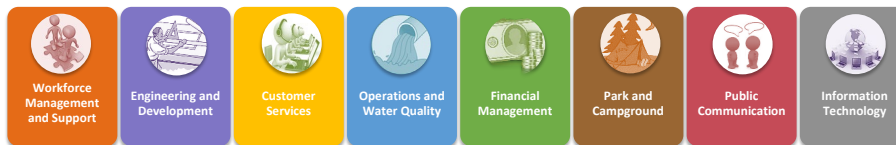


**PADRE DAM MUNICIPAL WATER DISTRICT  
FIVE YEAR BUSINESS PLAN FY '18 - '22  
QUALITATIVE PERFORMANCE INDICATORS AND GOALS  
FY '21 (QUARTER 2, YEAR 4)**



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	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	●	●		
<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 from plan check fees being paid	●	●		
<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	●	●		

**PADRE DAM MUNICIPAL WATER DISTRICT  
FIVE YEAR BUSINESS PLAN FY '18 - '22  
QUALITATIVE PERFORMANCE INDICATORS AND GOALS  
FY '21 (QUARTER 2, YEAR 4)**

Not Started ●  
Off Task ▲  
On Task ●  
Complete ✓

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%, updated to end of Plan	●	●			
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	●	✓			

**PADRE DAM MUNICIPAL WATER DISTRICT  
FIVE YEAR BUSINESS PLAN FY '18 - '22  
QUALITATIVE PERFORMANCE INDICATORS AND GOALS  
FY '21 (QUARTER 2, YEAR 4)**

Not Started ●  
Off Task ▲  
On Task ●  
Complete ✓

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 (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	✓	✓		
<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	✓	✓		

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

PUBLIC COMMUNICATION					
Description	Goal	Quarter			
		1st	2nd	3rd	4th
<b>Demonstrating Value</b>					
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	●	●		
<b>Water Supply and Reliability Messaging</b>					
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	●	●		
<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	●	●		

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

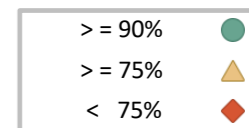
**PADRE DAM MUNICIPAL WATER DISTRICT  
FIVE YEAR BUSINESS PLAN FY '18 - '22  
QUALITATIVE PERFORMANCE INDICATORS AND GOALS  
FY '21 (QUARTER 2, YEAR 4)**

Not Started ●  
Off Task ▲  
On Task ●  
Complete ✓

PUBLIC COMMUNICATION (Cont.)					
Description	Goal	Quarter			
		1st	2nd	3rd	4th
<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	●	●		

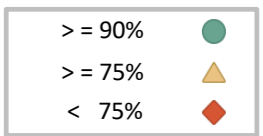
INFORMATION TECHNOLOGY					
Description	Goal	Quarter			
		1st	2nd	3rd	4th
<b>IT Infrastructure and Operations</b>					
Transition to Exchange Online and Office 365	Complete by 7/1/2018	✓	✓		
Upgrade Active directory domain level to 2012/2016	Complete by 1/1/2019	✓	✓		
Expand and maintain data and telecommunications networks	Ongoing	●	●		
Replace phone system with a unified system District wide	Complete by 9/1/2108	▲	▲		
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	●	●		
<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 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	Complete by 12/1/2019	✓	✓		
Expand mobile user access to District information and applications	Ongoing	✓	✓		
Improve IT Service Delivery	Ongoing	●	●		
Upgrade all compatible desktops to Windows 10	Complete by 1/1/2019	✓	✓		
Improve Help Desk ticket response time	Ongoing	●	●		
Develop web-based IT/technology orientation for new employees	Complete by 7/1/2019	▲	▲		
<b>Information Security</b>					
Expand end user interactive Cyber Security awareness program	Complete by 12/1/2017	✓	✓		
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 '21 (QUARTER 2, YEAR 4)**



Operations and Water Quality	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
<b>Water Recycling Facility</b>																		
Flow Meter Calibration	0	0	-	0	0	-	15	0	0%	0	0	-	0	0	-	45	45	100%
Chlorine/Sulfur Dioxide Inspections <sup>(1)</sup>	3	3	100%	3	3	100%	3	0	0%	3	0	0%	6	6	100%	38	57	150%
Mixer Inspections <sup>(2)</sup>	3	0	0%	4	2	50%	4	0	0%	4	0	0%	7	2	29%	63	50	79%
Mixer Rebuilds <sup>(3)</sup>	3	0	0%	4	0	0%	4	0	0%	4	0	0%	7	0	0%	50	45	90%
Submersible Pump Inspections <sup>(4)</sup>	4	5	125%	4	5	125%	4	0	0%	5	0	0%	8	10	125%	50	73	146%
Analyzer Calibration	15	15	100%	15	15	100%	15	0	0%	15	0	0%	30	30	100%	210	211	100%
Exercise all Valves throughout the WRF	11	11	100%	11	11	100%	11	0	0%	11	0	0%	22	22	100%	154	152	99%
Perform Hazmat Drill	0	0	-	1	0	0%	-	0	-	1	0	0%	1	0	0%	7	3	43%
<b>Wastewater Group</b>																		
Sewer Lines Cleaning Footage	151,000	228,261	151%	151,000	136,109	90%	151,000	0	0%	151,000	0	0%	302,000	364,370	121%	2,114,000	2,452,525	116%
Sewer Hot Spots Cleaned <sup>(5)</sup>	28	26	93%	104	98	94%	28	0	0%	104	0	0%	132	124	94%	1,152	947	82%
CCTV Footage	15,000	30,384	203%	15,000	17,781	119%	15,000	0	0%	15,000	0	0%	30,000	48,165	161%	210,000	373,166	178%
Sewer Line Repairs (Laterals and Mains) <sup>(6)</sup>	7	17	243%	8	3	38%	7	0	0%	8	0	0%	15	20	133%	165	111	67%
Sewer Lift Station Inspections	26	27	104%	26	27	104%	26	0	0%	26	0	0%	52	54	104%	364	348	96%
Unplanned:																		
Sanitary Sewer Overflows (SSO's)		0			0			0			0			0			3	
Private Lateral Sewer Discharge (PLSD)		1			1			0			0			2			19	
<b>Construction Group</b>																		
Valve Replacement	33	3	9%	33	31	94%	33	0	0%	33	0	0%	66	34	52%	462	304	66%
Special Projects	0	1	100%	1	0	0%	1	0	0%	0	0	-	1	1	100%	7	14	200%
Poly service Replacements (Added FY '21)	15	19	127%	15	5	33%	15	0	0%	15	0	0%	30	24	80%	210	180	86%
Unscheduled:																		
Water Services Installed		3			2			0			0			5			63	
Sewer Services Installed		1			0			0			0			1			4	
Fire Services Installed		3			2			0			0			5			21	
Recycled Water Services Installed		0			0			0			0			0			5	
Relocated/Abandoned Services (All)		4			1			0			0			5			74	
Unplanned:																		
External Agency Mandated Work		3			0			0			0			3			5	
Water Main Failures/Unplanned Outages		5			4			0			0			9			46	
<b>Water Operations Group</b>																		
Water Mains Flushed	55	156	284%	55	136	247%	55	0	0%	55	0	0%	110	292	265%	770	1,465	190%
Valves Exercised	675	1,007	149%	675	1,159	172%	675	0	0%	675	0	0%	1,350	2,166	160%	9,450	11,380	120%
Water Quality Monitoring Samples	338	364	108%	341	363	106%	336	0	0%	330	0	0%	679	727	107%	4,714	4,901	104%
Reservoirs Dosed	60	132	220%	60	104	173%	60	0	0%	60	0	0%	120	236	197%	840	1,641	195%
Water System Site Inspections (45 sites) <sup>(7)</sup>	250	379	152%	250	292	117%	250	0	0%	250	0	0%	500	671	134%	3,609	4,429	123%
Pump/Motor Maintenance/Recondition	-	0	-	-	0	-	2	0	0%	-	0	-	0	0	-	6	21	350%
Pressure Reducing Stations Maintenance	2	0	0%	2	3	150%	3	0	0%	2	0	0%	4	3	75%	31	41	132%
Portable Pumps Exercised <sup>(8)</sup>	-	0	-	2	2	100%	2	0	0%	-	0	-	2	2	100%	13	11	85%
Large Meter Calibration (Added FY '21)	-	0	-	20	19	95%	-	0	-	-	0	-	20	19	95%	80	79	99%

**PADRE DAM MUNICIPAL WATER DISTRICT  
FIVE YEAR BUSINESS PLAN FY '18 - '22  
QUANTITATIVE PERFORMANCE INDICATORS AND GOALS  
FY '21 (QUARTER 2, YEAR 4)**



**Operations and Water Quality (cont)**

**Electrical/Cathodic Group**

- Infrared Camera MCC's
- Motor Control Centers Serviced
- Generators Exercised <sup>(11)</sup>
- CP Test Station Reads WSA <sup>(9)</sup>
- Reservoir - CP Reads <sup>(10)</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
Infrared Camera MCC's	38	38	100%	36	42	117%	38	0	0%	36	0	0%
Motor Control Centers Serviced	12	12	100%	12	12	100%	12	0	0%	12	0	0%
Generators Exercised <sup>(11)</sup>	96	96	100%	96	96	100%	96	0	0%	96	0	0%
CP Test Station Reads WSA <sup>(9)</sup>	-	0	-	237	237	100%	-	0	-	237	0	0%
Reservoir - CP Reads <sup>(10)</sup>	8	0	0%	8	8	100%	8	0	0%	8	0	0%
Reservoir - Coating & CP Dive Inspection	1	0	0%	1	0	0%	1	0	0%	1	0	0%

Current Fiscal Year		
GOAL	ACTUAL	% TO GOAL
74	80	108%
24	24	100%
192	192	100%
237	237	100%
16	8	50%
2	0	0%

Five Year Plan Cumulative		
GOAL	ACTUAL	% TO GOAL
518	486	94%
168	159	95%
1,320	1,311	99%
1,899	1,393	73%
148	104	70%
14	5	36%

**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
FOG Inspections	33	31	94%	26	32	123%	35	0	0%	22	0	0%
FOG Spot Checks	36	24	67%	32	3	9%	43	0	0%	37	0	0%
Industrial Waste	4	2	50%	3	0	0%	4	0	0%	1	0	0%
Cross Connection Control Inspections	45	58	129%	81	88	109%	15	0	0%	68	0	0%

Current Fiscal Year		
GOAL	ACTUAL	% TO GOAL
59	63	107%
68	27	40%
7	2	29%
126	146	116%

Five Year Plan Cumulative		
GOAL	ACTUAL	% TO GOAL
407	536	132%
512	419	82%
43	31	72%
753	1,019	135%

**Fleet Maintenance Group**

- Fleet Maintenance (Service Ticket/Repairs)
- Vehicle Rehabilitation/Rebuild
- Capital Equipment Replacements
- Generators - Annual Service <sup>(12)</sup>
- Portable Pumps - Annual Service <sup>(13)</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
Fleet Maintenance (Service Ticket/Repairs)	45	45	100%	45	36	80%	45	0	0%	45	0	0%
Vehicle Rehabilitation/Rebuild	1	0	0%	0	0	-	1	0	0%	1	0	0%
Capital Equipment Replacements	5	0	0%	0	0	-	4	0	0%	0	0	-
Generators - Annual Service <sup>(12)</sup>	0	0	-	14	14	100%	0	0	-	0	0	-
Portable Pumps - Annual Service <sup>(13)</sup>	0	2	200%	4	1	25%	0	0	-	0	0	-
Facilities Maintenance Projects Completed	1	3	300%	1	1	100%	1	0	0%	1	0	0%

Current Fiscal Year		
GOAL	ACTUAL	% TO GOAL
90	81	90%
1	0	0%
5	0	0%
14	14	100%
4	3	75%
2	4	200%

Five Year Plan Cumulative		
GOAL	ACTUAL	% TO GOAL
630	702	111%
10	7	70%
32	14	44%
59	60	102%
14	10	71%
14	24	171%

**Customer Services**

**Meter Services and AMI**

- Replace failing Datamatic AMI Radios <sup>(14)</sup>
- Meter Replacements MMP <sup>(15)</sup>

	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
Replace failing Datamatic AMI Radios <sup>(14)</sup>	250	405	162%	250	320	128%	250	0	0%	250	0	0%
Meter Replacements MMP <sup>(15)</sup>	900	1,487	165%	900	1,123	125%	900	0	0%	900	0	0%

Current Fiscal Year		
GOAL	ACTUAL	% TO GOAL
500	725	145%
1,800	2,610	145%

Five Year Plan Cumulative		
GOAL	ACTUAL	% TO GOAL
14,900	10,932	73%
10,800	14,122	131%

CHANGE IN NET POSITION			
Operation	YTD Actual	YTD Budget	Variance
Potable Water	\$3,985,352	(\$337,592)	4,322,944
Sewer	\$173,928	(\$500,991)	674,919
Recycled Water	\$1,110,137	\$180,953	929,184
Park	\$410,926	(\$729,345)	1,140,271
<b>Combined</b>	<b>\$5,680,343</b>	<b>(\$1,386,975)</b>	<b>7,067,318</b>

OPERATING EXPENSES			
Expense	YTD Actual	YTD Budget	Variance
Salaries and Wages	\$7,007,354	\$7,232,859	(225,505)
Employee Benefits	\$4,994,114	\$5,771,845	(777,731)
Professional Services	\$2,296,344	\$4,368,741	(2,072,397)
Materials & Supplies	\$3,078,831	\$3,535,080	(456,249)
Admin Expenses	\$1,054,032	\$1,198,481	(144,449)
Utilities	\$1,001,063	\$1,024,008	(22,945)
Billing Credits	(\$1,998,168)	(\$800,754)	(1,197,414)
<b>Total</b>	<b>\$17,433,570</b>	<b>\$22,330,260</b>	<b>(4,896,690)</b>

