

**PADRE DAM MUNICIPAL WATER DISTRICT  
FIVE YEAR BUSINESS PLAN FY '18 - '22  
QUALITATIVE PERFORMANCE INDICATORS AND GOALS  
FY '19 (YEAR 2)**



Not Started ●  
 Off Task ▲  
 On Task ●  
 Complete ✔

WORKFORCE MANAGEMENT AND SUPPORT						
Description	Goal	Quarter				
		1st	2nd	3rd	4th	
<b>Staffing</b>						
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%	●	●	●	●	
<b>Engagement</b>						
Stream Engagement	95% monthly	●	●	●	●	
Maintain Employee Recognition Events	Annually	●	●	●	●	
Active laterals	More than 12 annually	●	●	●	●	
<b>Performance</b>						
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	▲	▲	▲	▲	
<b>Workers Compensation</b>						
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	
<b>Capital Program Development and Implementation</b>						
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	●	●	●	●	
<b>Planning and Compliance</b>						
Update Sewer System and Urban Water Management Plans	Complete by 2020	●	●	●	●	
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	▲	▲	▲	▲	
<b>Development Services</b>						
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 of project completion	●	▲	▲	▲	
<b>Inspection</b>						
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	●	●	●	●	
<b>Right of Way (R/O/W)</b>						
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	●	●	●	●	

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CUSTOMER SERVICES					
Description	Goal	Quarter			
		1st	2nd	3rd	4th
<b>Billing, Receipts, and Collections</b>					
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%	●	●	●	●
<b>Customer Assistance</b>					
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%	●	●	●	●
<b>Meter Services AMI</b>					
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 50% by end of 2019	●	●	●	●
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
<b>Operations and Maintenance Department - General</b>					
Expand the use of GIS	Ongoing	●	●	●	●
Pursue solutions to the flooding issues in Sycamore Creek	Ongoing	●	●	●	●
Complete all regulatory reports	Annually	●	●	●	●
<b>Construction Group</b>					
Site paving projects	Ongoing	●	●	●	●
Minimize Sewer Hot Spots using Smart Cover technologies	Ongoing	●	●	●	●
<b>Water Operations</b>					
Install reservoir management systems	By 2020	●	●	●	●
Site security upgrades	Ongoing	●	●	●	●
Ready all pump stations for bypass pumping operations	By 2021	●	●	●	●
<b>Water Recycling Facility</b>					
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
<b>Accounting</b>					
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	▲	▲	✓	✓
<b>Budgeting and Planning</b>					
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	●	●	●	●

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FINANCIAL MANAGEMENT (Cont.)					
Description	Goal	Quarter			
		1st	2nd	3rd	4th
<b>Finance and Investing</b>					
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
<b>Financial Sustainability</b>					
Occupancy Rate	Above 80% annually	●	●	●	●
Sponsorship Revenue	15% revenue increase by 2022	●	●	●	●
Event Area Revenue	\$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	✓	✓	✓	✓
<b>Organizational Development</b>					
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	✓	✓	✓	✓
<b>Predictive and Preventive Maintenance</b>					
Urban Forest	Trim 80% of the trees in our Urban Forest by 2022	●	●	●	●
HVAC Units	Perform quarterly maintenance at 100%	●	●	●	●
<b>Dynamic Vision Plan</b>					
General Store Remodel	Complete by 2020	●	●	●	●
Park Administrative Building Remodel	Complete by 2020	●	●	●	●

PUBLIC COMMUNICATION					
Description	Goal	Quarter			
		1st	2nd	3rd	4th
<b>Demonstrating Value</b>					
Engagement on Value of Water	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	●	●	●	●
<b>Water Supply and Reliability Messaging</b>					
AWP Tours	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	●	●	●	●
<b>Public Outreach</b>					
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	●	●	●	●

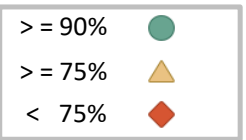
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PUBLIC COMMUNICATION (Cont.)					
Description	Goal	Quarter			
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<b>Government Relations</b>					
Provide comments on items with impact to Padre Dam	At least 90% of items that have an impact on Padre 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
<b>IT Infrastructure and Operations</b>					
Transition to Exchange Online and Office 365	Complete by 10/31/2019	●	▲	●	●
Upgrade Active directory domain level to 2012/2016	Complete by 12/31/19	●	▲	●	●
Expand and maintain data and telecommunications networks	Ongoing	●	●	●	●
Replace phone system with a unified system District wide	RFP out by 12/31/19	●	▲	▲	●
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 6/1/2020	●	●	●	●
Improve Documentation and tracking of all IT contracts	Ongoing	●	●	●	●
<b>IT Service and Applications</b>					
Migrate services to Cloud computing models where feasible	When feasible	●	●	●	●
Place all major applications on an update schedule	Complete by 6/1/2020	●	●	●	●
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	Completed	●	▲	▲	✓
Improve Help Desk ticket response time	Ongoing	●	●	●	●
Develop web-based IT/technology orientation for new employees	Complete by 10/30/19	●	▲	▲	▲
<b>Information Security</b>					
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	●	●	●	●

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**Operations and Water Quality**

**Water Recycling Facility**

- Flow Meter Calibration
- Chlorine/Sulfur Dioxide Inpsections <sup>(1)</sup>
- Mixer Inspections <sup>(2)</sup>
- Mixer Rebuilds <sup>(3)</sup>
- Submersible Pump Inspections <sup>(4)</sup>
- Analyzer Calibration
- Exercise all Valves throughout the WRF
- Perform Hazmat Drill

	1st Qtr (Jul-Sep)			2nd Qtr (Oct-Dec)			3rd Qtr (Jan-Mar)			4th Qtr (Apr-Jun)			Current Fiscal Year			Five Year Plan Cmlulative		
	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	0	-	15	15	100%	30	30	100%
Chlorine/Sulfur Dioxide Inpsections <sup>(1)</sup>	3	3	100%	3	6	200%	3	4	133%	3	3	100%	12	16	133%	20	29	145%
Mixer Inspections <sup>(2)</sup>	3	1	33%	4	9	225%	4	2	50%	4	3	75%	15	15	100%	41	40	98%
Mixer Rebuilds <sup>(3)</sup>	3	1	33%	4	9	225%	4	2	50%	4	0	0%	15	12	80%	28	29	104%
Submersible Pump Inspections <sup>(4)</sup>	4	4	100%	4	8	200%	4	5	125%	5	5	100%	17	22	129%	25	40	160%
Analyzer Calibration	15	15	100%	15	15	100%	15	15	100%	15	15	100%	60	60	100%	120	121	101%
Exercise all Valves throughout the WRF	11	8	73%	11	11	100%	11	11	100%	11	6	55%	44	36	82%	88	83	94%
Perform Hazmat Drill	-	0	-	1	1	100%	-	1	100%	1	1	100%	2	3	150%	4	3	75%

**Wastewater Group**

- Sewer Lines Cleaning Footage
- Sewer Hot Spots Cleaned <sup>(5)</sup>
- CCTV Footage
- Jet Scan Sewer Camera Footage
- Sewer Lines Repaired (Laterals and Mains)
- Sewer Lift Station Inspections
- Unplanned:
  - Sanitary Sewer Overflows (SSO's)
  - Private Lateral Sewer Discharge (PLSD)

Sewer Lines Cleaning Footage	151,000	183,542	122%	151,000	159,332	106%	151,000	176,933	117%	151,000	168,085	111%	604,000	687,892	114%	1,208,000	1,355,828	112%
Sewer Hot Spots Cleaned <sup>(5)</sup>	28	22	79%	104	92	88%	28	29	104%	104	95	91%	264	238	90%	756	580	77%
CCTV Footage	15,000	28,106	187%	15,000	38,961	260%	15,000	34,887	233%	15,000	15,703	105%	60,000	117,657	196%	120,000	208,756	174%
Jet Scan Sewer Camera Footage	15,000	18,820	125%	15,000	16,035	107%	15,000	18,460	123%	15,000	8,150	54%	60,000	61,465	102%	120,000	99,505	83%
Sewer Lines Repaired (Laterals and Mains)	15	4	27%	15	5	33%	15	7	47%	15	10	67%	60	26	43%	120	56	47%
Sewer Lift Station Inspections	26	24	92%	26	24	92%	26	24	92%	26	24	92%	104	96	92%	208	192	92%
Unplanned:																		
Sanitary Sewer Overflows (SSO's)		0			1			0			0							
Private Lateral Sewer Discharge (PLSD)		1			2			4			0							

**Construction Group**

- Valve Replacement
- Special Projects
- Unscheduled:
  - Water Services Installed
  - Sewer Services Installed
  - Fire Sevices Installed
  - Recycled Water Services Installed
  - Relocated/Abandoned Services (All)
- Unplanned:
  - External Agency Mandated Work
  - Water Main Failures/Unplanned Outages

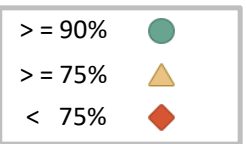
Valve Replacement	33	13	39%	33	17	52%	33	20	61%	33	24	73%	132	74	56%	264	220	83%
Special Projects	0	0	-	1	2	200%	1	1	100%	0	0	-	2	3	150%	4	10	250%
Unscheduled:																		
Water Services Installed		1			5			7			1							
Sewer Services Installed		0			0			0			0							
Fire Sevices Installed		0			1			4			2							
Recycled Water Services Installed		1			2			0			0							
Relocated/Abandoned Services (All)		1			4			1			9							
Unplanned:																		
External Agency Mandated Work		0			0			0			0							
Water Main Failures/Unplanned Outages		2			1			3			0							

**Water Operations Group**

- Water Mains Flushed
- Valves Exercised
- Water Quality Monitoring Samples
- Reservoirs Dosed
- Water Systems Site Inspections (45 sites) <sup>(6)</sup>
- Pump/Motor Maintenance/Recondition
- Pressure Reducing Stations Maintenance
- Pump/Motor Replacement

Water Mains Flushed	55	88	160%	55	84	153%	55	79	144%	55	85	155%	220	336	153%	440	786	179%
Valves Exercised	675	863	128%	675	382	57%	675	366	54%	675	801	119%	2,700	2,412	89%	5,400	5,509	102%
Water Quality Monitoring Samples	338	346	102%	341	359	105%	336	333	99%	330	353	107%	1,345	1,391	103%	2,690	2,731	102%
Reservoirs Dosed	60	88	147%	60	92	153%	60	70	117%	60	154	257%	240	404	168%	480	877	183%
Water Systems Site Inspections (45 sites) <sup>(6)</sup>	250	443	177%	250	90	36%	250	380	152%	250	258	103%	1,000	1,171	117%	2,109	2,715	129%
Pump/Motor Maintenance/Recondition	0	3	300%	0	2	200%	2	2	100%	0	0	-	2	7	350%	4	14	350%
Pressure Reducing Stations Maintenance	2	0	0%	2	1	50%	3	4	133%	2	5	250%	9	10	111%	18	19	106%
Pump/Motor Replacement	0	3	300%	0	0	-	0	0	-	1	0	0%	1	3	300%	2	5	250%

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**Operations and Water Quality (cont)**

**Electrical/Cathodic Group**

- Infrared Camera MCC's
- Motor Control Centers Serviced
- Generators Exercised
- CP Test Station Reads WSA <sup>(7)</sup>
- Reservoir - CP Reads <sup>(8)</sup>
- 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
38	34	89%	36	42	117%	38	32	84%	36	28	78%
12	12	100%	12	12	100%	12	12	100%	12	12	100%
93	93	100%	93	96	103%	93	96	103%	93	78	84%
118	42	36%	118	0	0%	118	193	164%	118	118	100%
8	4	50%	8	0	0%	8	16	200%	8	8	100%
1	1	100%	1	0	0%	1	0	0%	1	0	0%

Current Fiscal Year		
GOAL	ACTUAL	% TO GOAL
148	136	92%
48	48	100%
372	363	98%
472	353	75%
32	28	88%
4	1	25%

Five Year Plan Cumulative		
GOAL	ACTUAL	% TO GOAL
296	274	93%
96	80	83%
744	735	99%
1,188	682	57%
100	73	73%
8	1	13%

**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	30	115%	35	52	149%	22	51	232%
36	40	111%	32	30	94%	43	29	67%	37	39	105%
4	2	50%	3	1	33%	4	1	25%	1	5	500%
45	61	136%	81	56	69%	15	60	400%	68	62	91%

Current Fiscal Year		
GOAL	ACTUAL	% TO GOAL
116	169	146%
148	138	93%
12	9	75%
209	239	114%

Five Year Plan Cumulative		
GOAL	ACTUAL	% TO GOAL
232	331	143%
296	289	98%
24	18	75%
418	618	148%

**Fleet Maintenance Group**

- Fleet Maintenance (Service Ticket/Repairs)
- Vehicle Rehabilitation/Rebuild
- Capital Equipment Replacements
- Generators - Annual Service <sup>(9)</sup>
- 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	55	122%	45	53	118%	45	54	120%	45	55	122%
1	1	100%	0	0	-	1	0	0%	1	0	0%
5	3	60%	0	1	100%	4	0	0%	0	0	-
2	2	100%	14	14	100%	0	0	-	0	0	-
1	3	300%	1	1	100%	1	3	300%	1	1	100%

Current Fiscal Year		
GOAL	ACTUAL	% TO GOAL
180	217	121%
3	1	33%
9	4	44%
16	16	100%
4	8	200%

Five Year Plan Cumulative		
GOAL	ACTUAL	% TO GOAL
360	433	120%
6	2	33%
18	8	44%
31	32	103%
8	13	163%

**Customer Services**

**Meter Services and AMI**

- Replace failing Datamatic AMI Radios
- Meter Replacements MMP

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
1,200	1,242	104%	1,200	1,193	99%	1,200	683	57%	1,200	673	56%
750	1,122	150%	750	1,027	137%	750	821	109%	750	1,298	173%

Current Fiscal Year		
GOAL	ACTUAL	% TO GOAL
4,800	3,791	79%
3,000	4,268	142%

Five Year Plan Cumulative		
GOAL	ACTUAL	% TO GOAL
9,600	8,598	90%
6,000	7,452	124%

CHANGE IN NET POSITION			
Operation	YTD Actual	YTD Budget	Variance
Potable Water	\$3,933,270	\$1,577,174	2,356,096
Sewer	\$2,813,608	\$466,276	2,347,332
Recycled Water	\$582,526	\$608,450	(25,924)
Park	\$989,496	\$599,655	389,841
<b>Combined</b>	<b>\$8,318,900</b>	<b>\$3,251,555</b>	<b>5,067,345</b>

OPERATING EXPENSES			
Expense	YTD Actual	YTD Budget	Variance
Salaries and Wages	\$12,455,152	\$13,003,629	(548,477)
Employee Benefits	\$8,277,872	\$8,670,200	(392,328)
Professional Services	\$4,772,251	\$5,769,365	(997,114)
Materials & Supplies	\$5,672,826	\$5,356,556	316,270
Admin Expenses	\$1,445,486	\$1,832,514	(387,028)
Utilities	\$1,603,785	\$1,780,223	(176,438)
Billing Credits	(\$2,422,707)	(\$1,709,160)	(713,547)
<b>Total</b>	<b>\$31,804,665</b>	<b>\$34,703,327</b>	<b>(2,898,662)</b>

