A bill statement is one of the key communications customers receive from the District. This makes it important to ensure the District is providing the information customers need to understand water usage, sewer use, all applicable charges and fees on their bill as well as any additional current news information on that bill. District staff works with this information day-to-day whereas customers may only consider these things once a month when they receive their bill. Providing the information to them in an easy to read and understand manner is essential. This question shows that respondents overwhelmingly believe their bill is easy to read with 83 percent agreeing or strongly agreeing to “My Bill is easy to read.” The District should continue to consider customer’s bills as a key tool to understand of water use and costs. This information could also be used to further communicate to customers in platforms other than their monthly bill.



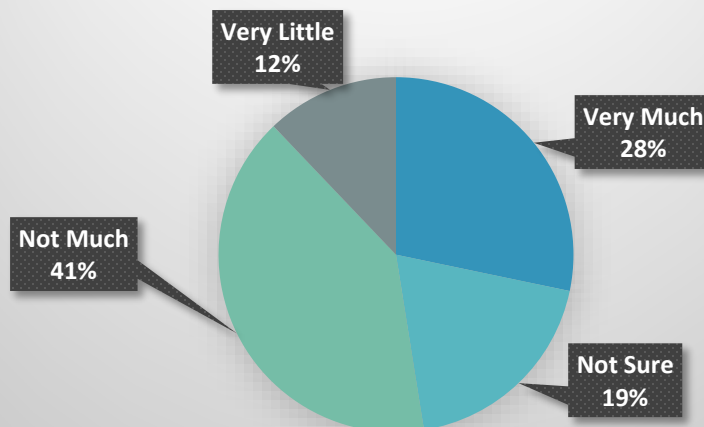
Online Water Use

The District's online water use portal, Aquahawk, provides customers with online access to hourly, daily, weekly and monthly water use data. Over 50 percent of customers are signed up to access this program. The District wanted to hear from respondents about their knowledge of the program, the ease of use and how it may impact a customer's water use. Given the extensive outreach to customers on Aquahawk, it was reassuring to see that 81 percent of customers were aware they could view water use online.

If you have checked your water use online, how understandable is the water usage data?



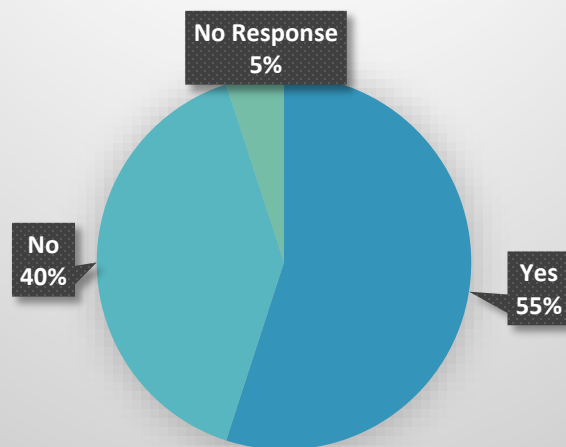
If you have checked your water use online, how much does this affect your water use?



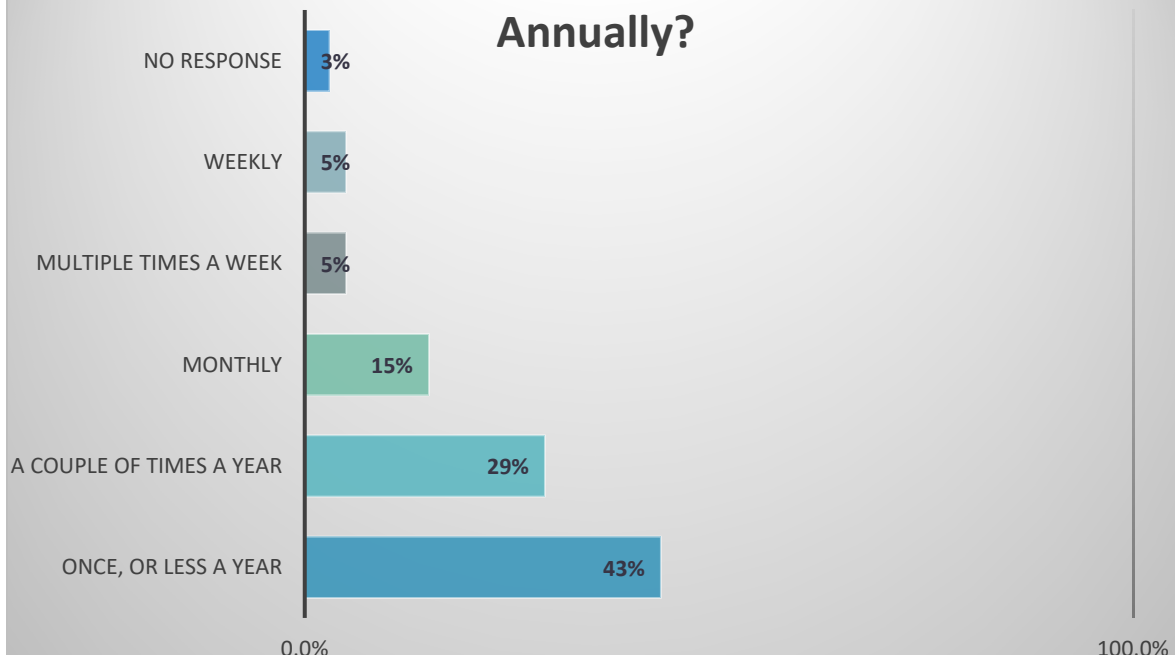
Santee Lakes

The Park has long been a self-sufficient operation. However, the District receives questions regularly about the cost of getting into the park. It was also a key topic in the open comments in the survey. The results show that a little over half of respondents know the park is self-sufficient and at least 40 percent were unaware. The results also identified that the high percentage of respondents visit the park only once or less per year. The next highest showed people visiting a couple of times a year.

Are you aware that Santee Lakes are self-sufficient and that no portion of your Padre Dam bill or tax dollars goes toward operational expenses?



How Often Do You Visit Santee Lakes Annually?



Next Steps

The customer comments provided and the results of the survey questions will be provided to the Board, Padre Dam staff (specifically the champions of the new plan) and the community through multiple communications platforms.

Padre Dam staff will use the information from the survey to determine where comments and information from the survey can be effectively implemented into the new Business Plan.

Staff will also utilize the survey results to determine opportunities to share information with customers. In some instances the comments provided by customers identified opportunities to educate and share further information with customers on important topics and water issues.

Staff plan to utilize the customer priorities and comments as a way to determine the information of interest to customers moving forward and to help plan for areas of interest to customers where it is feasible. The majority of the time, the District's priorities align well with the customer comments and priorities. Therefore, the task moving forward will be to make sure customers know what the District is doing to meet the priorities they have.



Appendix 1



Padre Dam Municipal Water District Customer Survey

Padre Dam's current Strategic Plan and 5-Year Business Plan are coming to a close next year - it is now time to think about what's next. We want your input as we continue the planning process. Please review a [recording of a Community Workshop](#) held on June 4, 2021 and answer the following questions to help guide the District as we work to plan for the future.

1. What's the most important priority to you as a customer? (select up to three)

- ☐ Water Quality
- ☐ Cost of services/rates
- ☐ Customer service
- ☐ Water reliability
- ☐ Water conservation
- ☐ Other

2. What is your level of satisfaction overall with the services you are receiving from Padre Dam?

very dissatisfied	dissatisfied	neutral	satisfied	very satisfied
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. Please rate your level of satisfactions with the following service elements:

	very dissatisfied	dissatisfied	neutral	satisfied	very satisfied
Provide reliable water and wastewater services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provide convenient hours of operations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ensure an adequate water supply now and in the future	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Keep water and wastewater systems in good condition through timely repairs and maintenance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provide high quality safe drinking water	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provide water that is safe to drink	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provide good customer service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communications with customers about scheduled repairs, service disruptions, and other water-related issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Educate customers about ways to use water efficiently	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. What information have you reviewed or looked for on Padre Dam's website?

- ☐ District updates
- ☐ Rates
- ☐ Water quality information
- ☐ Engineering project information
- ☐ Start/stop service
- ☐ Pay my bill
- ☐ Board meetings
- ☐ Employment information
- ☐ Water use information
- ☐ Conservation information
- ☐ Videos
- ☐ Other

5. In regards to engineering and District projects, what type of information are you most interested in? (select all that apply)

- ☐ Purpose of project
- ☐ Benefits of project
- ☐ Construction schedule
- ☐ Community impacts
- ☐ Cost
- ☐ Other

6. Are you interested in project updates and hearing about near term plans for Capital Improvement Projects/ Developments?

- ☐ Yes, I would like to see this on the website
- ☐ Yes, I would like to see this in a District email newsletter
- ☐ Yes, I would like an annual update
- ☐ No thanks, I have all the information I need

7. Are you satisfied with the Capital Improvement Projects you have seen the District complete?

very dissatisfied	dissatisfied	neutral	satisfied	very satisfied
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. Which areas should the District focus on related to resource management and sustainability? (select all that

apply)

- ☐ Integrating technology advancements to conserve water
- ☐ Reducing energy consumption
- ☐ Replacing aging infrastructure to increase reliability
- ☐ Expanding green space at District facilities
- ☐ Increasing electric vehicles in fleet
- ☐ Investing in artificial intelligence to optimize operations
- ☐ Other

9. How aware are you of the East County Advanced Water Purification (AWP) Project?

What project?	I think I have heard about it	I have heard a lot about it
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. Is it Important to you that Padre Dam evaluate future opportunities for additional diversification in Padre Dam's water supply sources and reduce dependence on importing water?

- ☐ Yes
- ☐ No
- ☐ Unsure

11. What information or metrics are important to show that Padre Dam effectively and transparently manages resources?

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12. What projects or programs are most important to you related to resource management? (select all that apply)

- ☐ CIP Master Plan
- ☐ Eastern Secondary Connection Project
- ☐ Future new infrastructure
- ☐ Replacing existing infrastructure
- ☐ Studies and pipeline assessments for aging infrastructure
- ☐ East County AWP
- ☐ Integrating technology advancements to conserve water use
- ☐ Reducing energy consumption
- ☐ Replacement of aging infrastructure increasing reliability
- ☐ Expanding green space at District facilities

- ☐ Electric vehicles in fleet
- ☐ Investing in artificial intelligence to optimize operations
- ☐ Other

13. How much do you agree with this statement: My bill is easy to read.

strongly disagree	disagree	not sure	agree	strongly agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14. How do you access information about water issues that affect you? (select all that apply)

- ☐ Padre Dam website
- ☐ Social media
- ☐ Google search
- ☐ Phone call (Padre Dam office line)
- ☐ E-newsletter
- ☐ Other

15. Did you know that you can check your water usage online?

- ☐ Yes
- ☐ No

16. If you have checked your water usage online, how understandable is the water usage data?

very difficult to understand	difficult to understand	somewhat easy to understand	easy to understand	very easy to understand
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

17. If you have checked your water usage online, how much does this affect your water use?

very little	not much	not sure	very much
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

18. What services or information would you like to see offered by customer service in the future?

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19. What information or metrics are important to show that Padre Dam effectively and transparently achieves the goals and objectives of the 5 Year Business Plan?

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20. What do you believe Padre Dam is doing well?

350 characters left.

21. Where does Padre Dam need to improve?

350 characters left.

22. Are you aware that Santee Lakes are self-sufficient and that no portion of your Padre Dam bill or tax dollars goes towards operational expenses?

- ☐ Yes
- ☐ No

23. How often do you visit Santee Lakes annually?

- ☐ Once, or less a year
- ☐ A couple of times a year
- ☐ Monthly
- ☐ Weekly
- ☐ Multiple times a week

Finish

PADRE DAM MUNICIPAL WATER DISTRICT

5-Year Strategic Business Plan

Board and Employee Workshop Report

Prepared by:



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PROJECT OVERVIEW

PROJECT BACKGROUND AND PROCESS

In Fall 2020, Padre Dam asked Sommer Kehrli, CEO with The Centre for Organization Effectiveness, to support the Board and employee input element of the 5-year business planning process. Padre Dam's current 10-Year Strategic Plan and 5-Year Business Plan are both wrapping up in June 2022, so the intention is to create a 5-Year Strategic Business Plan and combine the best elements from each plan into one plan providing consistency in messaging, District goals, associated metrics, and related budget allocations. A Lateral was assembled to oversee and provide input into the development of the next 5-Year Business Plan and Budget for FY '23-'27. Employees on the Lateral take on the role of liaison between co-workers and the Lateral. Members of the Lateral include:

Co-Lead	Allen Carlisle
Co-Lead	Karen Jassoy
Co-Lead	Melissa McChesney
Operations	Daniel Lockart
Operations	Rich Schultz
Park	Nina Tarantino
HR/Admin	Ernie Green
Finance/CS	Melissa Kussman
Engineering	Wilson Lau

Board Workshop

As a next step, a Board workshop was conducted via GoToWebinar on January 25, 2021 to gain input from the Board members about the future strategy of the District. The Board members in attendance included: Doug Wilson (President), Bill Pommering (Vice President), Suzanne Till, August Caires, and James Peasley. All five Board members actively participated in dialogue about the mission, vision, and values of the agency, the future of the District, and key priorities.

When asked – *Do you feel the mission, vision, and values represent our purpose as an agency to serve our customers?* – the Board members overwhelmingly felt the current mission, vision, and values (as outlined below) were in line with where Padre Dam needs to go in the future and how it needs to represent the District. There was discussion about the ongoing importance of ensuring there is reliable water delivered in a cost-effective manner and how critical the work that Padre Dam is investing in now will be to deliver on this into the future.

PROJECT OVERVIEW



Mission, Vision and Values

Our Vision

At Padre Dam, we set the standard for delivering exceptional value and service in providing important life necessities for our customers and community.

Our Mission

Our mission is to provide quality water, recycled water, park and recreational facilities, and wastewater management services for our customers. We accomplish this in the most cost-effective manner possible, earning customer and community respect.

Our Values

Holding ourselves individually and collectively responsible for conducting our daily business within the framework of the District's values is essential to successfully achieving our vision and fulfilling our mission of service to our customers. We specifically use the first person in our values. Each of us owns these values and strives to live them daily.

TRUST

My word is my bond

INTEGRITY

I walk the talk

COMPETENCE

Being all I can be

ACCOUNTABILITY

I take ownership and personal responsibility for my actions

SERVICE

This is my business

There was discussion about the current strengths of the District that need to continue to be leveraged, including:

- Leadership, Board, and employees working together
- Partnerships with neighboring agencies (e.g., City of El Cajon, County of San Diego, City of San Diego, Helix Water District)
- Customer outreach and education
- Employee willingness to try new alternatives and innovations

There was also discussion about the trends, opportunities, and potential challenges ahead for the District, which included the need for the following actions over the next 5+ years:

- Continue to move forward with the Advanced Water Purification (AWP) Project to provide cost-effective, reliable water

PROJECT OVERVIEW

- Engage in more customer outreach and education to help customers understand the precious nature of water, the efforts of AWP and other innovations, fixed vs. variable costs of water delivery
- Continue to engage employees in solution-building to address current and future trends and risks
- Manage regulatory costs and participate in advocacy activities that ensure well-intentioned regulations actually meet intended needs without adding exorbitant cost to water quality and delivery
- Pay attention to the increase in significant costs (e.g., energy) and identify alternatives where possible
- Look for and gain additional funding sources and grants (e.g., California Department of Water Resources)
- Strengthen relationships with San Diego County Water Authority and Metropolitan Water District of Southern California as two of Padre Dam's wholesale partners
- Enhance partnerships with State and Federal partners
- Continue down the path of a 5-Year Business Plan to support the District in outlining next steps while providing the flexibility to shift budget between years as the environment and District needs change

Management Team Discussions

Following the Board workshop, there were interviews with each of the members of the Management Team and/or Co-Leads for this Lateral: Allen Carlisle, Paul Clarke, Karen Jassoy, Laura Koval, Melissa McChesney, Mark Niemiec, Amy Pederson, Lisa Sorce, and Kyle Swanson. The focus of these conversations was to review the current progress on the FY 2018-2022 Business Plan and other associated plans (e.g., CIP, Dynamic Vision Plan, etc.), associated metrics, and trends/concerns leadership may have moving into this next round of planning for the future. These conversations were helpful in determining how to best approach the conversations for the upcoming employee workshops. Themes from these discussions are incorporated into the appropriate section of this report.

Employee Workshops

Due to the restrictions associated with COVID, the Lateral determined the best approach to gather input from employees was through virtual workshops along the eight core business focus areas identified in the FY 2018-2022 Business Plan (see graphic below). There were eight employee workshops scheduled plus an additional workshop for Operations and Water Quality since this is the largest department and a workshop for Resource Management and Planning since this has become such a large focus for the District in the last few years and will certainly be critical over the next five years.

PROJECT OVERVIEW



Using the workforce partnership communication channels (e.g., Stream), employees were invited to participate in one or more of these workshops in March 2021. Each employee workshop was facilitated via Zoom and lasted two hours with attendees ranging from 6-12 participants. A mix of interactive activities were utilized in these workshops to create more of an in-person feel, including breakout groups, small group discussion, polling, and the chat function.

The flow of the workshop included:

- Welcome by Management Team member in attendance and Lateral member (if present)
- Project Background by Sommer Kehrli, Facilitator of Employee Workshops
- Questions and Discussion (via polls, breakout groups, and large group discussion)

Some of the probing questions asked included:

- Share one word or phrase to describe Padre Dam's future.
- What is new on the horizon (within the next five years) that we should be paying attention to and planning for (e.g., industry trends, changes in the work environment, innovations, etc.)? What opportunities do you see?
- Over the next five years, what resources/innovations should we be taking advantage of?
- What should our goals be in the next 5-Year Plan?
- What are some of the longer-term strategic items we should be focused on?
- What are some of the shorter term, day-to-day operational or business items we should be focused on?
- Specific to the Park and Campground workshop, the Dynamic Vision Plan was the focus with these probing questions:
 - What are the elements of this plan that we need to be thinking about over the next five years?
 - What is missing from this plan that will be relevant in the next five years?
- Specific to the Resource Planning and Management workshop, this question was asked:
 - How can the District be advancing itself in the area of Resource Planning and Management?
- What strengths do we have as an agency and should ensure we don't lose?
- Share a word or phrase to describe Padre Dam's culture.

PROJECT OVERVIEW

- What do you value about Padre Dam's culture? What can be done to keep that alive? What can be done to improve it?
- What do we need to be thoughtful about as we continue to attract and retain the best talent at Padre Dam?
- Closing by Sommer Kehrli, Management Team member, and/or Lateral member

Below is a summary of the key themes from the 10 employee workshops on (1) trends and opportunities, (2) Padre Dam's culture, and (3) retention and recruitment of talent. The more detailed elements of the conversation in each workshop related to trends and opportunities are included in the Appendix under each employee workshop. Also, each group of employees was asked in greater detail about the primary focus of that employee workshop (e.g., Park & Campground, Public Communications, Customer Services). Each employee group was reminded of the focus areas listed in the current 5-Year Business Plan and asked which were still relevant. In all groups, the main focus areas were still considered relevant. The detailed conversation surfaced specific items to also be considered within the next 5-Year Business Plan. These details are included in the Appendix under each employee workshop.

ORGANIZATIONAL THEMES

TRENDS & OPPORTUNITIES

In the employee workshops, employees were asked in a poll to share a word or phrase to describe Padre Dam's future. The word cloud that was generated from their responses is represented below. The most prominent words are more frequent responses from employees. Padre Dam employees describe Padre Dam's future as innovative, exciting, bright, dynamic, collaborative, full of opportunity and growth, and may be challenging.

Share one word or phrase to describe Padre Dam's future.



As a follow-up, a question was asked in small groups about trends and opportunities – *What is new on the horizon (within the next five years) that we should be paying attention to and planning for (e.g., industry trends, changes in the work environment, innovations, etc.)? What opportunities do you see?*

Interestingly, when Padre Dam employees were asked to reflect on trends and opportunities they see over the next 5+ years, they outlined trends and potential threats, but they often offered a solution to the presenting situation. This speaks volumes for the problem-solving attitude that Padre Dam employees bring to their work. As a follow-up to this discussion, employees were asked via a poll – *Over the next five years, what resources/innovations should we be taking advantage of?*

The list below represents the key themes from the discussion and the poll related to trends, potential opportunities, and resources/innovations the District can explore in the next 5-Year Strategic Business Plan.

ORGANIZATIONAL THEMES

Resource Planning and Management/Advanced Water Purification

- Growth and development of advanced water treatment (e.g., AWP) and the positions and opportunities it will create
- Anxiety about AWP having a subculture and not integrating with Padre Dam's culture
- Nexus of the Park/AWP - joint use of Pond C for recreation and emergency storage for water in the event we can't hit the highest level of surface augmentation in the regulation/water quality
- State mandate for electric cars by 2035 will impact RV camping/storage in the campground and how we support those electricity needs and expense to customers
- Foresight on the long-term energy issues and potential other energy sources. We need to check our assumptions and think about what we might need to invest in the short term for long-term effects.
- Time and energy to potentially operate two different systems – Is recycle infrastructure a feasible option moving forward or does everything become AWP water?
- Sustainability, including what kind of energy we are using, daily practices, lights on time sensor, the kind of forks we are using in the break room, electric vehicles for fleet, having generators to keep service going through an emergency or outage, solar panels, AWP, minimizing waste being financially sustainable and affordable, ensuring knowledge gets passed on to the next group, employees having a sustainable workload
- Cogeneration – A byproduct of treatment process is methane gas which can run generators and offload energy demands for AWP, tax incentives to do this sooner rather than later
- Future of the infrastructure requires smart planning and asset management, stay true on the 3Rs (reliability, resiliency, and rate payer affordability)
- Expansion of District to serve Viejas and Alpine
- Push forward ESA/redundant pipeline system
- Liability (e.g., fires, dumping) on vacant land reserved for future reservoirs
- Climate change and droughts

Technology and Data Integration

- Technology - telephone system needs to be updated, CMMS for asset management software, work order system to track immediate needs and prioritize work, easier ways for customers to pay their bills (e.g., text link, credit card payments, or app), more trend towards paperless, remote technology to help operators do job more efficiently and effectively, drone technology for pipeline inspections, laptops in vehicles
- Cybersecurity with business networks and SCADA networks
- Use of artificial intelligence

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- Integrate technology
 - Use AMI not just for billing, but also to detect internal leakage, water balance, pipe system to prevent breaks or other situations
 - Integrate what we know in the field and put into an accessible platform so employees are able to access this information in an easy and user-friendly manner
 - Integrate GIS, CIS, SCADA, MUNIS, OnBase
 - Cloud-based solutions (e.g., platform as a service, having cloud-based applications replaced our on-premise ones)
 - Mobile/App based technology
 - Incorporating GIS more into the day to day and smart tools and algorithms (advanced pattern recognition, machine learning, AI)
- As we make technology investments, ensure a focus on future serviceability meaning will this product continue to be useful to us in 10 years
- Make processes more automated and take out potential human error component (e.g., customer payments, filing documents electronically, recruitment through web technology, virtual meeting streaming)
- Using data is a big opportunity for Padre Dam – we gather a lot of data, but we can't always access it real time to make meaningful decisions with the data. If we had better tools to store and access the data, we could create better information for the public, the board, and the staff through dashboards and transparent access to data that is of interest. Currently the process to access and use data is too manual or requires outside expertise.
- Explore and embrace technology for innovation; Ensure more exposure to new technologies (e.g., seeking out seminars that promote new technologies)
- Use technology to improve customer interface
 - Renovate website (e.g., make website more user friendly)
 - Offer more online services (e.g., online forms and payment methods)
 - Alternative communication methods (e.g., texting, chat, etc.)
 - Social media presence to keep customers notified
 - Virtual meetings for public attendance
 - Integration of customer information
 - Mobile app to monitor water usage, check for leaks, pay bills, etc.
 - End user data access via dashboards

Regulatory Environment

- Additional regulatory and compliance demands - how do we keep up with these changes, how do we afford to make all of the changes while keeping the rates affordable

ORGANIZATIONAL THEMES

- Government relations is more critical than ever as the amount of legislation that affects us continues to grow

Customer Outreach/Needs

- Demographics in our community are changing, which means our outreach practices need to change
- Opportunity to provide more outreach and education to customers about how rates are determined and what is being done to help manage costs and diversify the water supply
- Simplify the customer experience
- Use social media and different communication mediums to engage with customers. Post real time data to social media accounts, especially in the time of an emergency
- Website is good but needs to continue to evolve
- Outreach to customers needs to include more videos, more virtual tours, and a look at how they want to receive information (e.g., text message, not a hotline or phone call)
- Board meetings might need to change to ensure the board and the public can interact effectively using technology and document management systems
- Growth of outdoor recreation interest from the public – more camping spots or RV storage, glamping, yurts

Talent Management/Succession Planning

- Lots of retirements which brings a challenge with knowledge transfer/management and onboarding new staff
- Employee promotions due to retirements may leave us with less bench strength for future needs
- Need more training, cross-training, mentoring, and succession planning - technical training, technology training (e.g., MS Teams, virtual project management), mentorship among colleagues, leverage existing employee experience and expertise
- Time and bandwidth to attend conferences and technical seminars
- With so much turnover, concerns whether we keep the positive workplace culture we have in place
- Demographics in our community are changing, which means how we recruit new employees needs to change
- Being attractive to the current and future workforce

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Workforce Dynamics/Environment

- Opportunity for a more flexible work environment for job rules where it allows (e.g., telecommuting part time), which may be seen as a benefit to current and future employees as well as cut down on costs with the need for less facilities
- Outreach to employees also needs to be fast (e.g., emergency hotline during EOC operation was outdated)
- Employees as brand ambassadors
- Benefits for employees vary depending on your hire date. The minimum wage increases and the costly benefits can make it challenging to hire new full-time, frontline employees.
- Create a business continuity plan so everyone knows their roles in the case of a future emergency (e.g., fire, pandemic)

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PADRE DAM STRENGTHS AND ORGANIZATIONAL CUTURE

There were a couple polls completed related to the strengths of the District and the essence of Padre Dam's culture. Both are illustrated as a word cloud. The words that were more often cited by employees are more prominent in the word cloud.

What strengths do we have as an agency and should ensure we don't lose?



Note: responses to the above poll were broken down into individual words to create the displayed word cloud. The entry "work...zombies" refers to the following response "fun at work..zombies and wellness challenges"

Share a word or phrase to describe Padre Dam's culture.



As illustrated in the word clouds above, employees outlined many strengths that Padre Dam should be proud of, including the culture, collaboration, partnership, workforce. They also cited

ORGANIZATIONAL THEMES

the positive nature of the organizational culture with common words such as family, collaborative, supportive, caring, innovative, welcoming, friendly, inclusive, and open. In each employee workshop, there was also deeper dialogue about the following questions:

- What do you value about Padre Dam's culture?
- What can be done to keep that alive?
- What can be done to improve it?

The following themes summarize these conversations from the 10 employee workshops:

- Leadership truly cares about employees and is open to talking about anything – keep this openness and warmth and ensure that individuals promoted into leadership roles embody these traits
- Communication from top-down as well as among all levels to share expertise and ideas shows a level of transparency that is highly valued
- Current hybrid work environment has made it challenging to keep the connections and social interactions as frequent (e.g., hallway conversations, Taco Tuesdays, etc.) – find ways to bring these interactions back either in a virtual setting or as we re-enter the workspace
- Ensure the collaboration within departments/teams continues in this hybrid/remote work setting and be clear about decision-making processes
- Workforce partnership is unique and special at Padre Dam – work to ensure new employees understand the importance, get involved so we don't lose momentum, continue to encourage employees to share their input, feedback, and ideas
- Ensure each employee knows their role in the District's success and how they fit into the plan
- New employees are given freedom and space to attempt to do their work with a safety net from leadership as needed – keep this practice going
- Opportunities for collaboration and cross-training are essential to continue to build relationships and learn from one another – we need to ensure we make time for this
- Padre Dam's culture has shifted over the last eight or so years as there have been many retirements from being less formal and familial to more professional with a focus on excellence. This is not a negative shift but is certainly a shift. As an organization, finding the balance between care for each other while being cutting-edge, competent, and professional will be a challenge.
- Ensure AWP employees are integrated appropriately into Padre Dam's culture
- Continue to invest in employees with training and development opportunities to ensure we have the best talent

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RETENTION AND RECRUITMENT OF TALENT

Finally, in each employee workshop, the participants were asked – *What do we need to be thoughtful about as we continue to attract and retain the best talent at Padre Dam?* There was deep conversation about strategies to ensure the current talent remains at Padre Dam as well as how to recruit the best talent moving forward. As many of these ideas both work as retention and recruitment strategies, they are listed together below with the more recruitment-type strategies first and then shifting into more retention strategies.

- Pursue more recruitment through Palomar, Cuyamaca, etc.
- Create a well-structured internship program to have current students become exposed to Padre Dam's culture to build the talent pool and communicate the positive attributes to other colleagues
- Tell our story in the community to recruit technically/mechanically inclined individuals into water and specifically into Padre Dam
- Continue to improve on technology for water quality as this is a draw to be part of a cutting-edge, innovative organization
- Share the powerful impact of working in a public agency and making a difference in people's lives to recruit the right talent
- Be open to and recruit for more diversity
- Recruit more women into this technical field
- Find the right people that fit into the Padre Dam culture
- Continue panel interviews with employees from various departments
- Stay competitive with industry compensation and benefits
- Ensure benefits appeal to all employees (e.g., newer employees may not value the current benefits and may prefer more flexible schedules, there are individual preferences)
- Communicate outside of Padre Dam how stellar the benefits (e.g., tuition reimbursement, vacation and sick time payouts, retirement plans) are as a recruitment strategy
- Offer more opportunities for personal and career growth for employees
- Continue to fund tuition reimbursement and encourage employees to participate in education, certifications, and attend seminars and conferences
- Build the leadership pipeline throughout the District – there is a perception of a potential gap in leadership under the supervisor level to fill these leadership positions as they are vacated
- Provide opportunities for current employees to become qualified for the AWP positions

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- Continue to find ways to have fun together, collaborate, and build relationships – it's challenging in the current COVID environment, but this collaboration is part of what makes Padre Dam special
- More cross-training opportunities to support knowledge transfer, collaboration across roles and departments, engagement in work, celebrating individual's strengths, and co-mingling of longer-term employees and newer employees
- Be more proactive as employees leave the District to do more cross-training and knowledge transfer and/or capture before an employee leaves a gap
- Address long-term policies around work-from-home and/or telecommuting options and perceived equity issues between office staff and field staff
- Ensure employees have access to necessary tools and technology to telecommute long-term
- Manage employee bandwidth to ensure current employees can continue to do high quality work

RECOMMENDATIONS

RECOMMENDATIONS AND NEXT STEPS

Based on the Board and employee input outlined above and detailed in the Appendix, the following recommendations and next steps are suggested:

1. Sommer Kehrli of The Centre for Organization Effectiveness presents findings to Lateral and Management Team (April 13)
2. Discuss findings and pillar refinement with Management Team (April 22) – facilitated by Sommer Kehrli
 - a. Identify the final pillars – Do all the current focus areas stay? Do we add a focus area on Resource Management/Local Resources Planning (include AWP efforts)?
 - b. Identify a champion for each pillar (typically Department Head or Manager of department)
3. Conduct workshop (potentially facilitated by Sommer Kehrli) with Management Team (date TBD) to identify the top strategic goals for agency based on all the gathered input, 15-20 year industry scan, expertise, etc.
 - a. Follow-up from Workshop: Identify outcomes/measures for these strategic goals answering the question – How will we know we have achieved this strategic goal?
4. Lateral Co-leads build template for pillar champions to populate
 - a. Ensure template has a tie back to the strategic goals to show how each pillar goal aligns to a Padre Dam strategic goal
5. Pillar champions populate template based on input from workshops and with additional input from key stakeholders (as needed)
6. Form small sublateral (may utilize volunteers in the employee workshops for each pillar) with pillar champion as the lead to review the populated template, create goals, and key performance indicators (KPIs), metrics, or milestones for each pillar
7. Pillar champion/sublateral to consider KPIs in regards to each focus area and to gain input from larger department (as needed) to validate goals and KPIs/milestones
8. Pillar champions share completed template with Karen Jassoy to draft FY 2023-2027 Strategic Business Plan

APPENDIX

WORKSHOP NOTES BY FOCUS AREA

Communications

Date/Time: 3/23/2021, 9:30-11:30am

Participants: Emma Shea, Jen Gordon, Jessica Reifschneider, Lisa Sorce, Melissa McChesney, Sharon Taylor-Huppert, Ernie Green, Amy Pederson, Art Oughton

Session Notes:

Trends/opportunities on the horizon:

- Potential decrease in revenue due to fewer buildings (e.g., less development fees/revenue as a result of less development in Santee)
- Climate change and droughts and associated regulations/impending changes as a result
- AWP and related communications work
- Increase in virtual working; we may need to prepare for the next pandemic or similar experience; how can we anticipate for a future occurrence (e.g., updated on technology, so everyone is ready for another remote work situation); virtual meetings (e.g., Board meetings) and increase access for customers/employees to participate more and have access to information
- Anticipate that things may not go back to normal right away or variations and how does that impact communications...meeting people virtually, sharing messages differently
- Protecting water supply and District in emergency situation
- High turnover and many new employees – our workforce is getting younger and possibly more diverse, could be tricky because we've had a homogenous workforce, we need to retain the expertise AND open ourselves up to new ways of thinking and diverse perspectives; institutional knowledge that we've lost with retirements
- More employees on social media – opportunity/challenges with employees as influencers
- Technology ever-changing – billing, improving customer tools and taking them to the next level
- Website is good but needs to continue to evolve
- How we reach customers may change (last five years...more videos, more virtual tours) People don't want to communicate via phone as much anymore; many would prefer a text message, not a phone call; how people are consuming information
- How we reach employees – different modes (same as above)
- Legislation ever-evolving - impact to District and customers

- EOC operation – started using Emergency hotline – realized it's clunky when we can use text or email to communicate more quickly (revise these policies/procedures to be more current)
- Adapt with how people are consuming our data and using the best tools/apps/communication methods internally and externally
- Ensure there is transparency in our processes and people can find information easily; how Board meetings might need to change and how the board/public interact – document management tool, data sharing between departments, access to public
- Legislation will have demands on how the board interacts and requirements; making sure we are meeting these requirements
- Stay on top of perceptions and how we are perceived as an agency by our customers and employees
- Change work environment to evolve as necessary

Communications Focus Areas:

- Focus area is currently labeled as Public Communication, but may need to be relabeled to Communications to incorporate internal and external (not just public)
- Demonstrating value is super important – the customer's water bill is key (they need to understand the value of getting water to them safely, maybe what new projects are underway or coming and how it will benefit me); transparency in rate portion and exactly what it means to customers, how it is decided, what we are doing to mitigate those costs to alleviate concerns to customers; communicate the added value to customers and how we are forward thinking and trying to get ahead of things
- Public outreach – customer listening and demonstrate it is a 2-way street/active listening; responsiveness as a conversation in real time, not just talking at customers
- Government relations is more critical than ever, the amount of legislation that affects us is huge and we need to stay on top of this
- All the areas are relevant, but how do we tackle these differently using technology, etc.
- What does the communications team look like? As government relations is huge, how do we ensure we can do that right along with all the communication elements; current team has a full plate and how do we balance the work that is necessary for internal and external communications (can brand ambassadors be utilized more)
- Opportunity for employees to become brand ambassadors – employees are very proud of their work and do good work; how do we harness them as brand ambassadors more; try things and not be afraid to fail
- Have adapted internal communications with COVID and keep looking at these opportunities in the options available in how we communicate with employees; can we further adapt and communicate with employees more (e.g., through TEAMS)

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- We had a huge learning curve to get people working remotely effectively, so how do we keep this up in case something like this happens again so we are prepared and meets the needs of how various employees work (not everyone is on a computer for their job all day or has a different role and doesn't utilize the remote technology)
- Water Supply Messaging – this area will grow due to AWP project and will become time consuming for Communications team as we move into construction; disengaged customers may become more curious with the AWP project and then pay attention to more water dynamics so we need to have our current communication platforms ready for them
- There are less of the hallway/lunch room conversations – this is an opportunity to implement more remote ways to connect so we feel like we are part of the same team
- Make sure the website is a one stop shop for customers to find information (e.g., incorporating outages and emergencies)
- Customers having better access to their information (water trends, usage, account information) through AquaHawk; improve the e-bill experience and pay options (e.g., pay by text, ApplePay); make this interaction positive and intuitive
- People attending Board meetings is different because they can attend virtually (e.g., customers, staff, CWA, other agencies, consultants), some people wanting to learn about AWP

APPENDIX

WORKSHOP NOTES BY FOCUS AREA

Customer Services

Date/Time: 3/17/2021, 7:00 – 9:00am

Participants: Art Oughton, Cesar Cordero, Eric Showalter, Karen Jassoy, Nikki Wyatt, Melissa Kussman

Session Notes:

Trends/opportunities on the horizon:

- Technology
 - Improve our service in terms of gathering data immediately and when needed – harness the data available, have it real time, less manual reporting
 - Make it easier for customers to pay other ways (e.g., text link) – we need better payment options
 - Create an app for customers to receive notifications
 - Customer experience and efficiency with phone system (we need more conversation on what the phone system needs to be able to do)
- Many of us working in a hybrid model and how will this play out in the next five years; is there a remote solution for us down the road
- Importance of recycled water
- Succession planning/knowledge transfer – huge turnover this last year; we need opportunities to cross train and share; rotations to different jobs or job requirements to learn different jobs
- A lot of our customers ask for a low-income programs or Senior programs (“I’m on a fixed income. Do you have any options?”)
- Questions from customers about “why are you so expensive?” – we do education

Short-term efforts:

- Better payment options for customers using technology while also assisting a customer via phone because they may have concerns with security or not knowing how to use technology; is there potentially an additional cost to conduct this customer service via phone
- Explore solution for how customer access services (signing up for new services)-doing this via phone instead of online because SSN is required (e.g., best practice on what other water agencies are doing to not have to call...either SSN not required or SSN is encrypted)

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- Sorting through how we work through issues where customers aren't paying for services (hopefully resolved before this business plan is active) and/or aren't responding to our communication about late payments (e.g., someone passes away, can't afford to pay during Covid)

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WORKSHOP NOTES BY FOCUS AREA

Engineering

Date/Time: 3/24/2021, 1:00 – 3:00pm

Participants: Adelina Sanchez, Brett Schultz, Jocker Alejandro, Jose Nunez, Josh Oldenburg, Mark Niemiec, Michael Hindle, Pilo Hernandez, Robin Bier, Tom Martin, Tony Mendoza, Wilson Lau

Session Notes:

Trends/opportunities on the horizon:

- Regulatory challenges with high implications for District (\$\$\$\$millions) – think about how we can develop the technical and muscle on some of the more unreasonable regulations (get a lobbyist, join with other entities)
- We might need more of a data manager to handle all the data coming in, we might need a dedicated person for regulations/tracking legislation/code compliance (could be more of the muscle to push back)
- Technology – moving to electronic, COVID has fast forwarded this electronic environment
- Telework as a retention/recruitment strategy – regular working from home
- Work flexibility, telecommute once per week, 9/80 schedule, continue to use MS Teams and having tools (e.g., laptops) to do this and tap into intranet system
- AWP integration with existing staff
- Need to push forward ESA/redundant pipeline system
- Expansion of District to serve Viejas/Alpine (beyond current District boundaries)
- Engineering department staffing is a challenge – number of staff; doing more with fewer resources and harnessing technology as much as we can to support that to manage the balance on rates (at least in the short-term) – lean on each other and rely on the team, ask for help from leadership to support workload; lean on outside consultant/vendors for temporary/short-term needs; accountability to ensure that all staff is doing their part and where are there gaps
- Job opportunities/road path for temp position and be promoted into permanent position
- Training opportunities when it comes to technology – MS Teams, virtual project management opportunities
- Engineering/technical seminars/convention meetings
- Integrate what we know in the field and put into an accessible platform and have employees able to access this information in an easy and user-friendly manner

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- Future of the infrastructure – requires smart planning, asset management to determine if we replace assets and ensure engineering stays true on 3Rs (reliability, resiliency, and rate-payer affordability)
- Bringing the right talent into Padre – keep hiring by committee with panelists from various workgroups to help align different cultures and will fit Padre
- Tying technology to the future – Smart planning to build a sustainable future – right technology, people, tools, and a financially sustainable future
- Sustainable – tie to “green”, minimizing waste, reduce energy costs, ties to financial as well, financially sustainable/affordable, knowledge based (knowledge gets passed on to the next group of people, passing info along), energy/food/resources neutral (creating what you use), HR side (our employees are our biggest asset, they need to be able to be sustainable to be able to provide services to the District)
- Digital innovation – making things web friendly, features on our website more web-friendly, simplify the customer experience (e.g., at the engineering counter we can’t receive payment via credit card, only via check), tools to use to make our jobs easier and more efficient
- CIP – making opportunities available for employees, workflow improvement, consider restructure of department (dedicated construction management role, there have been some out of class positions extending over a year, may create some permanent positions)
- Staff to not be afraid to challenge themselves and remember to do the fundamentals (if people’s goals are too aggressive goals, then might miss basic deadlines/day-to-day work)
- Keeping a pulse on increasing regulatory requirements from the state (water loss regulations, sewer exfiltration, investigative orders, climate action plans, etc.) – staffing and budget levels to account for these requirements
- Some cross over with staffing so as people retire someone can step into the role and support the transition (gap in the knowledge with people that retire)

Engineering specific:

- Focus on using data and analytics to the best of our ability – bring in software to manage the massive amounts of data we are using, Excel can’t handle the volume of data, we need to get better at managing the data and using it to make better decisions, we have automated meter reading data but to access it and use it to make decisions is so burdensome that we end up not using it real time; we might need more monitors out there to track what we are looking for
- Aging infrastructure – rehabbing existing assets
- More condition assessment to extend the life of existing assets if they are still functioning let’s keep them in service

APPENDIX

- Flexibility to work away from the office is going to be key to provide flexibility to employees and be attractive to newer/younger employees coming in and attract the best minds, create more work/life balance
- Great customer service with day-to-day users (rate payers) + developers + engineers to make their lives easier and provide value; it will make our lives easier with plan checks
- The best service they need for their projects and with their fair share of the costs
- Media compares different water agencies and Padre's rates are higher; perspective could be that somehow the District is profiting; rate payers need to be educated better on why the rates are higher and how it is a fair value
- Overall finances – enough revenue coming in to pay for pension payments, benefits, etc.
- Right of way – asset management, drone technology for inspections for miles of pipeline or our reservoirs (can create a baseline to record)
- Vacant land for future reservoirs – look at this asset and does it make sense to hold onto these big pieces of land; if someone dumps on it or a fire starts, we are liable
- Continue investing in education for staff and employees (throughout org, even Board members so everyone understands water, sewer issues), which means we need to invest in seminars and education
- All departments to be educated about the other departments – how do you find information? What do you need? Where is this information located? I might be able to find it myself instead of a phone call or setting up a meeting

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WORKSHOP NOTES BY FOCUS AREA

Financial Management

Date/Time: 3/19/2021, 9:00 – 11:00am

Participants: Adrienne Borden, Ben Brugman, Cathy Sylvester, Karen Jassoy, Kevin Woo, Melanie Schott

Session Notes:

Trends/opportunities on the horizon:

- AWP project going online in 2025
- State of California water restrictions and messaging to customers and revenue stream impacts
- Cost of water is a big deal to our customers – cost is going up and salaries aren't going up; lots of complaints on NextDoor
- Amount of data that we have and needing to harness it more easily to report out; make it more like a dashboard and/or pushing information out to others so they can see it and use it as needed (both internal and external partners)
- Making processes more automated and take out potential human error component
- COVID impact to remote work and using technology (more people can attend conferences because there is not travel required; more flexibility for employees to attend meetings); how does this work long-term
- Staffing and expectations with staff with new technology ; we may need some technology training and support if this path of remote work were to continue; we need the right equipment to work from home
- We need to be proactive when people transition out of the District – better planning and anticipating departures (e.g., cross training, knowledge transfer)
- Our department needs to prepare for retirements in the next 5 years
- Will we have a business continuity plan where everyone knows what we will do when something potentially shuts down the business (e.g., fire, hurricane, pandemic) and everyone knows their roles?

Financial Management Focus Areas

- All of the current focus areas in the business plan remain important
- Provide timely...and transparent data...Transparency on cost to developers
- When people are onboarded to Padre, do they understand their interaction with AP, etc. Do we understand what training they need, what access to programs/systems they need?

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We should have that information when they come onboard, so we can plan as part of the onboarding process. Should this be added to the onboarding checklist?

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WORKSHOP NOTES BY FOCUS AREA

Information Technology

Date/Time: 3/17/2021, 9:00 – 1:00am

Participants: Brian Croom, Diane Johnson, Emma Shu, Ernie Green, Jen Gordon, Karen Jassoy, Ken Michael, Lisa Sorce, Alex Gerasimov, Amy Pederson

Session Notes:

Trends/opportunities on the horizon:

IS specific:

- More digitized infrastructure and utilizing data differently – use AMI system not just for billing, but also to detect internal leakage, water balance, pipe system to prevent breaks or other situations (connects to operations)
- Identifying more and more need for technology in every department
- AWP (short-term work and long-term structure to be built out)
- Regular District growth and data mining related to that growth and AWP
- Remote/virtual work not going away so how we support it; shifting to a hybrid approach; establishing a bring your own device policy (have met the short-term goal of meeting this challenge, but what is the long-term policy/plan/necessary conditions for a hybrid work environment in the context of public pressures)
- Cybersecurity (good tools in place, but need to keep expanding and adjusting as the world changes)
 - Human element, training of dos and don'ts (e.g., passwords, USBs)
 - Trend of having everything in the cloud, lots of GIS stuff online
 - Vulnerable to TEAMS being down
- Integrating GIS/CIS/data systems (SCADA)/MUNIS/OnBase – easier if a customer calls in that the rep can see the map of the area more easily and see where there might be issues; encourage the use of automating processes
- Technology to expand on ability to participate in public meetings; ideal to integrate with agenda software; will videos from Board meetings be posted?
- Technology is so fast paced and as soon as we implement a solution, the next best thing is already out there; how do we manage for this and eliminate duplicative software/technologies and utilize the technology to its most effective level; other factors pull us into certain decisions
- Identifying goals in IS is hard because things change so much and goals may become irrelevant quickly – make this clear in the plan and how to communicate when

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replacements are necessary for the plan or flexibility required as the landscape, needs, and options change

- Users are expanding...public, private, customers, Board, employees – can be a great communication tool faster (e.g., outage shown on map, seeing documents, Board updates)
- New phone system (long and short term)
- Contracts that cross business plan boundaries (e.g., cybersecurity support, ESRI support) – when we renew these, they cross those timeframes

More general:

- Silver tsunami and many retiring
- Low bench strength and needing staff to do all the things we need to do
- Knowledge transfer as people leave the organization and come into org
- Having the money/resources to do what we want to do and put all the programs into place
- Lots of paper and going more paperless (e.g., lots of paper maps)

Focus Areas Discussion:

- Maintaining systems up to date and developing solutions; how do we spend our time to do all these pieces and/or engage outside resources to support development tasks; set expectations appropriately across District (can't be experts in everything)

Long-term efforts:

- Next round of PC replacements
- New phone system
- When we upgrade applications, we have options to pick more cloud-based options or keep physically onsite; if we keep moving to these applications, we will likely need to move to more cloud-based as the market changes for what vendors will offer/support

Short-term efforts:

- New phone system

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WORKSHOP NOTES BY FOCUS AREA

Operations and Water Quality

Date/Time:

- Session 1: 3/9/2021, 8:00 – 10:00am
- Session 2: 3/23/2021, 7:00 – 9:00am

Participants:

- Session 1: Abe Baza, Bobby Kelley, Dan Stevenson, Jimmy Vargas, Josh Falos, Manny Lozano, Nick Lobaugh, Paul Clarke, Pete Grable, Larry Ward
- Session 2: Austin Darley, Daniel Lockart, Derek Campbell, Greg Gibbs, Jake McGuire, John Tackett, Paul Clarke, Phillip Stevens, Rich Schultz, Rob Northcote, Ryan Hughes

Session Notes – Session #1:

Trends/opportunities on the horizon:

- Growth and development of **Advanced Water Treatment and WRF** and positions and opportunities it will create, it provides opportunities which could mean movement of current talent; AWP is a big one when we are adding such a large building and staff that may not come from internal positions; excited to put us on the map, but don't want to change the culture so a bit nerve-wracking; buildings added so facility maintenance impact will be real and what needs to happen with staff
- **Underutilizing technology available** – would like installing chlorine analyzers, monitor information in pipelines, bringing data back to control room to allow operators to make better decisions; amount of technology that we need to find the time to implement and get it installed – do people need to be physically there or can we get the information back with cameras, analyzers, etc.; challenges are staffing, money (but seems money is there for us to stay on board with advancements); implementation of new technology because job is constantly evolving; even the time to find the new technologies then we don't see it
- **Expansion in Santee** (new condo complexes and more infrastructure coming), so may need to add additional crew to the mix in Santee
- **Downtime on construction side to prep equipment** (1 day/month) to run pumps, clean vehicles and always up and ready to go
- **Cybersecurity** – business networks, SCADA networks; we have all the protocols in place
- **Training/mentorship/succession planning** – lots of retirements and turnover with an inexperienced staff as people have been promoted

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- **Culture** – we can't take it for granted, it takes work from management and employees to come together and listen to one another
- **Regulatory/compliance** area will continue to change and ramp up requiring more diligence and resources from the District
- We need to get out there and **physically look at the system** and look at each part of the system and evaluate what needs to be done

Many of the above are long-term and short-term efforts

Short-term specific:

- Work order system to track immediate needs and prioritize work with due date
- Asset management software (roadblock to select one over the last 5-10 years)

Session Notes – Session #2:

Trends/opportunities on the horizon:

- AWP – new processes, new technology, new skills to learn, larger staff-25+ new employees with likely a subculture created (lots of opportunity and challenges- as District becomes larger and is a focal point of Region, we have to work to maintain family/morale-based culture); refine some of the support workers (not necessarily within the fence...SCADA, pump technicians); increase in workload and variety of work tasks; increase in regulations; more job opportunities but likely need more education/certifications; management needs to lay out a path for employees to become qualified and move into AWP jobs
- More computer-based work vs. paper
- Construction at AWP and system office
- Developing new employees, continue to develop current employees, and transfer of institutional knowledge/experience (lots of recent retirements with long-term employees); importance of training, succession planning, mentorship
- Encouraging employees to stay
- Identify current super stars to keep moving District forward
- Technology-CMMS; newer employees bringing in this comfort with new technology; supports growth of District; we need to keep up with technology trends in industry (e.g., remote technology to help operators do job more efficiently/effectively)
- How to engage with customers – using social media/different communications to engage with customers; if there is a main break, people don't go to our website first – they look at our social media accounts so we need real time data posted there (especially emergencies)
- Future serviceability – will this product continue to be useful to us in 10 years

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- Remote working – industry/worldwide expectation and changes how we do work post-COVID; how to substitute impromptu meetings/mentoring
- Staffing – let's not forget about the staff that still have 10-15 years to go; how do we help them grow and expand
- Technology – it's changing so quickly and so fast; it takes so long for us to figure out which technology, purchase it, and implement it; can we shorten the time it takes to implement the technology
- WRF and Lab Services – there is a question of whether a recycle infrastructure is a feasible option moving forward or does everything become AWP water and you maintain one distribution system instead of two

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WORKSHOP NOTES BY FOCUS AREA

Parks and Campground

Date/Time: 3/18/2021, 4:00 – 6:00pm

Participants: Adam Zuniga, Bryan Hague, Greg Even, Laura Koval, Megan Monteith, Nina Tarantino, Shawna Fakhouri

Polling Data: What ideas do you have to encourage campers to come stay with us and keep coming back?

- Swim up bar
- A gym
- Cabanas to rent
- Rental areas at the pool
- Train rides
- Margaritas and beers
- Expanded parade
- Boat races
- Mobile concerts
- Sailboats Lake 1
- Dive in movies
- Pet friendly cabins
- Make a spa for the kids!
- Swim bait expo
- Water lantern festival
- Another water feature or new pool area
- Corn hole
- Upgraded amenities
- Improve service (in progress)
- New amenities
- Cell service
- Improve Wi-Fi
- Outstanding Customer Service
- Own Aquaculture
- Stocked lakes
- 194 acres, 7 fish stocked lakes, friendly helpful staff/volunteers
- Family friendly
- Clean park and friendly staff
- Clean facilities
- Clean!
- Tons of playgrounds
- Greenery
- Exceptional customer service
- Safe
- Family memories
- Safe and clean park
- Lazy River
- Green grass
- Excellent customer service

Session Notes:

Trends/opportunities on the horizon:

- Growth of outdoor recreation, more desire to camp and do safe activities, buying more campers (do we add more camping spots or RV storage)
- Concern over state's mandate for electric cars by 2035, including RVs and will be using our electricity (how do we charge for that and ensure we have the ability)

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- Future improvements: mobile check in capability, pet friendly cabins, rear camper expansion/upgrade, new RV storage lot, digital electric meters
- Inflation on minimum wage increase – affects bottom line and attracting the best talent
- Employees having more flexibility to work from home if necessary
- Rising utility costs – eventually we may need to charge more to customers, maybe even short-termers
- Automation/technology – what can we do with current computer systems and what can we do with new systems (e.g., apps, website)
- Trends – glamping, yurts-how to handle these once they are open
- Pricing – some reviews on Santee Lakes being pricey; need to communicate what they are getting for their money
- Millennials and Seniors – huge markets; how to meet needs for both groups

What are the elements of this plan (referencing the Dynamic Vision Plan) that we need to be thinking about over the next five years? What is missing from this plan that will be relevant in the next five years?

- Campground expansion/RV storage
 - We have over 250 people on waitlist and if we factor in all the people that just bought RVs in the last year, that waitlist is going to grow
 - If we increase campground, how do we handle utilities and the need for staff to support
 - Camping spot can make 10x the amount than an RV can make even factoring in electricity and staffing
 - RV storage takes away from true recreation/Campland
 - Campground expansion is a bigger operational challenge
 - Decision would happen after AWP is complete and a cable ski park could follow from that; Santee Lakes is “drought proof” so could be a good spot for the ski park
 - Could we do both? Could we look at the older loops (Lakeshore and/or Willow) and add more camping in between some areas?
- Funding Considerations:
 - What is the focus for grants? The focus over the last few years has been on disadvantaged communities and equity; with state and federal grants, they have Parkfinder; we need to be thoughtful about new ways to find funding
 - A QR code at the walk-in gate to donate
 - Can we look for corporate sponsorships? Shade structure connect to health. Dining deck naming rights. But also ensure it doesn’t pollute the environment (e.g., overdoing the signage).

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- Could there be community fundraising? Campaign like The Power of 8 (\$8 from 8 people)
 - Could there be a membership required to make a reservation at the campsite?
 - Can you get resources from a development type person/background to help brainstorm and implement some of these ideas?
- Lake dredging and shoreline restoration (in talks with AWP on accomplishing some of this), but we will lose revenue because this can take months and campers don't want to be there during that which is rough on the heels of the COVID impact; tentative timeline:
 - Aug-Nov 2022 – Lakes 1-3 and Pond C
 - Aug-Nov 2023 – Lakes 4 and 5
 - Aug-Nov 2024 – Lakes 6 and 7
 - 2025 – AWP online
- Baby shower for the baby ducks
- Newer larger sprayground area and relocation/recontouring of lake
- We have aging infrastructure (e.g., restrooms, pool, water lines, electrical, roadways, concrete paths) that we need to pay attention to and be more aggressive about addressing those
- Finish off picnic table upgrades (wooden to concrete or some other material that isn't quite so expensive)
- New focus on electric meters – is a priority now

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WORKSHOP NOTES BY FOCUS AREA

Resource Management and Planning (AWP)

Date/Time: 3/19/2021, 1:00 – 3:00pm

Participants: Ken Simmons, Kyle Swanson, Rebecca Abbott, Ryan Hughes, Nina Tarantino

Session Notes:

Trends/opportunities on the horizon:

- Recruiting talent and welcoming/onboarding that new staff and are up and running with the plant is up and running
- Changes in technology will affect how we onboard new staff and integrate them into the team; we need to embrace this technology and be open to new idea that a fresh set of eyes that new staff bring into the agency
- Replacing positions that have retired or are retiring and work towards smooth transitions
- Ways to leverage the technology as we onboard people and to keep up with the new technology – we could be using tools to help with knowledge transfer/sharing
- AWP (4 years from today is when we should turn on the switch)
- Having foresight and thinking about processes and/or adapt them and not just assuming we should continue down the path as status quo (Changing some of the recycled/potable water, maintenance and operation costs to operate two different systems; where should we be putting our time and resources)
- Foresight on the long-term energy issues and other energy sources, checking assumptions, what might we need to invest in short-term for long-term effects--Energy intensity to pump water uphill
- Development and advancement in the organization (e.g., job role changes, Rebecca is the super star) is important; continual investment in employees
- There is a lot of thought put into the hiring process and how do we make sure we hire the right people given the dynamics/culture is changing
- Being attractive to current and future workforce
- Opportunity with COVID, working remotely, outsourcing work and approaching work with agility

Resource Management and Planning

- Within AWP project, Intelligent Water Systems – investment the District could make that looks at how we operate these facilities that leverages the technology to use AI and machine learning/emerging technology in water; designing facilities to take this into

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account; could lower the number of staff, chemical needs, etc.; gathering data to make recommendations on more efficient processes

- Pilot on machine learning related to sewer system; predicting where we may have issues in our sewer system and inspecting the right pipes
- CMMS (Computerized Maintenance Management System) for Asset Management instead of tracking maintenance on Excel spreadsheets – provides more predictive maintenance and helps us manage our assets in a more efficient way
- Combine CMMS and more efficient equipment – not just looking at the cheapest product but long-term value (including O&M, sustainability); today's choices affect how this works later
- Energy demands on main campus (e.g., customer service), putting solar over covered storage, paused because of bandwidth and to see how AWP shapes out
- Cogeneration – a byproduct of treatment process is methane gas which can run generators and offload energy demands for AWP; there are tax incentives to do this sooner rather than later; partner with waste management/haulers; how do we put this methane gas to a better use and not concern community members
- Staffing as a resource
- Technology that require less maintenance and in-contact, human touch, more autonomous; overall impact on District budget long-term; virtual technology for meetings or seeing plants from anywhere in the world
- AWP/Park nexus – future use of Pond C; being reserved for recreation and is part of treatment/storage; Cable ski park; how can we jointly use Pond C for recreation and emergency storage for water in the event we can't hit the highest level of surface augmentation in the regulation/water quality

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WORKSHOP NOTES BY FOCUS AREA

Workforce Management

Date/Time: 3/24/2021, 9:00 – 1:00am

Participants: Brandon Floyd, Jen Gordon, Larry Costello, Lisa Sorce, Tom Martin, Zamen Shayoka, Ernie Green

Session Notes:

Trends/opportunities on the horizon:

- Loss of institutional knowledge with retirements – streamlining procedures, cross training, etc.
- Lots of additional retirements coming and new employees joining + promotions leave us with a lack of bench strength + lack of capacity because longer term employees may be able to do tasks more efficiently and new employees have to learn this efficiency in their own way (finding the nexus between the wisdom/institutional knowledge and new ideas/fresh perspective/technology); knowledge transfer will be better if relationship building is strong
- Growth – sustainability (what kind of forks are we using in the breakroom, what kind of energy are we using, daily practices, are the lights on time-sensor, electric vehicles for fleet + generators and keeping service going through an emergency or outage, continuous service throughout any event), AWP, what else can we be doing to be more environmentally friendly (e.g., more solar panels)
- Demographics changing – more development in community, being more diverse, might be more important for new employees to work for a company with sustainable practices, organizational values, how it treats employees (not just about paycheck/benefits); are we active in Indeed – professional online presence for future applicants
- Interacting more on social media – relates to recruiting and retaining employees; spreading word about Padre Dam
- We currently have more communication and transparency...keep going down this path on workforce and management
- Next steps from COVID – Are we safe? Smaller building, new normal and best approach moving forward
- Regulations/legislation, which shifts policies (e.g., over 30 laws impacting HR alone)
- Technology in the forefront of everything we do – go electronic with files and not so paper-based, we can do this through our document management system so we have the

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tool but we don't have the bandwidth to make it happen (e.g., scanning support is a temporary need, not a long-term FTE + frees up floor space with files gone)

- Cybersecurity
- AI
- Virtual environment and supporting this moving forward – will we have long term telecommuting? What does that look like for employees? Field staff have the support they need all the time as others are telecommuting
- Continue to invest in training for employees to get them ready for promotion
- More work on succession planning – in Operations we took a big hit on institutional knowledge as people left because there was no overlap in transitioning roles – need help on these transitions and knowledge transfer (variation among departments)
- Develop a change management process so we are working through change consistently and decrease anxiety about change
- Need to remain transparent in communication
- Negotiations are upcoming with employee associations – Will they be traditional? Management expectations for outcomes? We need to communicate about it. New employees may need education on what employee associations even are.
- AWP – What does it look like? How do we support it? Does it look different? Ensure AWP is integrated with Padre Dam

Workforce Management Focus Areas specific:

1. Employment Branding – storytelling, pictures on wall, this could be further developed to create the connection, Padre Dam profiles on website, highlighting employees that are also veterans, helping employees make a connection, utilize Padre's rich history, maybe capture those stories as people retire, Padre needs bragging messages (award-winning, best place to work) to publicize to potential employees
2. Talent Management (training, developing leaders, succession/career planning, knowledge management) – lots of encouragement to participate in education and invest in themselves and their role at Padre (tuition reimbursement, certifications), continue to fund; try to offer a mix of learning mediums (microlearning, in-person, etc.) – vendor training on new products/efficiencies has been lost a bit, attendance at conferences/seminars has declined due to employee capacity to attend/participate; used to be more training around personal development in-person which developed relationships among employees; miss the big meetings and the interaction that comes with that; maybe reintroduce these interactions as we re-enter the workplace
3. Motivation and Engagement (compensation, recognition/retention) – total compensation (just the paycheck is not the focus when accepting a job, looking at the total work experience), creating a flexible work environment (e.g., shifting the telecommuting

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policy), employees can actively research Padre in advance (could there be a live chat function for Customer Services, integrative function on website)

4. Asset Protection – mental health issues may need a human connection to support employees; also how to support employees dealing with difficult customers and/or customers with mental health issues
 - Like the action-oriented nature of four areas, not just about maintaining status quo
 - Communication with employees (phone hotline is outdated...we need texting functions to communicate), more communication and faster, a unified message because sometimes each group/leader sharing the message has a different slant on it

RESOLUTION 2022-__

**RESOLUTION OF THE BOARD OF DIRECTORS
OF THE PADRE DAM MUNICIPAL WATER DISTRICT
ADOPTING A STRATEGIC BUSINESS PLAN AND BUDGET FOR
FISCAL YEARS 2022/2023 THROUGH 2026/2027**

WHEREAS, the Padre Dam Municipal Water District ("District") is organized and operates pursuant to the Municipal Water District Act of 1911 commencing with Section 71000 of the California Water Code; and

WHEREAS, there has been presented to the Board of Directors a proposed five-year Strategic Business Plan and Budget for the District for the fiscal years 2022/2023 through 2026/27; and

WHEREAS, the proposed Strategic Business Plan and Budget has been reviewed and considered by the Board; and

WHEREAS, the Board of Directors determined it to be in the best interest of the District to adopt said Strategic Business Plan and Budget for the sound financial operation of the District; and

NOW, THEREFORE, be it resolved, determined and ordered by the Board of Directors of the Padre Dam Municipal Water District, as follows:

Section 1. The matters set forth in the Recitals to this Resolution are true and correct statements.

Section 2. The Five Year Strategic Business Plan and Budget for the District for fiscal years 2022/2023 through 2026/27 is hereby adopted as set forth in Exhibit A, attached hereto.

Section 3. The Board shall adopt Resolutions before the commencement of each fiscal year within the five-year plan affirming modifications and carry-overs as described in the Strategic Business Plan and Budget attached hereto as Exhibit A.

Section 4. This Resolution shall take effect on July 1, 2022.

PASSED AND ADOPTED at a special meeting of the Board of Directors of the Padre Dam Municipal Water District held on May 25, 2022, by the following vote:

AYES:

NOES:

ABSTAIN:

ABSENT:

ATTEST:

Board President

Board Secretary

EXHIBIT "A"
PADRE DAM MUNICIPAL WATER DISTRICT
FIVE YEAR STRATEGIC BUSINESS PLAN FOR
FISCAL YEARS 2023 THROUGH 2027