

**PADRE DAM MUNICIPAL WATER DISTRICT
FIVE YEAR BUSINESS PLAN FY '18 - '22
QUALITATIVE PERFORMANCE INDICATORS AND GOALS
FY '22 (QUARTER 3, YEAR 5)**



Not Started ●
Off Task ▲
On Task ●
Complete ✓

WORKFORCE MANAGEMENT AND SUPPORT						
Description	Goal	Quarter				
		1st	2nd	3rd	4th	
Staffing						
Time to Hire	Less than 45 days	▲	▲	▲		
Cost per hire	Less than \$500	▲	▲	▲		
Create District HR Video	Completed by end of FY19	●	●	●		
Assessment on Need for Salary Survey	Completed by end of FY22	●	✓	✓		
Number of Internships	Min of 2 per year	●	▲	▲		
Internal Promotions	20%	●	▲	●		
Involuntary Turnover	Less than 5%	●	●	●		
Engagement						
Stream Engagement	95% monthly	●	●	●		
Maintain Employee Recognition Events	Annually	●	●	●		
Active laterals	More than 12 annually	●	●	●		
Performance						
Job Related Goals on Annual Review	100%	●	●	●		
EE On Development Plans	40%	●	●	●		
Maintain Mandated Training	As required by law	●	●	●		
Pay for Performance Assessment	100% of Annual Reviews on time	▲	▲	▲		
Workers Compensation						
Workers Compensation Incident Rate	Baseline 2017 (4.40%) – goal is below 5%	●	●	●		
XMOD Improvement	Maintain at or below 1.18	●	●	●		
Credit Incentive Points	Strive for 90% or better each year to offset premiums	●	●	●		

ENGINEERING AND DEVELOPMENT						
Description	Goal	Quarter				
		1st	2nd	3rd	4th	
Capital Program Development and Implementation						
Expend or commit planned CIP budget	85% by the end of the Five Year Business Plan	▲	▲	▲		
Minimize overall change orders for CIP program	Below 10%	●	●	●		
Provide project update to Stream when project is bid	100% of projects	●	●	●		
Planning and Compliance						
Update Sewer System and Urban Water Management Plans	Updated to July 1, 2021 to tie to regulatory deadline	✓	✓	✓		
Renew NPDES permit	Renew by 2021	●	●	✓		
Review and update Comprehensive Facilities Master Plan	Complete by 2021	●	▲	▲		
Implement Ph1 of the East County AWP Program	Complete by 2022	●	●	●		
Development Services						
Review and Update Capacity Fee	Review quarterly, update per policy	●	●	●		
Provide Development Projects update to website and Stream	Quarterly	●	▲	▲		
Complete plan review of projects	Within 4 to 6 weeks from plan check fees being paid	●	●	●		
Inspection						
Dig Alert Response	Within 2 days of notification and accuracy rate of 99.9%	●	●	●		
Close out projects timely	Within 3 months of filing of notice of completion	●	●	●		
Right of Way (R/O/W)						
Resolve any encroachment	Within 6 months of discovery	●	●	●		
Ensure necessary R/O/W for development/capital projects is acquired	Before finalization of plan review / before bidding projects	●	●	●		

**PADRE DAM MUNICIPAL WATER DISTRICT
FIVE YEAR BUSINESS PLAN FY '18 - '22
QUALITATIVE PERFORMANCE INDICATORS AND GOALS
FY '22 (QUARTER 3, YEAR 5)**

Not Started ●
Off Task ▲
On Task ●
Complete ✓

CUSTOMER SERVICES					
Description	Goal	Quarter			
		1st	2nd	3rd	4th
Billing, Receipts, and Collections					
Maximize collection of bad debts	Reduce bad debt sent to agency by 10%	●	●	●	
Decrease printing and mailing costs	Increase number of e-bill users by 10%	●	●	●	
Customer Assistance					
Increase response to customer inquiries	Minimize abandoned calls and reduce customer call wait times	●	●	●	
Track registered users of Aquahawk online water use portal	Increase customer registration by 30%	●	●	●	
Meter Services AMI					
Increase efficiency and performance of upper level AMI System	Reduce AMI Gateways from 44 units to 17 units by end of 2017	✓	✓	✓	
Increase efficiency and performance of upper level AMI System	Reduce number of repeaters in AMI infrastructure by 50%	▲	▲	●	
Reduce manual meter reading	Maintain AMI electronic reading percentage of over 99% at all times	●	●	●	

OPERATIONS AND WATER QUALITY					
Description	Goal	Quarter			
		1st	2nd	3rd	4th
Operations and Maintenance Department - General					
Expand the use of GIS	Ongoing	●	●	●	
Pursue solutions to the flooding issues in Sycamore Creek	Ongoing	●	●	●	
Complete all regulatory reports	Annually	●	●	●	
Construction Group					
Site paving projects	Ongoing	●	●	●	
Minimize Sewer Hot Spots using Smart Cover technologies	Ongoing	●	●	●	
Water Operations					
Install reservoir management systems	By 2020	●	●	●	
Site security upgrades	Ongoing	●	●	●	
Ready all pump stations for bypass pumping operations	By 2021	●	●	●	
Water Recycling Facility					
Meet permit discharge requirements 365 days	Ongoing	●	●	●	
Perform required maintenance of all major plant equipment annually	Annually	●	●	●	
Inspect chlorine scrubber	Annually	●	●	●	
Overhaul one vertical turbine pump and motor	Bi-Annually beginning 2019	●	●	●	
Evaluate a new computerized maintenance program	Ongoing	●	●	●	
Laboratory and WRF Control Room upgrades	By 2018	✓	✓	✓	
NPDES Permit renewal process	Ongoing (Expires in 2021)	●	●	●	

FINANCIAL MANAGEMENT					
Description	Goal	Quarter			
		1st	2nd	3rd	4th
Accounting					
Time to Run Payroll	Less than 4 days	●	●	●	
Timely processing of Invoices	Realize 90% of discounts available	●	●	●	
Timely filing of all IRS/State of CA payroll related reports	Within 30 days after quarter end	●	●	●	
Timely issuance of 1099s and W2s Annually	By January 31 each year	●	●	●	
Timely distribution of financial statements	To Board by 2nd meeting each month	●	●	●	
Timely distribution of audit	To Board by 2nd meeting in November	●	✓	●	
Timely filing of State Controllers Report	Annually by January 31	●	●	●	
Stay Current on Munis Software	Convert to V11 by end of FY '18	✓	✓	✓	
Budgeting and Planning					
Timely budget completion	Finalized and approved before beginning of each fiscal year	●	●	✓	
Timely completion of Budget to actual reports for departments	By 3rd week after month end	●	●	●	
Issue 10 Year History report Annually	Draft by October 31 each year, final within 30 days of completed audit	●	✓	●	

**PADRE DAM MUNICIPAL WATER DISTRICT
FIVE YEAR BUSINESS PLAN FY '18 - '22
QUALITATIVE PERFORMANCE INDICATORS AND GOALS
FY '22 (QUARTER 3, YEAR 5)**

Not Started ●
Off Task ▲
On Task ●
Complete ✓

FINANCIAL MANAGEMENT (Cont.)					
Description	Goal	Quarter			
		1st	2nd	3rd	4th
Finance and Investing					
Comply with debt service Coverage Requirements	Debt Service Coverage greater than 1.2X	✓	●	●	
Comply with Bond Disclosure Requirements	Annual Continuing Disclosure Report posted by March 31	●	●	●	
Minimize Borrowing Costs	Maintain at least an AA credit rating	●	✓	✓	

PARK AND CAMPGROUND					
Description	Goal	Quarter			
		1st	2nd	3rd	4th
Financial Sustainability					
Occupancy Rate	Above 80% annually	●	●	●	
Sponsorship Revenue (1)	15% revenue increase by 2022	▲	▲	▲	
Event Area Revenue (1)	\$200,000 by 2022	▲	▲	●	
Call Metrics	90%+ Service Rate monthly	▲	●	●	
Good Sam	9.0 annual rating	●	●	●	
Instagram Followers	5,000 by 2022	✓	✓	✓	
Facebook Likes	15,000 by 2022	✓	✓	✓	
Organizational Development					
Stream Engagement	Weekly login; 12 articles and 2 discussions annually	●	●	●	
Award Applications	1 annually	✓	✓	✓	
Work Camper Program	Create development plan by 2018	✓	✓	✓	
Work Camper Program	Implement applicant software tracking by 2018	✓	✓	✓	
Predictive and Preventive Maintenance					
Urban Forest	Trim 80% of the trees in our Urban Forest by 2022	●	●	●	
HVAC Units	Perform quarterly maintenance at 100%	●	●	●	
Dynamic Vision Plan					
General Store Remodel	Complete by 2020	✓	✓	✓	
Park Administrative Building Remodel	Complete by 2020	✓	✓	✓	

(1) These goals are "OFF TASK" due to COVID-19

PUBLIC COMMUNICATION					
Description	Goal	Quarter			
		1st	2nd	3rd	4th
Demonstrating Value					
Engagement on Value of Water (2)	Provide at least 1 tour or class to customers on a quarterly basis	●	●	●	
Develop and maintain online reporting tool for performance measurements	Develop in first year of plan and continue semi-annual updates	●	●	●	
Informational campaigns on water services	Develop new messaging or tactic at least twice annually	●	●	●	
Water Supply and Reliability Messaging					
AWP Tours (2)	Minimum of 1,000 visitors per year	✓	✓	✓	
AWP Outreach	Positive customer feedback and continued increase in customer reach	●	●	●	
Water Supply Condition Messaging	Develop messaging as needed based on conditions	●	●	●	
AWP Construction Outreach	Messaging to impacted residents and businesses	●	●	●	
Public Outreach					
Enhance Outreach	Use of new technology or online services for customers	●	●	●	
Provide updates to the District website	New items monthly	●	●	●	
District Project communications	Provide information to customers at least 7 days before work begins	●	●	●	
Media Relations	Positive earned media on District stories	●	●	●	
Social Media Engagement	Increased reach of message and customer engagement	●	●	▲	
Branding	Ensure District is presented positively & accurately in all representations	●	●	●	
District Reports (Water Quality, Annual Report & other required)	Complete reports on time each year	●	●	●	
Web Videos	At least 1 new services video per year; additional videos for social media	●	●	●	

(2) These goals are "ON HOLD" due to COVID-19, although staff was/is prepared for both.

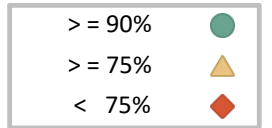
**PADRE DAM MUNICIPAL WATER DISTRICT
FIVE YEAR BUSINESS PLAN FY '18 - '22
QUALITATIVE PERFORMANCE INDICATORS AND GOALS
FY '22 (QUARTER 3, YEAR 5)**

Not Started ●
Off Task ▲
On Task ●
Complete ✓

PUBLIC COMMUNICATION (Cont.)					
Description	Goal	Quarter			
		1st	2nd	3rd	4th
Government Relations					
Provide comments on items with impact to Padre Dam	At least 90% of items that have an impact on Padre Dam and ratepayers	●	●	●	
Legislative Updates to the Board	At least semi-annually	●	●	●	
Enhance relationships with elected officials	Meet with annually and share important District news regularly	●	●	●	

INFORMATION TECHNOLOGY					
Description	Goal	Quarter			
		1st	2nd	3rd	4th
IT Infrastructure and Operations					
Transition to Exchange Online and Office 365	Complete by 7/1/2019	✓	✓	✓	
Upgrade Active directory domain level to 2012/2016	Complete by 3/31/2019	✓	✓	✓	
Expand and maintain data and telecommunications networks	Ongoing	●	●	●	
Replace phone system with a unified system District wide	Assessment RFP out by 03/31/19	●	●	✓	
Upgrade all servers to Microsoft Windows Server 2012-2016	Complete by 12/1/2020	●	●	✓	
Implement IT/GIS staff technical training program	Ongoing	●	●	●	
Implement IT/GIS staff change management training program	Complete by 12/1/2018	▲	▲	▲	
Improve Documentation and tracking of all IT contracts	Ongoing	●	●	●	
IT Service and Applications					
Migrate services to Cloud computing models where feasible	When feasible	●	●	●	
Place all major applications on an update schedule	Complete by 7/1/19	✓	✓	✓	
Improve SQL report access and availability	Complete by 7/1/2020	✓	✓	✓	
Improve multiple source data integration	Complete by 7/1/2020	●	●	●	
Implement end user operating system and application training program	Ongoing	✓	✓	✓	
Expand mobile user access to District information and applications	Ongoing	✓	✓	✓	
Improve IT Service Delivery	Ongoing	●	●	●	
Upgrade all compatible desktops to Windows 10	Complete by 3/31/2019	✓	✓	✓	
Improve Help Desk ticket response time	Ongoing	●	●	●	
Develop web-based IT/technology orientation for new employees	Complete by 10/30/2019	▲	▲	▲	
Information Security					
Expand end user Interactive Cyber Security awareness program	Ongoing	✓	✓	✓	
Conduct a districtwide cyber security assessment	Annually with periodic updates	✓	✓	✓	
Generate Backup And Recovery Plans for server hardware recovery	Ongoing	●	●	●	
Generate Backup And Recovery Plans for data recovery	Ongoing	●	●	●	

**PADRE DAM MUNICIPAL WATER DISTRICT
FIVE YEAR BUSINESS PLAN FY '18 - '22
QUANTITATIVE PERFORMANCE INDICATORS AND GOALS
FY '22 (QUARTER 3, YEAR 5)**



Operations and Water Quality

Water Recycling Facility

	1st Qtr (Jul-Sep)			2nd Qtr (Oct-Dec)			3rd Qtr (Jan-Mar)			4th Qtr (Apr-Jun)			Current Fiscal Year			Five Year Plan Cumulative		
	GOAL	ACTUAL	% TO GOAL	GOAL	ACTUAL	% TO GOAL	GOAL	ACTUAL	% TO GOAL	GOAL	ACTUAL	% TO GOAL	GOAL	ACTUAL	% TO GOAL	GOAL	ACTUAL	% TO GOAL
Flow Meter Calibration	0	0	-	0	0	-	15	15	100%	0		-	15	15	● 100%	75	75	● 100%
Chlorine/Sulfur Dioxide Inspections ⁽¹⁾	3	5	167%	3	5	167%	3	6	200%	3		0%	9	16	● 178%	53	81	● 153%
Mixer Inspections ⁽²⁾	3	0	0%	4	15	375%	4	5	125%	4		0%	11	20	● 182%	82	80	● 98%
Mixer Rebuilds ⁽³⁾	3	7	233%	4	15	375%	4	5	125%	4		0%	11	27	● 245%	69	79	● 114%
Submersible Pump Inspections ⁽⁴⁾	4	6	150%	4	6	150%	4	5	125%	5		0%	12	17	● 142%	71	97	● 137%
Analyzer Calibration	15	15	100%	15	15	100%	15	15	100%	15		0%	45	45	● 100%	285	286	● 100%
Exercise all Valves throughout the WRF	11	11	100%	11	11	100%	11	11	100%	11		0%	33	33	● 100%	209	207	● 99%
Perform Hazmat Drill	0	0	-	1	0	0%	-	0	-	1		0%	1	0	◆ 0%	9	3	◆ 33%

Wastewater Group

Sewer Lines Cleaning Footage	151,000	252,277	167%	151,000	184,146	122%	151,000	271,993	180%	151,000		0%	453,000	708,416	● 156%	2,869,000	3,618,408	● 126%
Sewer Hot Spots Cleaned ⁽⁵⁾	60	18	30%	60	99	165%	60	27	45%	104		0%	180	144	▲ 80%	1,464	1,205	▲ 82%
CCTV Footage	15,000	16,022	107%	15,000	15,098	101%	15,000	36,511	243%	15,000		0%	45,000	67,631	● 150%	285,000	476,826	● 167%
Sewer Line Repairs (Laterals and Mains) ⁽⁶⁾	7	4	57%	8	2	25%	7	10	143%	8		0%	22	16	◆ 73%	202	155	▲ 77%
Sewer Lift Station Inspections	45	40	89%	45	52	116%	45	52	116%	45		0%	135	144	● 107%	551	544	● 99%
Unplanned:																		
Sanitary Sewer Overflows (SSO's)		0			0			0						0			3	
Private Lateral Sewer Discharge (PLSD)		0			0			1						1			22	

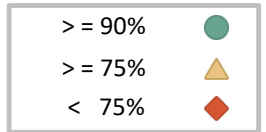
Construction Group

Valve Replacement	33	43	130%	33	30	91%	33	27	82%	33		0%	99	100	● 101%	627	456	◆ 73%
Special Projects	0	2	200%	1	0	0%	1	0	0%	0		-	2	2	● 100%	10	18	● 180%
Poly service Replacements (Added FY '21)	15	17	113%	15	12	80%	15	13	87%	15		0%	45	42	● 93%	285	241	▲ 85%
Unscheduled:																		
Water Services Installed		6			0			4						10			88	
Sewer Services Installed		1			0			0						1			5	
Fire Services Installed		1			0			0						1			22	
Recycled Water Services Installed		0			0			0						0			6	
Relocated/Abandoned Services (All)		1			1			4						6			88	
Unplanned:																		
External Agency Mandated Work		1			1			0						2			7	
Water Main Failures/Unplanned Outages		1			2			0						3			55	

Water Operations Group

Water Mains Flushed	100	119	119%	100	118	118%	100	120	120%	100		0%	300	357	● 119%	1,180	2,113	● 179%
Valves Exercised	675	1,138	169%	675	982	145%	675	934	138%	675		0%	2,025	3,054	● 151%	12,825	16,851	● 131%
Water Quality Monitoring Samples	338	364	108%	341	332	97%	336	358	107%	330		0%	1,015	1,054	● 104%	6,395	6,682	● 104%
Reservoirs Dosed	60	138	230%	60	130	217%	60	53	88%	60		0%	180	321	● 178%	1,140	2,073	● 182%
Water System Site Inspections (45 sites) ⁽⁷⁾	250	346	138%	250	278	111%	250	328	131%	250		0%	750	952	● 127%	4,859	6,075	● 125%
Pump/Motor Maintenance/Recondition	-	1	100%	-	2	200%	2	0	0%	-		-	2	3	● 150%	8	24	● 300%
Pressure Reducing Stations Maintenance	2	0	0%	2	2	100%	3	8	267%	2		0%	7	10	● 143%	43	57	● 133%
Portable Pumps Exercised ⁽⁸⁾	-	2	200%	2	0	0%	2	0	0%	-		-	4	2	◆ 50%	19	13	◆ 68%
Large Meter Calibration (Added FY '21)	20	20	100%	0	0	-	-	0	-	-		-	20	20	● 100%	100	99	● 99%

**PADRE DAM MUNICIPAL WATER DISTRICT
FIVE YEAR BUSINESS PLAN FY '18 - '22
QUANTITATIVE PERFORMANCE INDICATORS AND GOALS
FY '22 (QUARTER 3, YEAR 5)**



Operations and Water Quality (cont)

Electrical/Cathodic Group

Infrared Camera MCC's
Motor Control Centers Serviced
Generators Exercised ⁽¹¹⁾
CP Test Station Reads WSA ⁽⁹⁾
Reservoir - CP Reads ⁽¹⁰⁾
Reservoir - Coating & CP Dive Inspection

1st Qtr (Jul-Sep)			2nd Qtr (Oct-Dec)			3rd Qtr (Jan-Mar)			4th Qtr (Apr-Jun)		
GOAL	ACTUAL	% TO GOAL	GOAL	ACTUAL	% TO GOAL	GOAL	ACTUAL	% TO GOAL	GOAL	ACTUAL	% TO GOAL
44	34	77%	36	36	100%	44	44	100%	36		0%
12	12	100%	12	4	33%	12	12	100%	12		0%
96	96	100%	96	96	100%	96	96	100%	96		0%
-	0	-	237	237	100%	-	0	-	237		0%
8	0	0%	8	16	200%	8	0	0%	8		0%
1	0	0%	1	3	300%	1	1	100%	1		0%

Current Fiscal Year		
GOAL	ACTUAL	% TO GOAL
124	114	92%
36	28	78%
288	288	100%
237	237	100%
24	16	67%
3	4	133%

Five Year Plan Cumulative		
GOAL	ACTUAL	% TO GOAL
716	679	95%
228	211	93%
1,800	1,791	100%
2,373	1,867	79%
188	130	69%
19	12	63%

Compliance Group

FOG Inspections
FOG Spot Checks
Industrial Waste
Cross Connection Control Inspections

1st Qtr (Jul-Sep)			2nd Qtr (Oct-Dec)			3rd Qtr (Jan-Mar)			4th Qtr (Apr-Jun)		
GOAL	ACTUAL	% TO GOAL	GOAL	ACTUAL	% TO GOAL	GOAL	ACTUAL	% TO GOAL	GOAL	ACTUAL	% TO GOAL
33	36	109%	26	38	146%	35	47	134%	22		0%
36	5	14%	32	72	225%	43	30	70%	37		0%
4	4	100%	3	4	133%	4	2	50%	1		0%
45	64	142%	81	68	84%	15	49	327%	68		0%

Current Fiscal Year		
GOAL	ACTUAL	% TO GOAL
94	121	129%
111	107	96%
11	10	91%
141	181	128%

Five Year Plan Cumulative		
GOAL	ACTUAL	% TO GOAL
558	724	130%
703	558	79%
59	47	80%
977	1,338	137%

Fleet Maintenance Group

Fleet Maintenance (Service Ticket/Repairs)
Vehicle Rehabilitation/Rebuild
Capital Equipment Replacements
Generators - Annual Service ⁽¹²⁾
Portable Pumps - Annual Service ⁽¹³⁾
Facilities Maintenance Projects Completed

1st Qtr (Jul-Sep)			2nd Qtr (Oct-Dec)			3rd Qtr (Jan-Mar)			4th Qtr (Apr-Jun)		
GOAL	ACTUAL	% TO GOAL	GOAL	ACTUAL	% TO GOAL	GOAL	ACTUAL	% TO GOAL	GOAL	ACTUAL	% TO GOAL
45	57	127%	45	48	107%	45	53	118%	45		0%
1	1	100%	0	0	-	1	0	0%	1		0%
5	8	160%	0	0	-	4	1	25%	0		-
0	0	-	14	14	100%	0	0	-	0		-
0	0	-	4	1	25%	0	1	100%	0		-
1	2	200%	1	3	300%	1	2	200%	1		0%

Current Fiscal Year		
GOAL	ACTUAL	% TO GOAL
135	158	117%
2	1	50%
9	9	100%
14	14	100%
4	2	50%
3	7	233%

Five Year Plan Cumulative		
GOAL	ACTUAL	% TO GOAL
855	988	116%
14	8	57%
45	26	58%
73	74	101%
18	12	67%
19	36	189%

Customer Services

Meter Services and AMI

Replace failing Datamatic AMI Radios ⁽¹⁴⁾
Meter Replacements MMP ⁽¹⁵⁾

1st Qtr (Jul-Sep)			2nd Qtr (Oct-Dec)			3rd Qtr (Jan-Mar)			4th Qtr (Apr-Jun)		
GOAL	ACTUAL	% TO GOAL	GOAL	ACTUAL	% TO GOAL	GOAL	ACTUAL	% TO GOAL	GOAL	ACTUAL	% TO GOAL
-	-	-	-	-	-	-	-	-	-	-	-
900	1,711	190%	900	812	90%	600	816	136%	600		0%

Current Fiscal Year		
GOAL	ACTUAL	% TO GOAL
0	0	-
2,400	3,339	139%

Five Year Plan Cumulative		
GOAL	ACTUAL	% TO GOAL
15,400	11,410	74%
15,000	20,027	134%

CHANGE IN NET POSITION			
Operation	YTD Actual	YTD Budget	Variance
Potable Water	\$4,734,200	\$1,416,639	3,317,561
Sewer	\$2,166,102	\$677,691	1,488,411
Recycled Water	\$825,756	\$647,628	178,128
Park	\$953,043	\$16,170	936,873
Combined	\$8,679,101	\$2,758,128	5,920,973

OPERATING EXPENSES			
Expense	YTD Actual	YTD Budget	Variance
Salaries and Wages	\$10,034,020	\$10,178,840	(144,820)
Employee Benefits	\$7,201,164	\$7,915,946	(714,782)
Professional Services	\$2,279,538	\$4,804,999	(2,525,461)
Materials & Supplies	\$4,638,181	\$4,982,673	(344,492)
Admin Expenses	\$2,021,854	\$2,138,681	(116,827)
Utilities	\$1,583,051	\$1,517,517	65,534
Billing Credits	(\$1,726,334)	(\$1,894,329)	167,995
Total	\$26,031,474	\$29,644,327	(3,612,853)

