



**PADRE DAM**  
Municipal Water District

# 2013 Five-Year Business Plan and Budget

Fiscal Years 2013-2017

*Planning to ensure a reliable future.*

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# Chapter 1 - Five Year Business Plan and Budget

## *Introduction*

The Five Year Business Plan and Budget for fiscal years 2013-2017 (Plan) is a comprehensive roadmap to achieve operational performance, capital replacements and preventive maintenance for the benefit of District customers over the next five years. The Plan identifies the work to be performed and the related rates to produce necessary revenues to achieve the Plan's goals. It is modeled after the District's very successful 2008-2012 Five Year Business Plan and Budget (2008 Plan).

## *Executive Summary*

The Plan covers the first five years of the 2012-2022 Strategic Plan and provides mechanisms to ensure compliance with that plan. The Plan is responsive to the needs of the customers by providing essential services in the most cost-effective manner possible as dictated by Padre Dam's mission statement. It includes a reliable revenue stream that provides sufficient funding to both maintain and replace the aging infrastructure necessary to provide the requisite customer services. The full extent of the tasks will only be realized to the extent of the revenues generated from customer rates and other sources. If rates are restricted, then work will be curtailed or projects reprioritized so that spending matches revenues. A reasonable level of rate stabilization funds can be used to smooth out temporary revenue swings such as from weather cycles.

By necessity, flexibility needs to be factored in over the five years. While all current factors will be considered, new conditions and requirements are bound to occur over such an extended time period. The intent is to stay within the overall revenue generated from rates so any demands for spending over what is budgeted will have to be offset. The need to reprioritize operational spending is probable. The need to reprioritize capital projects and preventive maintenance projects from changing conditions is also probable. Routine changes will be communicated to the Board of Directors periodically while any significant, high cost adjustment will be presented to the Board for their consideration when it occurs. Staff would only request additional funding for a major unforeseen necessity or significant system failure.

The following basic elements of the Plan will be more fully described in separate sections:

- Five Year Employee Memorandum of Understanding (MOU)
- Five Year Preventive & Predictive Maintenance program
- Five Year Capital Improvement Program (CIP)
- Five Year Technology Plan
- Five Year Departmental Support Plan
- Five Year Water and Sewer Rate
- Five Year Park Plan
- Five Year process improvement and efficiency plan

## *Background*

### **2008 Plan**

Padre Dam adopted its first Five Year Business Plan and Budget for fiscal years 2008-2012 in June 2007. Although multi-year budgets had been used before, this was an innovative concept with a long range focus. There was flexibility in the 2008 Plan that hadn't existed before. It also included a five year MOU and an approved rate ramp to add stability and assist in planning.

The success of the 2008 Plan can be linked directly to its flexibility and accountability. Managers kept a close eye on expenditures and only spent what was necessary without worrying whether funds would be available later when needed. The result was significant operational expense savings which was vital because during the same period, the District experienced drastic water sales reductions due to drought and the recession. Active management, hiring delays, reduced expenditures and staff reductions helped to offset the loss of revenue but did not eliminate its toll on the District.

Predictions that the District's Water Operation would be financially stable by the end of the 2008 Plan did not materialize. By the end of the five years, it was projected that smaller rate increases would be needed as the District would have recovered from prior years of no rate increases and would have caught up on some major capital projects. Unfortunately, because of circumstances beyond the District's control, that has not happened. Retail Water's change in net assets is projected to be at a loss for the third straight year. The 2008 Plan had assumed losses in the earlier years with a recovery by the end of the plan. Unfortunately the opposite is true - actual results in the first two years were positive but once the drought and recession hit, change in net assets decreased considerably. By the end of the 2008 Plan, the Retail Water Operation is running a significant deficit, even after one time revenue infusions. Likewise, fund balance levels are lower than projected because of the revenue losses and reduced developer fees.

### *The "New Normal"*

As mentioned above, much has changed since the 2008 Plan was adopted. Since that time, Padre Dam has experienced a 34 percent reduction in water sold. The cost of water from the District's sole provider has increased significantly due to regulatory and demand issues. This cost must be passed on to Padre Dam customers resulting in considerable rate increases. The water and wastewater businesses require expensive infrastructure. Substantial fixed costs related to financing and maintaining these systems must be covered regardless of the amount of water sales or sewer services. As sales have declined, rates have increased in order to cover these costs. Customers are now paying more for less water and are experiencing severe rate fatigue. Customers have made permanent lifestyle changes and, as a result, more than 80 percent of the District's customers say they will use the same or less water in the future. This Plan was developed with the understanding that a "New Normal" exists and that the District must adapt its operations to the changed environment.

## *Deficit Elimination Plan*

Before a new business plan could be developed, significant adjustments needed to be made in order for the District to operate efficiently and effectively under the “New Normal”. The Deficit Elimination Plan presented to the Board in July 2011 was designed to address financial conditions created by the economic recession and extraordinary conservation. Faced with unprecedented financial and operational challenges, the District’s General Manager and Management Team worked together to develop a plan to reduce expenses, defer capital expenditures and rightsize the District in order to operate effectively with significantly less revenue. The initiatives outlined in the Deficit Elimination Plan helped to correct the District’s deficit spending situation while ensuring the quality and efficient deployment of essential services. The Deficit Elimination Plan successfully met the following targets:

- 19 percent reduction in workforce (26 positions)
- Reduced CIP spending by \$12 million
- Reduced capital equipment expenditures by \$270,000
- Cut operating expenses by approximately \$1.7 million
- Retail Water Fund stabilized

## *Purpose of the 2013-2017 Business Plan and Budget*

The purpose of the Plan is to maintain reliable customer services over the long term. An overarching goal will be to provide water and sewer services at reasonable prices given consideration to all the factors including age of the infrastructure, risk tolerance, and public perception. This goal is consistent with the District’s mission to *“provide quality water, recycled water, park and recreational facilities and wastewater management services...in the most cost-effective manner possible...earning customer and community respect.”*

The Plan includes the following objectives:

- Avoid spills, breaks and surprises
- Avoid interruption of water and sewer services
- Achieve water quality and system reliability
- Water reliability during droughts
- Provide reliable sewer service
- Promote use of recycled water
- Achieve efficient & effective business operations
- Promote transparency and openness with customer
- Adopt reasonable rate increases and avoid rate spikes
- Continuous cost management
- Match spending to revenues
- Reduce staffing by an additional 5 FTEs through attrition
- Increase CIP funding
- Maintain District reserves and increase to recommended levels if possible
- Increase park and recreation opportunities at Santee Lakes

To achieve the Plan, all of the following operational components are needed:

- Predictable revenue stream
- Continuous preventive maintenance program
- Renewal and replacement of aging infrastructure
- Customer focus and service
- Continue with reasonable security measures
- Succession planning & employee retention
- Park self sufficiency
- Workforce Partnership
- Increased focus on Information Technology
- Departmental support

### *Critical Elements of the Plan*

- The Plan covers fiscal years 2013 through 2017.
- The Plan anticipates the Board of Directors' approval of rates and charges for the next five years, following a Proposition 218 process. Approved rates will not change unless unexpected and extraordinary situations occur. Any such changes must be approved by the Board of Directors through a Proposition 218 process. Examples of "extraordinary" items might be long-term and severe water restrictions due to drought, significant new regulatory requirements and major infrastructure system failures not anticipated in the CIP Plan.

"Typical Customer" billing information is presented for illustrative purposes. Actual customer bills depend on the specific amount of water or sewer service used which varies from customer to customer.

- Spending over the next five years shall match revenues generated from rates, fees and interest earnings (see Tab 12 for rate impacts). Reserves may be used to mitigate fluctuating cash flow needs while being consistent with Board approved minimum and maximum fund levels.
- The Plan includes staff's recommended Operating and Capital Equipment Budget (see Tab 13) and Capital Improvement Program Budget (see Tab 14) for each of the five years. Spending patterns will need to be modified over the five year period. Staff will present the Board of Directors with revised priority lists of modified budgeted line items within the following parameters:
  - a. Unspent budgeted amounts in earlier years may be carried forward to subsequent years within Plan. Overspending in earlier years will have to be made up by savings in subsequent years.
  - b. The CEO/General Manager and the CFO/Director of Finance are responsible for ensuring that spending does not exceed the total five years' budgeted expenditures.
  - c. Before each fiscal year begins, the CEO/General Manager shall provide the Board of Directors with the status of expenditures in relation to the Plan and recommend any necessary changes.

- d. The Board of Directors shall adopt a Resolution before the beginning of each fiscal year of the Plan to reaffirm the Plan for the remaining years, including reprioritized expenditures and carryovers.
- The CEO/General Manager Authority & Direction
    - a. The CEO/General Manager is directed to execute the Plan.
    - b. The CEO/General Manager is authorized to approve and execute contracts and other expenditures, including contracts for public works and capital improvements that are consistent with budgeted amounts in the Plan, in accordance with District Standard Practices and state laws.
    - c. The CEO/General Manager is directed to report to the Board of Directors the status and progress of budgeted items and projects outlined in the Plan.
  - The Board, PDEA and MMCA approved Memoranda of Understanding (“MOUs”) are an integral part of this Plan. As such, they are incorporated as an official element of the Plan.
  - Budgeted salaries, wages and employee benefits reflect staffing levels needed to complete the projects and activities listed in the Plan. The budget was based on current staff with assumptions about future changes in compensation and benefits based on the approved MOUs and the reduction of 5 FTE through attrition during the course of the plan. The Job Classification Schedule for all employees listing minimum, midpoint and maximum salaries for the first year of the Plan is attached to the Operating Budget in Tab 13.
  - Subsequent years’ salary schedules will depend on the Consumer Price Index-Wage Earners (CPI-W) published annually in February and will be presented to the Board for approval as soon as it is available.
  - The CEO/General Manager is authorized to adjust Job Classifications as needed in order to fulfill the staffing levels of the Plan. All staffing levels will comply with the financial constraints of the Plan and will be reported to the Board of Directors as a part of monthly financial statements.

### *Five Year Rolling Plan*

Each year, an updated spending plan for capital replacements & improvements and preventive maintenance will be presented to the Board with a staff analysis of why projects have been reprioritized. Departmental budgets will likewise be updated annually to accommodate any operational changes or unforeseen events. Spending levels and priorities within each year will be flexible but overall spending for the full five years will not change. Funding for budgeted expenses not used in earlier years will be available in future years. Likewise, any overspending in earlier years will have to be made up in subsequent years. This innovative approach was one of the reasons the 2008 Plan was so successful; savings realized in the beginning of that plan helped the District offset significant revenues losses due to the recession and drought.

## *Operational Efficiency*

Over the course of the Plan, staff will continue to look for operational efficiencies and process improvements; technology will play a vital role in this. Innovative thinking and deviations from the status quo will be encouraged to capitalize on cost saving opportunities. Organizational structure will continually be evaluated to take advantage of staffing efficiencies. These approaches have proven successful in achieving real savings at Padre Dam in the past. As previously mentioned, significant operational cost savings in the early years of the 2008 Plan helped offset substantial revenue losses. More recently, the Deficit Elimination Plan helped to reduce operational costs and rightsize the District for a reduced level of sales and development. Under the new Plan, the quest for improvements and cost savings will continue.

## *Workforce Partnership*

Our Workforce Partnership is a key component in the success of this Plan. The Workforce Partnership creates a work environment that values employees and clearly establishes the accountability of labor, management and the Board to each other and Padre Dam's customers. Collaboration between employees, management and the Board is pivotal in the accomplishment of the goals outlined in this Plan. Among the options available to the Workforce Partnership are Department Meetings, Link Pins and the Employee Involvement Team. It is crucial that our employees are fully engaged in providing the critical services for our customers and that we utilize all means of communication with them to meet our goals. The result of the Workforce Partnership is that Padre Dam's performance, quality and service standards are what most people desire in a well-run business, but do not expect to find in government.

## *Memorandum of Understanding (MOU)*

When looking out five years, it is important to have stability and predictability whenever possible. To assist with this stability and predictability, we have negotiated five year agreements with our two employee associations - Padre Dam Employees Association (PDEA) and Mid-Management & Confidential Association (MMCA) that will expire June 30, 2017. We believe these agreements will provide us with the tools to attract, recruit and retain the best talent. In addition, we believe these agreements are financially prudent and responsible to the benefit of our customers. Both agreements are available for view through the Human Resources Department.

## *Customer Involvement and Notification*

It is the intent of Padre Dam to be transparent to its customers in all significant areas. Accordingly, the customers will be notified of the purpose and intent of the 5-Year Business Plan and Budget through a "Proposition 218" notice mailed to all customers and property owners. Sufficient detail will be provided to customers to indicate the plans for the next five years, and the expected customer benefits coupled with rate impacts. Depending on customer response, additional community meetings may be held to further explain the Plan.

## Chapter 2 - Water Resources Development

### *Introduction*

Padre Dam imports 100 percent of its potable water supply from the San Diego County Water Authority (SDCWA). SDCWA receives a substantial portion of its supply from the Metropolitan Water District of Southern California (MWD). The majority of MWD water comes from the State Water Project (SWP) and the Colorado River Aqueduct. Water travels through over 600 miles of aqueducts and 1,100 miles of pipeline to get to San Diego County.

The Delta is at the center of the State Water Project (SWP). Since 2008, water deliveries from the Delta to Southern California have been limited by federal pumping restrictions enacted to protect the endangered Chinook Salmon, Delta Smelt and Longfin Smelt. In 2010, the Delta only supplied 18 percent of San Diego County's water supply. Stakeholders are currently developing plans for new water conveyance systems that will protect and restore the Delta's ecosystem. Another factor with the Delta and the SWP is the potential for a long interruption of service should any of the conveyance systems be damaged due to natural disasters.

The Colorado River flows from the Rocky Mountains in Colorado to the Gulf of California and is a major water resource for Wyoming, Colorado, Utah, Nevada, California, Arizona and New Mexico. The river's annual flow was allocated among the seven states in the 1922 Colorado River Compact. Ten consecutive years of drought in the Colorado River Basin, from 1999 to 2009, have reduced Lake Mead to 43 percent of its water storage capacity. In 2010, the Colorado River provided 61 percent of San Diego County's water supply including allocations from the Quantification Settlement Agreement (QSA). In the past California has taken a higher percentage of water than allocated in the 1922 Compact because water was available. As other states in the Compact continue to use more water, California will receive less than past years.

The San Diego County Water Authority was 95 percent reliant on MWD water during the 1990's. This made San Diego County extremely vulnerable to water supply shortages. At that time, SDCWA launched a plan to develop a diversified portfolio of water resources by 2020. In 2011 the allocation from MWD was 47 percent of the SDCWA's total demand; by 2020 it is anticipated the allocation will be further reduced to 29 percent of the total demand. Recycled water is an important part of San Diego County's future water supply strategy. Every drop of recycled water used for non-potable use saves drinking water sources.

## *Water Supply, Demands and Recycled Water Opportunities*

The District's water supply can be categorized as potable (which is all purchased from the SDCWA) and non-potable, which is produced at the Ray Stoyer Water Recycling Facility (WRF). Table 1 shows the volumes Padre Dam received in 2010 and the volumes required to meet future normal water year demands, assuming Padre Dam's compliance with 2015 and 2020 water use targets mandated by Senate Bill X7-7.

Table 1  
Padre Dam's Water Supply  
(Source: Padre Dam's Urban Water Management Plan)  
Units are in Acre Feet

Source/Year	2010	2015	2020	2025	2030	2035
San Diego Co. Water Authority	15,772	14,810	15,910	17,215	17,967	18,881
Ray Stoyer WRF (Title 22 Water)	1,874	2,016	2,016	2,016	2,016	2,016

Currently, the District treats and recycles about 40 percent of its total wastewater flows. The WRF processes two million gallons per day (MGD) (2,240 AFY) of wastewater to provide Title 22 recycled water to support the Santee Lakes and up to 890 AFY (0.8 MGD) for irrigation use in Santee. Note there is an approximate 10 percent process loss of the influent wastewater through the treatment processes in the form of sludge & solids. Sludge & solids are pumped to Point Loma for treatment and disposal. Excess water is discharged into the Sycamore Creek. Currently, the District is the only entity in San Diego that is allowed to discharge effluent into an inland water body by the Regional Water Quality Control Board (RWQCB). The National Pollutant Discharge Elimination System Permit (NPDES) issued by the RWQCB is essential for the long term sustainability of Santee Lakes Recreational Preserve.

Based on the available wastewater generated in the District's service area (see Table 2), the WRF could be expanded from an influent flow from 2 MGD (2,240 AFY) up to 4.8 MGD (5,380 AFY). The expanded facility would provide approximately 2 MGD (2,240 AFY) of full advanced treated (FAT) recycled water to be used for indirect potable reused (IPR) and meet all projected future demands for non-potable reuse within Santee and the Santee Lakes Recreational Preserve (~2 MGD).

Table 2  
Padre Dam's Raw Wastewater Available in Service Area  
(Source: Padre Dam's Urban Water Management Plan)  
Units are in Acre Feet

Source/Year	2010	2015	2020	2025	2030	2035
Raw Waste Water Generated in Padre Dam Service Area	5,264	6,076	6,517	6,801	7,032	7,083

## *Water Resources Development FY 2013-2017*

The proposed Capital Improvement Program (CIP) budget is structured to bridge the short term funding gap without undue burden to ratepayers while positioning the District to have a long term and sustainable infrastructure replacement plan. As it relates to the newly adopted 2012 Strategic Plan, the proposed CIP would facilitate multiple key success measures contained in Goal One - provide safe and reliable water, recycled water, and sewer services. In order to achieve the objectives of Goal Four of increasing water, sewer, and energy independence, additional funding is required above and beyond the budget presented within this business plan. Furthermore, it would be necessary for the District to develop strategic partnerships to solve these regional issues. With the continual uncertainties associated with regional water supply and wastewater treatment, it is envisioned that these goals will be tackled in a subsequent multi-year business plan.

With the future of imported water & regional wastewater treatment becoming more expensive and/or more unreliable, increasing local controls of these valuable resources is an important initiative by the District. Current plans over the next five years are to:

1. Establish and Maintain Strategic Partnerships
2. Pursue Planning Projects maximizing existing grants
  - a. Demonstration of Full Advanced Treatment (FAT) technologies at the WRF
  - b. Study of the Santee Basin Aquifer Groundwater Recharge & Replenishment Project (Santee GRRP)
3. Secure grant funding for additional planned projects
  - a. Santee GRRP Demonstration Project
  - b. Combined Solids Handling Facilities With Enhanced Bio-gas Generation
  - c. Establish Nitrification Reliability for Water Reuse

In order to develop a new recycled water project in the region, it is important to establish and maintain strategic relationships and partnerships with multiple agencies to gain support and regulatory approvals. Planned projects (listed above) over the next five years are intended to gain support and/or regulatory approvals from the following agencies:

1. California Department of Public Health (CDPH);
2. Regional Water Quality Control Board (RWQCB);
3. Bureau of Reclamation (BOR) ;
4. San Diego County Water Authority (CWA);
5. Department of Water Resources (DWR), State of California;
6. City of San Diego (CSD);
7. San Diego Metropolitan Wastewater Joint Power Authority (Metro JPA).

Other strategic partners include County of San Diego (County), City of El Cajon (El Cajon) and Helix Water District.

### *Pursue Planning Projects*

There is limited CIP budget available for development of a new water supply within the District over the next five years. However, in order to advance the use of recycled water during this period, two projects are planned to be accomplished utilizing existing grants: 1) Demonstration of FAT technologies at the WRF and 2) Study of the Santee GRRP.

## 1. Demonstration of FAT Technologies at the WRF

The State of California is in the process of finalizing the recycled water regulations and will publish them later this year. The draft recycled water regulations reflect the CDPH's current thinking on the regulation of recharge of groundwater with FAT recycled water. The draft recycled water regulations will require all future IPR projects utilizing groundwater aquifers to demonstrate the effectiveness of FAT processes utilizing the source water actually intended to be used for each project. The ultimate goals of this demonstration project are to reduce the regulatory requirements of recycled water contribution and residence time for the Santee GRRP.

In the latest draft recycled water regulation, the CDPH requires an initial recycled water contribution of 50 percent and a minimum aquifer retention time of 6 months. However, if the demonstration project can prove sufficient log removal of crypto, giardia, and viruses, it could reduce the recycled water contribution and aquifer retention time requirements. Ultimately, this demonstration project could maximize the yield of the Santee Basin Aquifer and reduce initial operating costs of the Santee GRRP significantly.

The current draft recycled water regulation contemplates a 10 log removal of crypto and giardia, and 12 log removal of viruses through the treatment processes. Table 3 shows pathogen log removals for a project that does not use FAT technology; therefore, a 6 month aquifer retention time is required representing 6 log removal of pathogens. Table 4 shows pathogen removals for a project that uses FAT technology where a 2 month aquifer retention time is possible.

Table 3  
Pathogen Log Removal - For a Non-FAT Project

Organism	Log Reduction Required	Log Reduction Obtained	Biological and Tertiary Treatment	Membrane Filtration	Reverse Osmosis	UV Disinfection	Advanced Oxidation	Aquifer Retention
Crypto	10	14		4		6		6
Giardia	10	14		2		6		6
Viruses	12	12		0		6		6

Table 4  
Pathogen Log Removal - For a Project with FAT

Organism	Log Reduction Required	Log Reduction Obtained	Biological and Tertiary Treatment	Membrane Filtration	Reverse Osmosis	UV Disinfection	Advanced Oxidation	Aquifer Retention
Crypto	10	17	2	4	3	6		2
Giardia	10	15	2	2	3	6		2
Viruses	12	15	2	0	3	6		2

The proposed project will provide planning, design, and construct a 0.1 MGD demonstration plant using FAT technologies (Microfiltration/Reverse Osmosis (MF/RO), advanced oxidation) at the WRF. The demonstration project will provide valuable information to gain regulatory acceptance that will support future expansion of the WRF. If the full expansion of the WRF up to 4.8 MGD is achieved, it could provide approximately 2,240 AFY (2 MGD) of local, drought-resistant water, representing approximately 15-20 percent of current potable demands. Implementation of this demonstration project will also address potential

public concern over safety of indirect potable reuse and provide public education by demonstrating an innovative and efficient solution to the water supply issue. Figure 1 at the end of this chapter is a site map of the expanded WRF including the location of the proposed FAT facility.

## 2. Study of the Santee GRRP

The purpose of this project is to evaluate the feasibility of injecting and extracting FAT recycled water into the Santee Basin aquifer and the development of the resource as a potable water source to lessen the District's reliance on imported water. This project specifically targets characterization of the hydraulic capabilities of the basin for injection and extraction of water. Additionally, this study will evaluate the hydraulic connectivity of the basin with the San Diego River. This information will be valuable for assessing the influence of surface water on the groundwater basin, and for determining possible impacts on water rights. The proposed site of the Santee GRRP project lies within a portion of the Santee Basin aquifer generally bound on the west by Cuyamaca Street, on the north by Riverwalk Drive, on the east by Magnolia Avenue, and on the south by Riverview Office Park as depicted on Figure 2 at the end of this chapter.

The study of the Santee GRRP is a joint partnership between the District and the BOR. To date, a table top study has been completed to show that there is a potential to use the proposed site for a GRRP. Additionally, several stakeholders' meetings related to this project have been held.

The next phase of this study includes:

- Perform geophysical investigation to determine the extent and thickness of the alluvium at the project site.
- Install a test well and perform testing to determine local hydraulic conductivities of the aquifer.

The preliminary geophysical work using electrical resistivity to help define the alluvial thickness and extent, and underlying bedrock topography has been recently completed. The results of the test are expected to be available at the end of June 2012. Once the geophysical tests are completed, test and monitoring wells will be installed to assess groundwater quality and hydraulic conductivities. The information obtained from the test and monitoring wells will be used to develop a preliminary groundwater model in support of GRRP in the Santee Basin Aquifer.

## 3. Future Projects

- Santee Aquifer GRRP Demonstration Project

This goal of this demonstration project is to determine actual retention time of the Santee Basin Aquifer. It is envisioned that this demonstration project would help with the development and refinement of the injection/extraction strategies that would optimize aquifer retention time and maximize yield of the aquifer.

- Combined Solids Handling Facilities With Enhanced Bio-gas Generation

The intent of this project is to study the viability of constructing a combined bio-gas generation facility within Sycamore Landfill. Sycamore Landfill is in the process of developing an extensive landfill gas extraction facility to maximize the energy potential from their off-gas recovery system. Additionally, Sycamore Landfill is

evaluating the viability of separating its organic wastes and digest them to produce more bio-gas for energy recovery.

With this project, the District could develop a partnership with the landfill where sludge and solids from the WRF could be co-digested with organic wastes from the landfill. The bio-gas would be recovered from the digesters and sold to SDG&E to be used as an energy source. If proven viable, this project could reduce the sludge and solids handling and reduce solids disposal costs for the District without constructing solids handling facility at the WRF as part of the future expansion.

- Establish Nitrification Reliability for Water Reuse

When California developed the current Title 22 Recycling Criteria, the chlorine disinfection requirements were based on results of a not well understood and controlled nitrification processes. As a result, no regulatory distinction was made between disinfection with chloramine and chlorine gas. The intent of this study is to document the reliability of the nitrification process at the WRF giving the District proper credit for disinfecting with chlorine gas. Potentially, this study could lessen the chlorine gas needed to properly disinfect Title 22 water or reduce the need to expand the current disinfection facility in the future.

### *Funding for Planning Projects*

#### 1. FAT Demonstration Project at the WRF

The demonstration project is projected to be funded by the Proposition 50 grant secured from DWR for \$3 million via the Integrated Regional Water Management (IRWM) Program. This grant was originally awarded to expand the WRF from 2.0 MGD to 4.4 MGD including advanced treatment facilities for the joint project with Helix Water District. The grant is currently being amended with the DWR to cover the cost of the demonstration project at the WRF.

#### 2. Study Santee GRRP

The Santee GRRP Study is a joint venture with the BOR. Total cost of the project is \$600,000 with BOR and Padre Dam sharing the costs equally through a planning grant funded by the Department of Interior.

#### 3. Funding for additional studies related to WRF and Santee GRRP

Funding for additional studies is planned to be fully or partially funded by Proposition 84 funding from DWR, WaterSmart Grant Program from BOR, and grants from Water Reuse Foundation. Currently, no CIP budget is allocated for the District's matching portion of these grants because the matching percentage is unknown at this time and funding is limited.

## *Future Regulatory Considerations*

### 1. Padre Dam Live Stream Discharge (NPDES) Permit

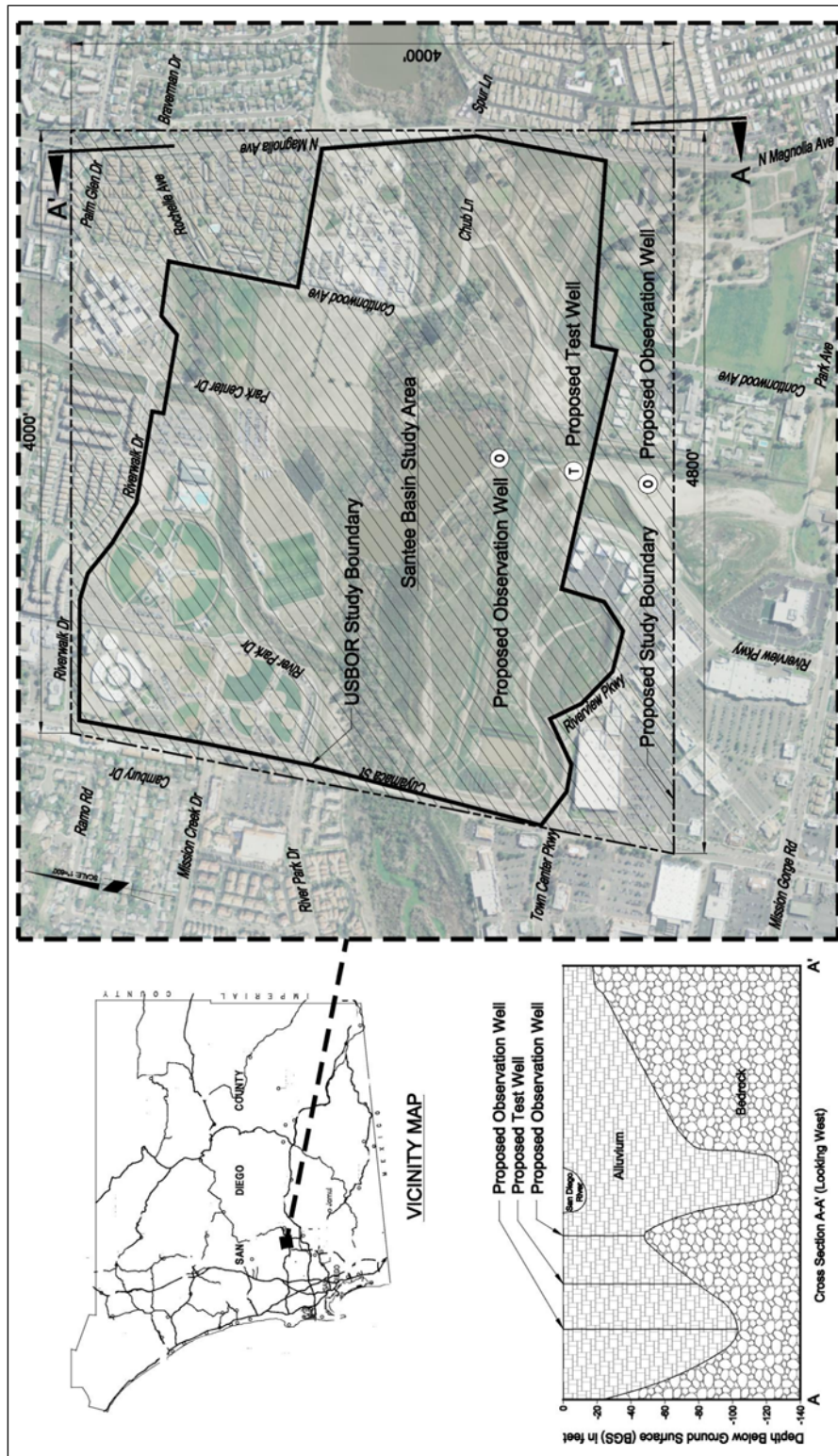
This permit was last renewed in 2009. The purpose of the permit is to continue to allow Padre Dam to discharge recycled water from the Santee Lakes to the adjacent Sycamore Creek, a tributary of the San Diego River. Padre Dam is the only agency in San Diego County with an inland live stream discharge permit due largely in part to our impeccable compliance record and excellence in water recycling facility operations. During the last permit renewal, the RWQCB included performance goals for several contaminants of emerging concern. To date, Padre Dam is able to meet these performance goals; however, additional future regulatory requirements may become more stringent where the existing treatment processes will be unable to meet the compliance requirements and significant investments in the treatment processes will be required. Funding for these potential compliance related capital investments is not included in 2013/17 Five Year Plan due to the limited knowledge of the future permit requirements.

### 2. Upgrades at City of San Diego Point Loma Wastewater Treatment Plant

The waiver to upgrade Point Loma to a full secondary treatment plant in compliance with EPA's Clean Water Act is up for review and consideration in 2015. Earlier this year, the City of San Diego completed their recycled water study which evaluated several options to offload wastewater from Point Loma in order to meet the EPA compliance requirements. This study is the first step outlining strategies to reuse the wastewater currently discharged into the Pacific Ocean to increase local water supply. The cost of this plan is currently estimated to be in the range of 1 to 2 billion dollars. Padre Dam's portion of this upgrade cost is approximately 3%. Funding for this potential liability is not included in the 2013/17 Five Year Plan as the City is in the process of preparing an implementation strategy and cost allocation model for the proposed upgrade.

Staff will continue to monitor the progress and status of the potential costs to Padre Dam and when appropriate will develop and provide recommended strategies that minimize the financial impacts to Padre Dam's ratepayers.





**FIGURE 2**  
**SANTEE BASIN GROUNDWATER**  
**RECHARGE DEMONSTRATION PROJECT**

## Chapter 3 - Strategic Plan

### *Introduction*

The Padre Dam Board of Directors adopted the District's new 2012-2022 Strategic Plan on April 30, 2012. The 2012-2022 Strategic Plan presents six strategic goals to address the current and future challenges facing the District to ensure our continued success. The plan puts Padre Dam in a position to have a positive impact on our service areas and ensures our systems will be maintained and developed for the continued benefit of our customers. The Strategic Plan guides the District in making decisions which foster the mission of the District.

Well known author and time management expert, Alan Lakein, once said: "Planning is bringing the future into the present so you can do something about it now." With a \$53 million dollar annual operating budget and nearly one billion (replacement costs) in infrastructure, Padre Dam MWD must maintain a comprehensive strategic plan that ensures operational effectiveness and quality of service. Padre Dam MWD's aging systems require planning and attention only achieved through a strategic planning process, which meet the mission and vision of the District.



### *Strategic Plan Goals*

The 2012 Strategic Plan takes on the challenge of planning the District's future for the next ten years. This plan is not an event or a static document. It is a living plan that will be used for focus, guidance, decision-making, and monitoring progress. Execution requires balancing movement toward the District vision while living within the financial constraints identified during budgeting. Padre Dam recognizes this challenge and is committed to being realistic in its execution, given the increasing uncertainty in our external environment.

The strategies, objectives, and goals of this plan will guide the future of our District. They are the foundation for the District's Five-Year Business Plan and Budget. The Strategic Plan and the Five-Year Business Plan & Budget must be in alignment with each other. The Strategic Plan provides the "overarching" goals while the Five-Year Business Plan & Budget, through specific tasks, places the District on a path to achieve those goals.

The following are the goals for the 2012 Strategic Plan. Each goal has specific initiatives with identified Key Success Measures and Activities.



1. Provide Safe, Reliable Water, Recycled Water, and Wastewater Services



2. Ensure Fiscal Health and Competitively Sustainable Rates



3. Enhance Customer Communications and Education



4. Increase Water, Wastewater and Energy Independence



5. Maintain Workforce Excellence



6. Expand Park and Recreation Opportunities

### *Implementation*

The Strategic Plan was deployed initially to the public through a variety of means, including but not limited to the District website, District newsletter, press release, Administration Building lobby display, and email notifications. The Plan was deployed to the Padre Dam MWD workforce through all-staff Dialogue Sessions, email, Departmental meetings and the intranet. It will be administered by the Management Team and all employees. Each Goal is assigned a “Champion” who is responsible for ensuring their Goal is achieving steady progress and assigned initiatives and/or activities are being accomplished.

Initiatives that support our Strategic Goals are contingent on appropriate funding levels which may or may not be available at the time of planned implementation. The Strategic Plan is inherently flexible, dynamic and responsive to external and internal developments.

### *Tracking & Monitoring*

The Strategic Plan will be continually monitored. Staff will provide scorecard updates to the Board of Directors and the public twice per year. It will also receive a review and update annually. Scorecard results will be posted and made available to the public through the District website and in hard copy upon request. It is our intent to make the progress and challenges associated with the plan transparent and available for continuous review.

## *Why We Need a Strategic Plan*

The “game” has changed dramatically over the last five years. We have seen dramatic shifts in regulatory compliance, environmental restrictions, water supply reliability, water use levels and conservation. Padre Dam experienced a 34 percent reduction in water sales over the last five years. These dramatic changes have created what we call the “New Normal”. The Strategic Plan was developed using the assumptions defined at “The New Normal” shown below.

### Water Demand

- More than 80 percent of residential customers say they will use less water or the same amount. The District has already experienced a 34 percent reduction in water sales from FY 07 to FY 11.
- More than 85 percent of customers are satisfied with Padre Dam as of September 2011.
- Customers want more local control of water resources and will support development of increased local water sources, wastewater services and energy independence.

### Water Supply

- Costs for importing water are expected to increase significantly over the next ten years, a situation outside of Padre Dam’s control.
- The cost of doing business as a public utility continues to increase.
- According to SBx7-7, the 2009 legislative package requiring a statewide 20 percent reduction in urban per capita water use by 2020, Padre Dam is limited to providing 142 GPCD (gallons per capita daily) for our service area.

### Wastewater Treatment

- Environmental and regulatory requirements will be even more stringent.
- The City of San Diego’s Pt. Loma Waste Water Treatment Plant requires an estimated \$2 billion in upgrades that will impact all San Diego residents including Padre Dam ratepayers.
- Treatment technology will continue to evolve.

### Infrastructure

- The majority of the infrastructure is over 40 years old and will continue to degrade over time.
- The District’s primary transmission pipeline dates back to pre-World War II.
- Capital investments are required to upgrade, maintain and replace infrastructure.

### Employees

- The “new normal” means continued cost-controlling will be required in an environment of declining water usage.
- Commitment to the Workforce Partnership as evidenced by employees voluntarily opening their contract and reducing benefits.
- Regulatory requirements mandate additional certifications to perform key roles.

Planning is a critical piece to ensuring the continued reliability of our water system now and into the future. The complete Strategic Plan is available online at [www.padredam.org](http://www.padredam.org).

## Chapter 4 - Preventive & Predictive Maintenance Programs

### *Mission*

To provide sufficient maintenance of existing infrastructure systems to promote efficient operations and minimal customer service outages while avoiding emergency repairs and ensuring that the water and sewer systems are maintained for future customers/ratepayers.

### *Methodology*

Identify operational and maintenance projects to achieve the mission of preventive and predictive maintenance. The list of projects is included in this chapter.

### *Preventive & Predictive Maintenance*

The Operations Department is looking forward to continuing a focused preventive and predictive maintenance program in the new Plan. In past budget cycles, there was inadequate allocation of resources to stay on track with necessary maintenance programs. This caused maintenance to be cutback or permanently curtailed in some budget years. This Plan allows efficient planning and implementation of preventive and predictive maintenance programs by providing a known funding source for these activities. This will continue to provide the most effective use of ratepayers' money.

Even though the District experienced significant revenue losses from reduced water sales during the previous Five Year Plan, the Operations Department was still able to make significant progress on preventive maintenance projects. Crews previously dedicated to the maintenance initiatives were moved around as needed to meet goals. The efficient use of staff also enabled the District to respond to many emergencies in the last Five Year Plan. City infrastructure relocation and other projects requiring more immediate responses will continue to come up and will need to be factored in and adjusted for in this new Plan. The 2011 *Deficit Elimination Plan* resulted in the elimination of 26 positions District-wide, 8 of which were in the Operations Department.

### *Department Overview*

The primary responsibilities of the Department are delivery of sufficient high quality water, maintenance of an emergency supply of water, collection of sewer, recycling of water, and maintenance of water, sewer collection and recycled water system facilities. The functions of the Department are separated into three divisions: Systems Maintenance and Construction, Water Operations, and Water Recycling; and two sections: Laboratory and Warehouse. The functions performed by the Department are described below.

### Water System Operations

The main objective of the Water System Operations group is to ensure that there is an adequate supply of quality water delivered to the District's customers.

Services provided:

- Ordering water from the wholesale supplier.
- Operating the water distribution system including pumps, storage, and water quality process.
- Distribution pipe and fire hydrant flushing.
- Maintenance of fire hydrants.
- Valve turning (maintenance).
- Air-vac maintenance.
- Meter replacements.
- Influent sewer pump station operations.
- Sewer lift station maintenance.
- Electrical and instrumentation maintenance.
- Supervisor Control and Data Acquisition (SCADA) maintenance.
- Meter reading and Advanced Meter Infrastructure (AMI) operations and maintenance.
- Pump station maintenance.
- Correcting water quality problems when they arise.
- Operating recycled water distribution system.
- Customer response.
- Breakage and repair.
- Monitor water quality and nitrification issues.
- Clean and chlorinate reservoirs.
- Weekly, monthly and quarterly system water samples.

### Collection System Operations

This team operates and maintains the sewage collection system and small sewage lift stations. They provide scheduled cleaning of the entire collection system and frequent cleaning of problem areas. A program of video inspection of the system using closed-circuit television (CCTV) is being done to ensure that the collection system is in good physical condition. The videos are reviewed by Operations staff to determine if immediate repairs are needed. The data gathered from the CCTV program is also sent to the Engineering Department and reviewed periodically. The video is assessed to determine what needs to be replaced or repaired. This data is a key part of the planning and prioritization process of the sewer Capital Improvement Program (CIP).

The sewer group also plays a large role in the implementation of the District's Sewer System Management Plan (SSMP). This document addresses the many aspects of the District's collection system from the management of the system to operations and maintenance to spill response activities. Some of the main goals of the SSMP are to minimize Sanitary Sewer Overflows (SSOs) and to ensure that proper maintenance is conducted and adequate funding is available for these activities and the sewer system. The sewer group has an aggressive maintenance schedule to ensure compliance and to minimize any problems in the sewer system.

Services provided:

- Cleaning of sewer mains and manholes through the system every 2 years.
- Frequent cleaning of problem areas or “hot spots.”
- CCTV inspection of sewers at a rate of 50-75 miles/year.
- Customer response.
- Quick response to sewer line breaks, SSOs, containment and repair.
- Repairs to sewer system mains, manholes and laterals.
- Continued implementation of the District’s SSMP.
- Wastewater crews are responsible for rainfall collection samples and storm water runoff protection measures.
- Dedicated repair crew for pipeline and break replacement.
- Monitoring and executing the BMPs for the storm water program in the Operation’s Yard and filing storm water reports with the Regional Water Quality Control Board for regulatory compliance.

#### Maintenance and Construction Crews

This crew is responsible for installing water services, irrigation services, fire hydrants, fire services, small sewer and water pipeline projects and related appurtenances. They also make wet taps for system extensions, maintain the pipelines in the water distribution system, maintain the recycled water system, maintain and repair the sewer collection system and laterals, and perform preventive maintenance of valves, valve replacement, pressure reducing stations, turnouts, and tanks.

#### Maintenance Service

Maintenance services are provided for 388 miles of water pipe, 33 miles of recycled water pipe, 167 miles of sewer pipe, 29 reservoirs, 16 water pump stations, one major wastewater lift station, other minor installations, and all appurtenances in the infrastructure.

#### Water System Maintenance

Services provided:

- Repair leaks and pipeline breaks.
- Replace fittings and appurtenances.
- Move, or assists in moving pipelines for other public works projects.
- Provide new installations and connections for developer and contractor projects.

#### Telemetry and Electrical Maintenance

Services provided:

- Support SCADA system.
- Repair and maintain motors and other electrical equipment at pump stations, tanks, turnouts, Water Recycling Facility (WRF), and buildings.

#### Pump Maintenance

Performs maintenance and repairs to pumps, valves and controllers, pressure regulating stations, chlorine generation units, and surge arresters.

### Valve Turning Crew

This crew is responsible for exercising valves throughout the system in accordance with prescribed procedures. They also monitor and chlorinate reservoirs when needed and assist with line and dead end flushing. The valve crew plays an essential role in the valve replacement program by planning and executing pipeline shutdowns for the construction crews. They also isolate pipelines during main breaks. This requires quick planning and action on their part. Crews must be familiar with the various pressure zones throughout the service area to conduct shutdowns safely and effectively.

### Mechanics

The mechanics group maintains a fleet of 76 vehicles, 9 tractors, and other District equipment. They also perform many maintenance related tasks including: welding and fabrication; sewage lift station repairs; and pump station repairs. They also purchase and maintain a wide variety of pneumatic and hydraulic equipment.

### Industrial Code Compliance

Services provided:

- Fats Oil Grease (FOG) program monitoring and reporting of fats, oils, and grease sources within the Collections System. Inspections on an annual basis are required of all FOG generators. An important aspect of this program is to ensure that businesses understand what is required of them. The District considers itself a partner with these establishments with education of the program as a top priority and enforcement actions as a last resort for failure to comply.
- Fuel station and generator permits regulated by the Air Pollution Control District.
- Hazardous materials/asbestos handling and disposal, in accordance with the Department of Environmental Health regulations.
- Groundwater contamination monitoring open cases and ensuring that the District is well represented in any cases.

### Cathodic Protection

Services provided:

- Monitor and install protective measures to reduce corrosion of metal infrastructure.
- Monitor and apply appropriate protective coatings for District infrastructure and appurtenances. An ongoing program of monitoring, maintaining, and reapplying coatings on District infrastructure helps to protect and extend the life of our system. A program of inspections and tracking of infrastructure will be established during this Plan.
- Inspect coatings on pipes and valves as they arrive in the yard for ongoing Operations' projects.
- Inspect valves and field coatings for the Engineering Department on developer and District projects.
- Assess pipe and soil conditions during steel main breaks and follow-up with written reports to document the pipe condition. Maintain organized records of all main breaks.

- Lead the inspections of the District's reservoirs, and maintain an inspection schedule as well as documentation of completed inspections with recommendations for improvements, modifications or repairs. Advise management on the condition of reservoirs to assist in the planning of rehabilitation or repairs.

### Water Recycling

The Water Recycling division is responsible for the safe and economical production of recycled water from the District's wastewater flows. Two million gallons per day (MGD) (88 L/s) are treated to provide water to support the Santee Lakes, which are the key attraction at the Park, and to supply up to 1,000 acre feet per year (9.3 million cubic meters) for irrigation use in Santee. The system treats and recycles about 40 percent of District sewer flows.

Operation and maintenance of the Water Recycling Facility is necessary to produce high quality recycled water and to meet requirements of the National Pollutant Discharge Elimination System Permit and discharge requirements for recycled water used for irrigation. Separated sludge is pumped to Metro for treatment and disposal. Other services provided are backup support for the laboratory.



### Laboratory

The laboratory function is essential to the operation of the Water Recycling Facility, providing physical, chemical, and biological tests for the process. Analyses are provided for influent and effluent monitoring, lake water quality monitoring, and river water quality monitoring connected with discharges to the San Diego River Basin. The laboratory also provides routine bacteriological and water quality testing of the potable water distributed by the District to ensure the safety of the product and compliance with state and federal regulations.

### Cross Connection Control

This section is responsible for the cross connection control and backflow prevention program; industrial waste pretreatment compliance in cooperation with the City of San Diego; and coordination with recycled water customers.

### Meter Technicians

Meter reading personnel obtain water consumption data for customer billings; investigate customer complaints; install meters, test, and repair meters to ensure accuracy; replace old meters; and provide water meter related information and education to customers. This department has been reorganized due to the AMI program that was installed during the last 5-Year Business Plan.

Services provided:

- Meter reading and reporting data to the Finance and Customer Service Departments.
- Meter replacements.

- Meter box replacements.
- Oversee daily operations of AML infrastructure.
- Responding to customer calls, leaks, low pressure, damaged meter boxes, high consumption.
- Return to sewer audits.
- Notify customers of shut-off for nonpayment (450 to 500 per month).
- Construction meter sets and retrievals.

### Facilities Maintenance

The Facilities Maintenance section preserves and maintains District facilities in a safe and aesthetically pleasing way, which meets the expectations of internal and external customers. This service is provided for the Administration Building, Field Operations Yard, Water Recycling Facility, and seventy-seven (77) off-site locations (29 reservoirs, 16 pump and lift stations, and 37 turnout and sample stations). This department also oversees the contract (outsourced) for landscape maintenance for District facilities. Under the Deficit Elimination Plan, staffing levels for this department were reduced from six to three full time employees. This department has also been reorganized going into the new 5-Year Business Plan. More outsourcing will be employed with contract management for meeting future demands in this department due to the staffing reductions.

Services provided:

- Landscape maintenance and outsourced contract management (excluding Park).
- Janitorial management for office buildings on all District facilities (excluding Park).
- Building maintenance services - roofs, painting, doors, locks, windows, plumbing, etc.
- Management and maintenance of all District heating and cooling systems.
- All general District facility issues.

### Operations and Water Quality Administration

This group manages the activities of the department. They are responsible for preparing reports, correspondence, contracts, assisting with financing, and establishing quality and performance standards. This department coordinates emergency responses, monitors and controls telephone and radio communications, ensures water quality standards, manages operations, maintenance, and construction. They provide support to all department staff and District management, and represent the District at the San Diego County Water Authority, Metropolitan Wastewater Joint Powers Authority, and other organizations.

### *Current Maintenance Programs*

Below is a list of the current maintenance programs Operations will focus on during the Plan:

- Valve Replacement
- Valve Exercising
- Meter Replacement
- Sewer Line CCTV & Inspection
- Sewer Line Cleaning
- Fleet Maintenance & Replacements
- Equipment Maintenance & Replacements

- Pumps Maintenance & Replacements
- Pressure Reducing Station Maintenance
- Water Recycling Facility (WRF)
- Water Main Flushing

### *Planned Projects*

The Operations Department will focus on a number of important projects during the Plan. Note that new requirements and changing conditions are expected to result in reprioritization over the five-year period. Therefore, the Plan will be updated to reflect changes which will be provided to the Board of Directors annually with periodic updates when appropriate. However, staff will strive to focus on completing the bulk of the projects, deferring only those that end up taking a lower priority in relation to new, unexpected projects. The intent is to manage the budget committed over the five-year period in the most cost-effective and efficient manner.

The following are the major preventive maintenance projects planned:

1. Pump/Motor Maintenance/Replacement Program
  2. Main Flushing Program
  3. Fire Hydrant Maintenance Program
  4. Valve Replacement Program
  5. RTU/SCADA Field Replacement Program
  6. WRF Capital Equipment Replacement Program
  7. WRF Capital Improvements
  8. Infrared Camera Monitoring
1. Pump/Motor Maintenance/Replacement Program  
The distribution system utilizes large pumps to move water and requires periodic maintenance and eventually replacement. During the previous Five Year Plan, through an aggressive maintenance program, nearly thirty pumps were reconditioned resulting in a much more reliable system than existed prior to the 5-Year Business Plan. The maintenance that is done ranges from the replacement of bushings, ensuring that the pumps are running to the highest possible efficiencies, to the final epoxy coating applied to the wetted parts that helps to extend the life of the metals that the coating protects. The current maintenance interval is a total recondition every eleven years. This scheduled interval results in a savings over time, as it costs substantially less money for a recondition as opposed to an emergency repair. Having this maintenance scheduled creates a more reliable system and ensures that the maximum number of pumps are in working order during the peak demand season. It also ensures that the pumps are running at the peak efficiency, saving money through reduced electric bills.

#### Electric Motor Maintenance

Performing Electric Motor Maintenance is key to the longevity of the large motors that drive the pumps in the distribution system. Heat, dust, and long running hours take a toll on motors. In order to extend the life of the motors and prevent catastrophic failures, they need to be taken out of service occasionally and reconditioned. This consists of disassembly, inspection, repair of worn parts, replacement of bearings, steam cleaning and a dip and bake. During the previous Five Year Plan, many motors were maintained leaving the District with a more reliable system than existed prior to the 5-Year Business Plan.

The Influent Pump Station (IPS) requires similar maintenance of the motors and pumps. The required maintenance is similar to that of the potable water pumps, but differs in the interval that they must be maintained. Due to the harsh conditions that the pumps operate under, they must be reconditioned every five years.

The IPS is equipped with sewage grinders in the upstream portion of the station. The grinders consist of a heavy duty screen and a hydraulically driven grinding section that shreds any debris that comes into contact with it. The most common items that get shredded are rags and clothing. Although rare, items such as two by fours and traffic cones have gone through the grinders. The grinders live in an extremely harsh environment and have a life of approximately one year and need to be reconditioned. The screen portion is reconditioned every three years. These systems are nearing the end of their life, and are planned to be replaced as the CIP budget permits.

Mechanical maintenance costs discussed above are listed in the following tables:

Potable Pumps	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Pump & Motor Maintenance	\$ 70,000	\$ 110,000	\$105,000	\$ 70,000	\$ 70,000	\$ 425,000

IPS Maintenance	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Pump & Motor Maintenance	\$39,000	\$56,500	\$41,500	\$44,000	\$44,000	\$225,000

2. Main Flushing Program

The main flushing program has been established and data is being collected to find “hot spots” that will require more frequent flushing. The flushing program is a task required by the California Department of Public Health (DPH), and the Operations Department ensures that high quality water is supplied to the District’s customers. The flushing program is labor intensive. This practice arouses the curiosity of customers and gives staff the opportunity to educate them on the steps the District takes to assure the delivery of high quality water. The necessary evil of this practice is that customers also see staff “running water down the street.” When customers are informed of the purpose, they usually understand the good that it brings. One issue that needs to be addressed with the flushing program is the need to repair or install flushing connections at the end of water mains. There is an ongoing effort by the construction crews to install flushing connections and repair the connections that are not working. Crews excavate and install the needed taps, valves and piping.

3. Fire Hydrant Maintenance

Fire hydrant maintenance is currently being done, and every hydrant in the District has been maintained at least once since the program started. The Operations Department has determined that after the initial maintenance was performed, the hydrants did not require annual maintenance. The hydrants are now spot checked to monitor their performance. Currently, the Operations Department plans to fully maintain every hydrant on a four-year rotation.

4. Valve Replacement Program

Replacing dilapidated and non-operating valves is an essential element that makes it possible to isolate portions of the system for emergency shutdowns and preventive maintenance. Deferment of this work makes future shutdowns more costly and requires shutting off water to a greater number of customers in repair or emergency situations.

This program is vital to the operation of the distribution system and will ensure the reliable and efficient operation of the District's water distribution system well into the future.

5. Supervisory Control And Data Acquisition (SCADA) Field Replacement Program

The District's RTU/SCADA upgrade is nearing completion. During the previous 5 Year Plan, a SCADA Technician was hired to plan and construct a completely new SCADA system. Everything from the communications system to Programmable Logic Controllers (PLC) to the Human Machine Interface (HMI) systems are being replaced. The system should see substantial completion in year one of the new 5-Year Business Plan. Fine tuning of the system and some new features will be added to the SCADA system during the course of this plan. Some of the tasks ahead are listed below:

Operations' SCADA Tasks:

- As-built drawings completed and sent to Engineering for District documentation.
- Software documentation and comments completed, program changes addressed and approved.
- Operator Instruction Manual completed, including screen captures with notes, sequence of operations, printed and installed.
- Historian software installation.
- Any older cables not changed out due to part availability and time to replace will be addressed and corrected, i.e. antenna cables, short analog cables, etc.
- PLC direct read of flow data and removal of Act-Paks from all sites.
- Generator inputs and outputs tested and programmed, including serial MODBUS communications where needed.
- Final graphic changes based on operator's needs.
- Work with Electricians through quarterly calibration of pressure transmitters to verify PLC is calibrated to same readings of analog inputs.
- Spare parts analysis, purchase and storage for 5-year support.
- Final asset list of all parts and serial numbers delivered to Safety/Risk Manager.
- Work with One-Source/Rockwell for best pricing on a contract renewal (expires 6/2013).
- Update all Operations' PLCs with current firmware. (Before 6/2013)
- Update all Factory Talk Software to latest version. (Before 6/2013)

WRF SCADA Tasks:

- Evaluate all parts and operations of all PLCs and HMI for stability and functionality.
- Replace graphic system of IPS with Factory Talk System.
- Replacement of Modbus + cards in PCs.
- Develop a sequence of operation for each PLC at WRF and IPS.
- Plan a replacement program of all Modicon PLCs.
- Update all Factory Talk Software to latest version.
- Complete drawings for IPS Replacement.
- Replace IPS Modicon PLC with A/B ControlLogix and re-write software.
- Start drawings for WRF replacement.
- Update all Factory Talk Software to latest version. (Before 6/2013)
- Replacement of all PLCs at the WRF.

6. WRF Capital Equipment Replacement Program

Time and a harsh environment have taken a toll on the Water Recycling Facility. Equipment is reaching the end of its useful life and will need to be replaced. These replacements include blowers, mixers, flow meters, valves, pumps, air compressors and instrumentation to name a few. This equipment is crucial to the reliability and compliance of the treatment plant.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
A/C Units	\$ 5,000		\$ 5,000		\$ 5,000	\$ 15,000
Pumps	30,500	27,000	35,000	27,000	143,000	262,500
Filter Sand	35,000	35,000	35,000	35,000		140,000
Meters & Analyzers	26,000	25,000	11,000	12,000	6,000	80,000
Valves & Equipment	10,000	5,000	10,000	5,000		30,000
Rag Removal Belt			5,000			5,000
Chlorine Scrubber Rehabilitation			28,000			28,000
Mixers	5,000	10,000	5,000	5,000	13,500	38,500
SCADA System	44,500	8,400	8,400	51,500	24,500	137,300
Motors & Equipment	5,500	35,000	13,000	15,000	21,500	90,000
Plate Settlers			25,000			25,000
Solar Panel (Lake #7 Meter)			8,500			8,500
TOTAL	\$161,500	\$145,400	\$188,900	\$150,500	\$213,500	\$859,800

7. WRF Capital Improvements

Several projects are proposed in order to improve the efficiency and reliability of the WRF. These projects include:

- Replacing the Generator Transfer Switch. This switch is necessary to ensure that the generator power will be transferred during a power outage. The transfer switch was installed with the last upgrade in 1997 and has lasted far beyond the 10 year life expectancy.
- Installing new valves at the WRF influent control area. These valves will enable the staff to properly control the flow into and around the rag removal system and influent flow meter.
- Upgrading the BNR Diffuser panels. The current diffusers are original with the upgrade in 1997. They have far outlasted their useful life and will need to be replaced with modern and more efficient aerating panels.
- Upgrading and replacing both the primary and secondary clarifier flights, gears, and bearing housings. The current equipment design is original with the plant from the early 1960's and needs to be upgraded with modern and more reliable equipment.
- Upgrading the valves and overflow system between the storage ponds. The current equipment is original with the plant from the early 1960's and no

longer functions as designed. This upgrade will optimize control and flow between the ponds and the lakes.

- Upgrading the primary sedimentation tank covers. This upgrade will replace the original covers that were installed over the tanks in the early 1960's. The new covers will improve odor control and reduce sulfide concentrations around the tanks. Controlling sulfides will also reduce the corrosion of equipment in the vicinity of the tanks.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Generator Transfer Switch	\$85,000					\$85,000
WRF Influent Valves		100,000				100,000
Diffuser Panels			120,000			120,000
Primary Flights & Gear Replacement				100,000		100,000
Secondary Flights & Gear Replacement					100,000	100,000
Valves between the Oxidation Ponds					195,000	195,000
Primary Covers					100,000	100,000
Total	\$85,000	\$100,000	\$120,000	\$100,000	\$395,000	\$800,000

#### 8. Infrared Camera Monitoring of Electrical Equipment

The practice of monitoring the electrical system is done on an annual basis, as it will alert staff to potential costly problems before they occur. Some of our more critical systems have a more aggressive monitoring schedule. The electrical equipment at the various pump stations is very expensive to repair or replace and electrical failures can be detrimental on the ability to supply water to customers. The IR camera captures an infrared photograph of electrical equipment and will show hot spots (potential arcing points) that can then be addressed/repared by electrical maintenance staff. As an example, prior to the District purchasing an IR camera and monitoring the electrical system, the use of this equipment would have discovered a problem with a motor contactor that cost the District over \$32,000 to repair. This electrical breakdown was also compounded by the fact that these problems usually occur during the hot, peak demand time of year, hindering the ability to deliver water with one less pump available at the pump station. This equipment is used to monitor all of the pumping stations' electrical systems, the WRF and sewer pumping stations. This tool is also used to monitor problems on an as needed basis where problems may be suspected. Prior to the purchase of the IR camera, a survey of only pump stations was done by an outside vendor at a cost of approximately \$7,500.

## Planned Projects - Quarterly Goals

Preventative Maintenance Project Categories	Year 1 - FY 2012/13				Year 2 - FY 2013/14				Year 3 - FY 2014/15				Year 4 - FY 2015/16				Year 5 - FY 2016/17			
	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4
Valve Replacement Program	33	33	33	33	33	33	33	33	33	33	33	33	33	33	33	33	33	33	33	33
Valve Exercising Program	675	675	675	675	675	675	675	675	675	675	675	675	675	675	675	675	675	675	675	675
CCTV - Sewer Lines Total linear feet (x1000)	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36
Sewer Mains Repaired	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24
Sewer Lines Cleaned Total linear feet (x1000)	182	182	182	182	182	182	182	182	182	182	182	182	182	182	182	182	182	182	182	182
Sewer Hot Spots Cleaned	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125
Fire Hydrants Maintained	180	180	180	180	180	180	180	180	180	180	180	180	180	180	180	180	180	180	180	180
Water Mains Flushed	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120
Water Mains Repaired	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
Pressure Reducing Stations	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
Motor Reconditions	5				5				5				5				5			
Pump Maintenance/Replacement	1				1				1				1				1			
Infrared Camera MCC's	148				148				148				148				148			

## Contingencies

Any plan which extends over a five-year period will need some flexibility. Therefore, resources include a contingency category to cover unknowns. These unknowns could include changes in regulatory requirements, unexpected system failures and reprioritization of planned replacements. In the past, operational budgets have been hit hard and have gone negative just months into a budget cycle due to unforeseen system failures and inadequate funding of line items.

## Summary

The Operations Department is a 24-7-365 day operation. There are facilities that are operational 24-hours a day with complicated and expensive equipment in the delivery and collection of water/wastewater in the service of the District's customers. The Operations staff currently does an excellent job operating and maintaining these facilities, and will continue this trend with this new Plan.

It is a challenge to predict with nominal accuracy 1,825 days into the future what may happen operationally and financially in this period of time. The last Five Year Plan worked very well with management's oversight and tracking on a monthly basis. The Operations Department is looking forward to this challenge once more.

## Chapter 5 - Capital Improvement Program

### *Introduction*

The Capital Improvement Program (CIP) is the foundation of the District's long-range capital investment and financial planning. The development of a multi-year business plan and the separate but inter-related annual CIP update are integral to sound financial planning. The Plan establishes a specific list of projects to be completed for capital replacements and improvements, and preventive maintenance. The approval and funding of projects through the operating budget minimizes uncertainties in financial decision making and maximizes control over financial resources. Looking ahead through the CIP provides an opportunity to prioritize capital expenditures, manage cash flows, project reserve balances, and establish future revenue requirements that ultimately determine rates, fees and charges necessary to maintain the facilities for potable water, recycled water, wastewater collection and treatment and the Park. These facilities include:

- 580 miles of water, sewer, and recycled water mains
- 29 reservoirs
- 16 pump stations serving elevations ranging from 629 to 2,646 feet
- 13 pressure reducing stations
- Over 24,000 active service connections
- 3 chloramination stations
- 4 sewer lift stations
- 2 MGD Title 22 water recycling facility

The estimated replacement value for these facilities is approximately \$800 million with an aggregate service life of 75 years. This service life is consistent with American Water Works Association (AWWA) documents for infrastructure installed post World War II. Prior to the 2008 Plan, the District was limited in its ability to replace infrastructure at an appropriate rate due to a lack of funding. With the 2008 Plan (2008-2012), the District was able to use a combination of systematic rate increases and debt service to fund some high priority CIP projects. However, due to the deep and prolonged recession and an unprecedented and prolonged drop in water sales the CIP was reduced to facilitate the District's deficit elimination plan. As the District moves into the next multi-year business plan it is important that a reliable revenue stream is in place to fund strategic capital projects.

### *The Sobering Truth about Infrastructure*

More than a decade ago in its report "Dawn of the Replacement Era" the American Water Works Association (AWWA) announced that a new era was dawning: the replacement era, in which our nation would need to begin rebuilding the water and wastewater systems bequeathed to us by earlier generations. The report demonstrated that significant investments will be required in coming decades if we are to maintain the water and wastewater systems that are so essential to our way of life.

The recently released AWWA report "Buried No Longer: Confronting America's Water Infrastructure Challenge" is a call to action for utilities, consumers, and policy makers and recognizes that the need to replace pipe in the ground "puts a growing stress on communities that will continue to increase for decades to come." Some of the key findings in "Buried No Longer" include:

- The needs are large - the cost of replacing pipes at the end of their useful lives will total more than \$1 trillion nationwide between 2011 and 2035 and exceed \$1.7 trillion by 2050.
- There are important regional differences - the growing national needs affect different regions in different ways, with growth concerns greater in the South and West and replacement concerns greater in the Northeast and Midwest.
- There are important differences based on system size - as with many other costs, small communities with fewer people to share in the costs face the biggest challenge.
- The costs keep coming - infrastructure renewal investments are likely to be incurred each year over several decades. For that reason, many utilities may choose to finance infrastructure replacement on a "pay-as-you-go" basis rather than through debt financing.
- Household water bills will go up - although water bills will vary by community size and geographic region, for some communities the infrastructure costs alone could triple the size of a typical family's bill.

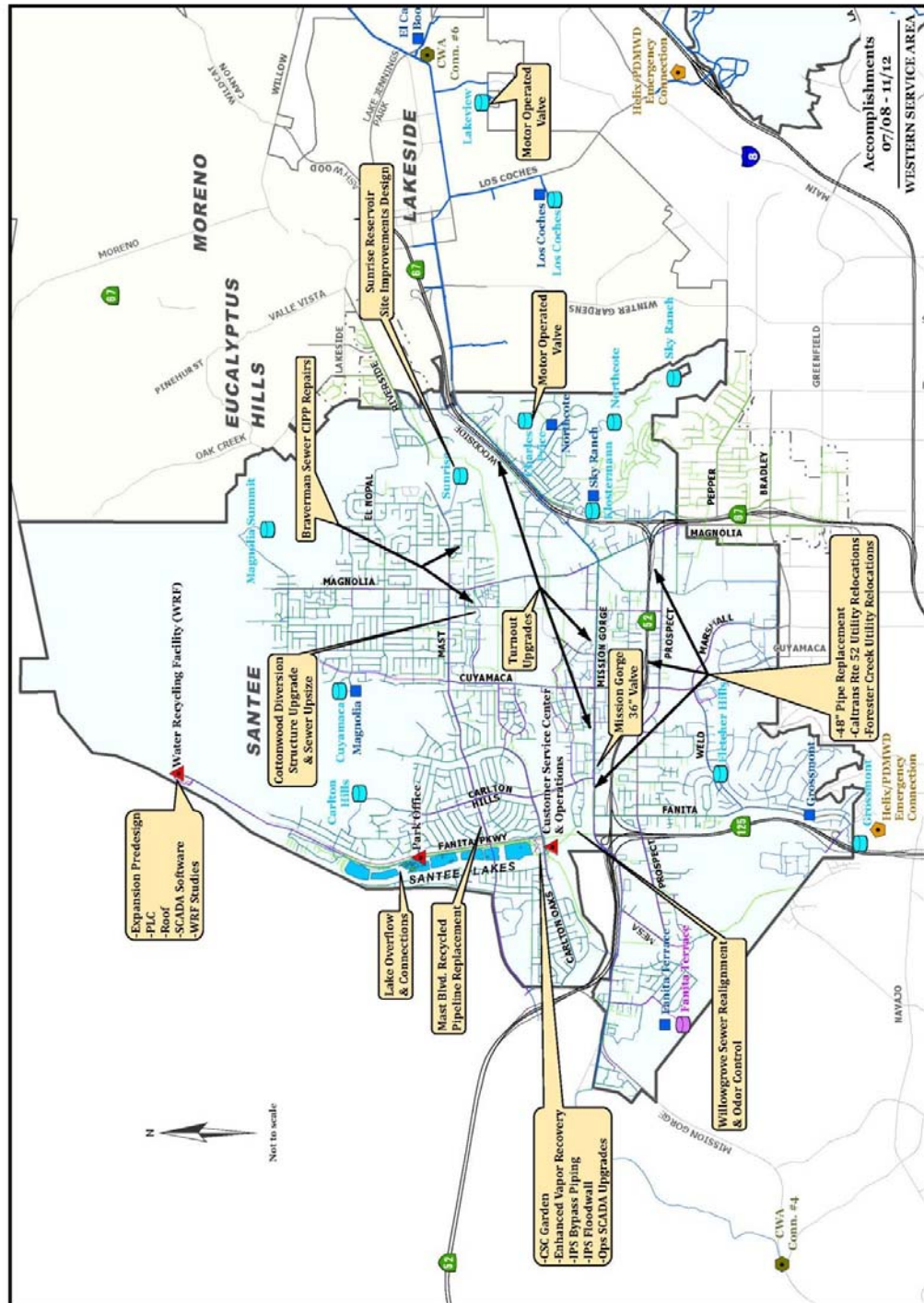
Postponing investment only makes the problem worse. Postponing infrastructure investment in the near-term raises overall costs and increases the likelihood of water main breaks and other infrastructure failures.

### *Status of Padre Dam's Infrastructure*

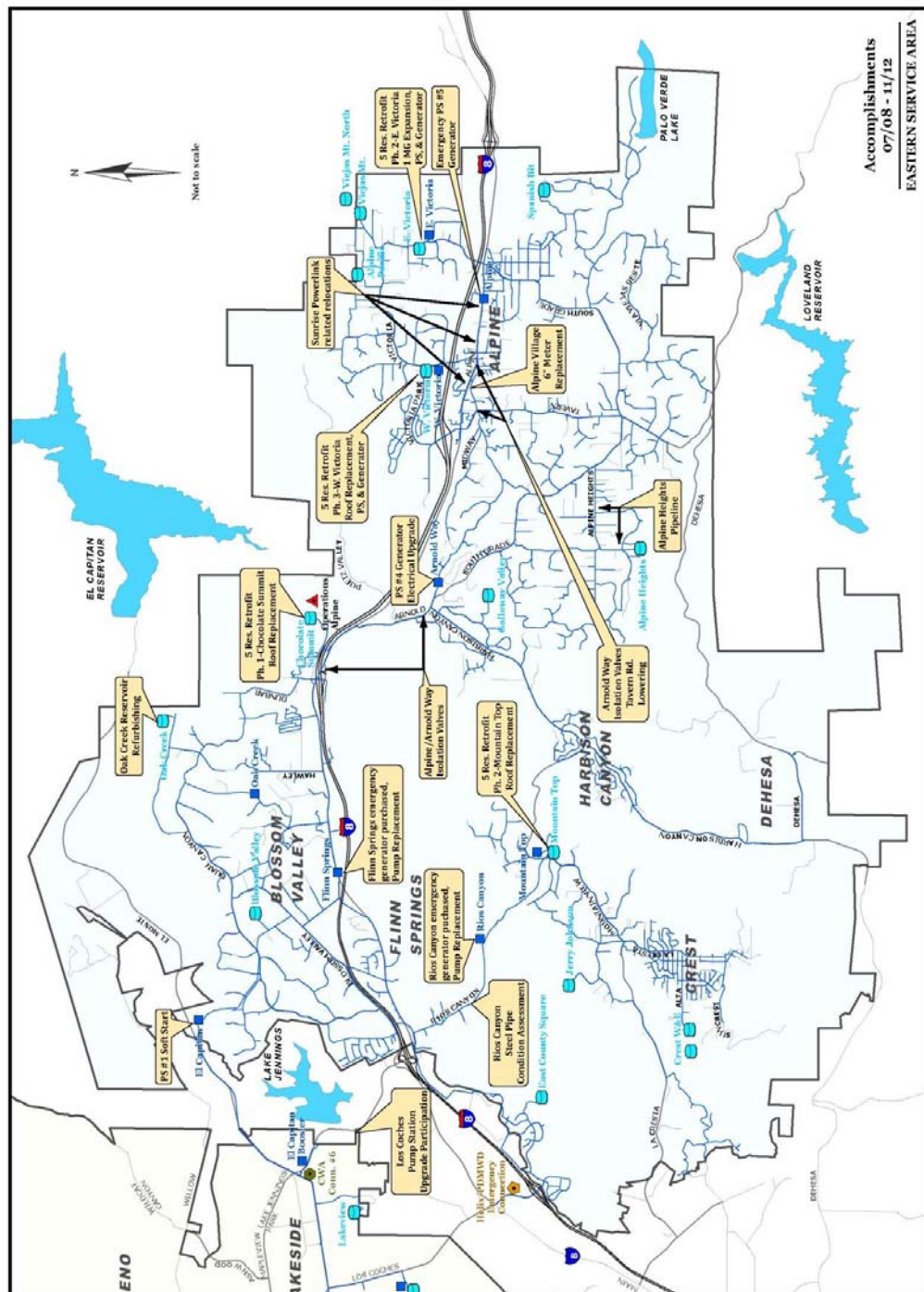
In Padre Dam's case, for nearly a decade prior to 2007, CIP investments were curtailed and many critical CIP projects and priorities were repeatedly deferred in order to defer rate impacts. For example, annual postponement of the required and Health Department mandated reservoir roof replacements ultimately resulted in the collapse of the West Victoria Reservoir Roof. Similar deferment of the replacement of aging infrastructure is now manifesting itself in the form of leaks in the Eastern Service Area (ESA) water transmission main (backbone system). Most of this system was installed just after World War II and is approaching 50-60 years in age. Beyond the costs required to repair these facilities is the impact to District customers who not only rely on, but demand, safe and reliable services.

The approach changed for the better with the adoption and initiation of the 2008 Plan. That plan used a combination of systematic rate increases and debt service to fund some high priority CIP projects. It provided a reliable revenue stream and flexible budget to allow the District to begin replacing aging infrastructure. The 2008 Plan included an influx of \$45M through the issuance of Certificates of Participation (COP) to fund essential capital projects. In essence this resulted in funding capital projects and maintenance that was deferred during the previous years where little to no rate increases were realized. Specifically, projects such as the ESA Secondary Connection and the Five Reservoir Retrofit Program were able to get started. Despite major unforeseen obstacles such as the deep and prolonged recession, unprecedented and prolonged drop in water sales, litigation associated with Native American Cultural Resources, and lower than planned rate increases, many high priority projects were accomplished due to the financial stability provided by the 2008 Plan (see Figures 1 & 2 below).

### Figure 1: Western Service Area Accomplishments



### Figure 2: Eastern Service Area Accomplishments



Looking ahead to the next five years and beyond, the remaining balance of the COP should be spent within two years. At that time, the CIP will revert back to pay-go funding for all its projects - high priority planned projects, low priority but mandated compliance projects, recurring capital projects, and the urgent unplanned projects. Pay-go funding will also be used to fund capitalized operations, projects mandated by external agencies, and a portion of the debt issued in 2009. With respect to pay-go funding the question becomes: will we revert back to pre-2007 and eliminate or minimize potential rate increases to customers by delaying new facilities, additional maintenance, and critical programs or does the District move in a direction that will allow us to invest in our infrastructure and maintain the systems that are so essential to the communities that we serve?

As we move into a new multi-year business plan one of the goals must be to develop long term sustainable capital improvement/investment strategies and funding plan. Understanding we cannot change the current funding situation overnight, we must take the approach that we will bridge the gap over the next five years. This approach, however, does not come without its own challenges. Along the way, there is no doubt that critical capital projects will continue to get “pushed” to future years and inflationary forces will continue to erode the buying power as these projects are deferred.

### *Overview of the Proposed 5 Year CIP*

The long term goal is for strategy to drive the CIP funding. However, for the next five years and possibly beyond, available funding will dictate the CIP strategy as the District recovers from the drought and the recession. In order to fund high priority projects and maintain adequate service levels without undue burden on the rates, CIP over the next five years is designed to meet the following guidelines:

- The average CIP funding from rates will increase to approximately \$8M per year over the next five years with a year 5 funding value of \$10M (including inflation). The replacement value of the District’s existing facilities, if everything were to be replaced today, is approximately \$800M. Investing \$10M/year would replace the system every 80 years. The average end of useful life for water industry facilities is approximately 75 years (AWWA).
- Assume minimal revenues from capacity fees due to slower economic recovery and reduced growth. The CEF portion of CIP projects would be drawn primarily from existing CEF reserves, which are approximately \$7M.
- The total CRF to be spent over the next 5 years is approximately \$40M.
- The total CEF to be spent over the next 5 years is approximately \$8M.
- The remaining balance in the COP will be used to complete the emergency generator projects, the West Victoria Reservoir Retrofit, Sunrise Reservoir site improvements, and a majority of the ESA Secondary Connection project.

## *Potential Challenges*

In addition to the above funding guidelines, there are outside forces and issues that directly affect the CIP and associated projects often forcing staff to re-prioritize and push projects into the future. Oftentimes these issues add significant costs that negatively impact the cost-benefit ratio of a project. Issues that are anticipated to impact or continue to impact the District's CIP include the following:

- Litigation associated with Native American Sacred Sites: this has reduced available funds and directly delayed the construction of the two most critical projects identified in the 2008 Plan: ESA Secondary Connection and Blossom Valley Reservoir Roof Replacement.
- Dramatic (>30 percent) decrease in water sales: due to extraordinary conservation and the poor economy, revenue has been reduced and forced the District to spend down its reserves and reduce its CIP spending.
- Drastic reduction in regional water supply: Padre Dam imports 100 percent of its potable water from the San Diego County Water Authority. In the last two years, water supply to the region has been drastically reduced due to drought and environmental issues affecting the Bay Delta. The State has also mandated that local water districts reduce their water consumption 20 percent by 2020.
- Economic Downturn: development has greatly slowed, resulting in less than anticipated income from capacity fees. Capacity fees fund both the Capital Replacement Fund (CRF) through the "buy-in" portion of the fee and the Capital Expansion Fund (CEF).
- External agency costs: District resources are often required to spend time and money on non-district, external agency projects because of jurisdictional and compliance constraints. Currently, the District's CIP absorbs these costs and impacts the rate portion of the funding which in turn negatively impacts the District's internal CIP budget and spending levels.
- Increased project soft costs: current observations indicate an increased percentage in costs associated with environmental compliance. Compared to 2001 when the last Integrated Facilities Plan was completed, costs are up an additional 7percent.
- Ongoing and prolonged State budget crisis: previously the State has taken property taxes from local agencies to cover its obligations. Any future similar action would negatively impact the District's water fund.

In addition to issues listed above and the economic realities challenging local governments and utility managers, the list of regulatory requirements continues to grow. The onslaught of unfunded mandates forces Padre Dam to defer necessary operation and maintenance costs or non-regulatory, but planned, priorities until mandated work is completed. Many of these mandates force utilities to invest in costly infrastructure solutions that require significant rate increases on already financially strapped citizenry or take on added debt loads that are not sustainable for a community. Public agencies like Padre Dam continue to reduce or eliminate services and postpone or cancel critical infrastructure projects.

Each of the issues above presents its own challenges, but the common denominator for all of these is appropriate and sustainable funding will provide staff the flexibility to adjust priorities and also allow staff to move projects forward in spite of these factors that negatively impact the CIP.

## *CIP Funding Plan*

Overall objectives of the CIP include:

- 1) Appropriate replacement of aging and at-capacity sewer and water facilities including condition assessment;
- 2) Ensuring safe and reliable water and sewer facilities;
- 3) Compliance with regulatory mandates.

Furthermore, in response to the devastating Cedar Fire of 2003, the District adopted the following additional strategic objectives to ensure safety and reliability to its customers:

- Construction of a redundant transmission system through the Eastern Service Area including pipelines, reservoirs and pump stations;
- Backup emergency generators at all pump stations;
- Two reservoirs for every pressure zone to ensure storage reliability throughout the District;
- Pump stations sized to supply fire flow.

Additional priorities include condition assessment of all facilities, replacement of outdated hardware and software systems, and ongoing capitalized operations projects. By the end of the Plan, the projects shown below in Table 1 are anticipated to be completed assuming there are no major unforeseen challenges or funding issues.

Table 1: Projects Anticipated to be Completed

Project Name	Estimated Completion
ESA Secondary Connection	2015
5 Reservoirs Retrofit, Phase 3 (West Victoria Reservoir and Pump Station)	2013
Customer Service Center, Phase 2 - Operations Yard	2014
Flinn Springs Standby Generator	2013
Rios Canyon Standby Generator	2013
District Wide Computer Systems Upgrade	2014
Rios Canyon Pipeline Rehabilitation/Replacement	2014
Braverman Sewer Rehabilitation, Phase 2	2014
Sewer Diversion Structure Upgrades	2016
Asset Management System / CMMS	2017
Capitalized Operations Projects	Ongoing Annual
Steel Pipe Condition Assessment	Ongoing Annual

Almost every District project is funded either from the Capital Replacement Fund (CRF), the Capital Expansion Fund (CEF) or a combination of the two. The CRF is funded by rates charged to existing customers and by a portion of capacity fees paid by developers. CRF funds may only be used to benefit existing customers. The CEF is funded by the remaining portion of developer-paid capacity fees and can only be used to fund projects required by growth. Even when projects are funded with debt, the debt service is paid out of one or these two funds. Park projects are funded by revenue generated from user fees of park facilities and events, grants and donations.

It is important to understand that even though projects are typically funded by a combination of CRF and CEF, both funds are essentially restricted and cannot be used to

supplement shortages in either fund balance. Great care is taken to assure that ratepayers are not funding developer projects and vice versa.

Total projected expenditures are anticipated to be approximately \$72 million for the next five years. With \$4.5 million of debt service allocated for automatic meter infrastructure (AMI) and the 2009 COP, total project costs are projected to be \$68 million over the five year period, of which \$41 million is required from CRF, \$8 million from CEF and the remaining from unspent COP proceeds and grants. A summary of the projected annual expenditures and sources of funding is provided in the table below.

Table 2: Summary of Expenditures and Funding Sources

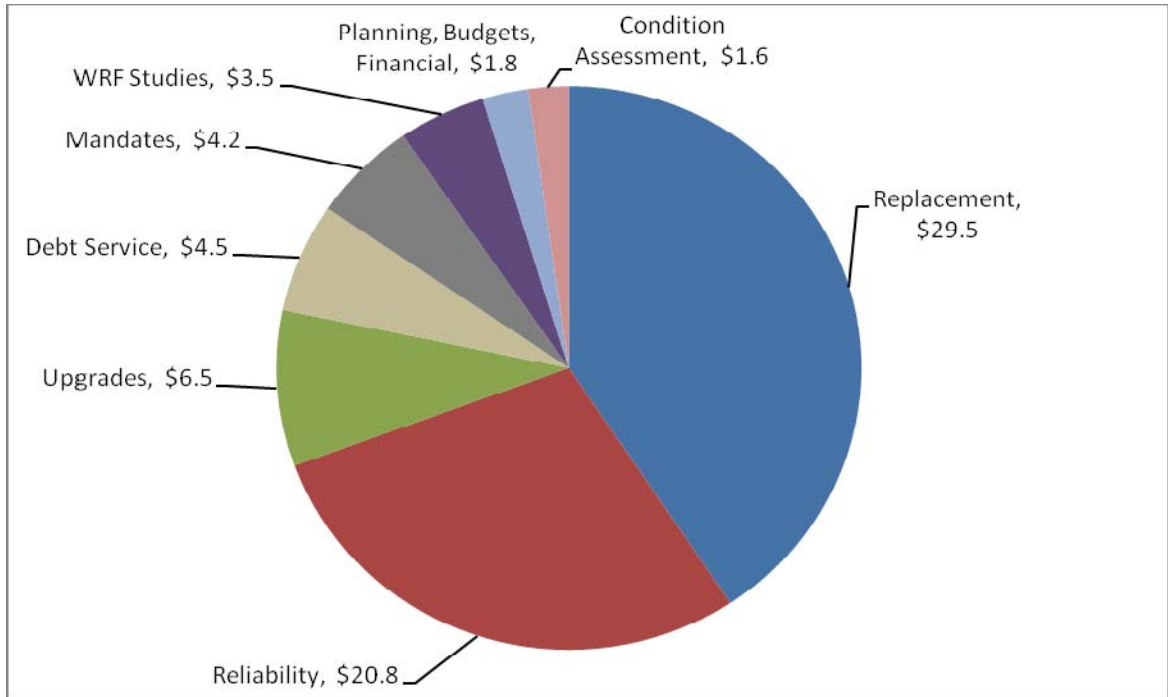
Summary of Expenditures and Funding Sources (thousands)						
	2013	2014	2015	2016	2017	5 YEARS
<b>EXPENDITURES</b>						
<b>Project Costs</b>						
Mandated by External Agencies	\$ 910	\$ 1,498	\$ 1,051	\$ 948	\$ 808	\$ 5,215
Debt/External Financing Req'd	\$ 10,098	\$ 14,237	\$ 4,349	\$ 150	\$ 155	\$ 28,990
Capitalized Operations	\$ 1,363	\$ 1,094	\$ 1,103	\$ 1,167	\$ 1,308	\$ 6,036
CIP General	\$ 4,970	\$ 4,805	\$ 3,766	\$ 5,928	\$ 7,482	\$ 26,951
Developer Driven	\$ 128	\$ 479	\$ 176	\$ -	\$ -	\$ 783
<b>Subtotal Project Costs</b>	<b>\$ 17,469</b>	<b>\$ 22,113</b>	<b>\$ 10,445</b>	<b>\$ 8,193</b>	<b>\$ 9,755</b>	<b>\$ 67,975</b>
<b>Debt Service</b>	<b>\$ 878</b>	<b>\$ 917</b>	<b>\$ 921</b>	<b>\$ 912</b>	<b>\$ 908</b>	<b>\$ 4,537</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 18,347</b>	<b>\$ 23,031</b>	<b>\$ 11,366</b>	<b>\$ 9,106</b>	<b>\$ 10,663</b>	<b>\$ 72,512</b>
<b>FUNDING SOURCES</b>						
<b>Capital Replacement Fund</b>						
Water	\$ 4,477	\$ 4,461	\$ 5,548	\$ 6,886	\$ 9,394	\$ 30,766
Sewer	\$ 2,114	\$ 2,476	\$ 1,919	\$ 1,161	\$ 672	\$ 8,342
Recycled	\$ 698	\$ 605	\$ 250	\$ 209	\$ 67	\$ 1,829
<b>Subtotal CRF</b>	<b>\$ 7,289</b>	<b>\$ 7,542</b>	<b>\$ 7,717</b>	<b>\$ 8,256</b>	<b>\$ 10,133</b>	<b>\$ 40,938</b>
<b>Capital Expansion Fund</b>						
Water	\$ 1,273	\$ 2,134	\$ 1,699	\$ 519	\$ 258	\$ 5,884
Sewer	\$ 356	\$ 553	\$ 351	\$ 215	\$ 171	\$ 1,646
Recycled	\$ 314	\$ 169	\$ 63	\$ 10	\$ 4	\$ 561
<b>Subtotal CEF</b>	<b>\$ 1,944</b>	<b>\$ 2,856</b>	<b>\$ 2,114</b>	<b>\$ 745</b>	<b>\$ 433</b>	<b>\$ 8,091</b>
<b>Grants and External Financing</b>						
COP	\$ 6,775	\$ 9,673	\$ 1,454	\$ -	\$ -	\$ 17,902
Grants, Sale of Woodside, Misc	\$ 2,335	\$ 2,945	\$ 80	\$ 83	\$ 85	\$ 5,528
Park Participation	\$ 4	\$ -	\$ -	\$ 22	\$ 11	\$ 38
Other	\$ -	\$ 15	\$ -	\$ -	\$ -	\$ 15
<b>Subtotal Other Funding</b>	<b>\$ 9,115</b>	<b>\$ 12,633</b>	<b>\$ 1,534</b>	<b>\$ 105</b>	<b>\$ 97</b>	<b>\$ 23,483</b>
<b>TOTAL FUNDING</b>	<b>\$ 18,347</b>	<b>\$ 23,031</b>	<b>\$ 11,366</b>	<b>\$ 9,106</b>	<b>\$ 10,663</b>	<b>\$ 72,512</b>
<b>COP REMAINING</b>						
Anticipated start 12/13	\$ 17,902					
Anticipated end of year	\$ 11,127	\$ 1,454				

Notes:

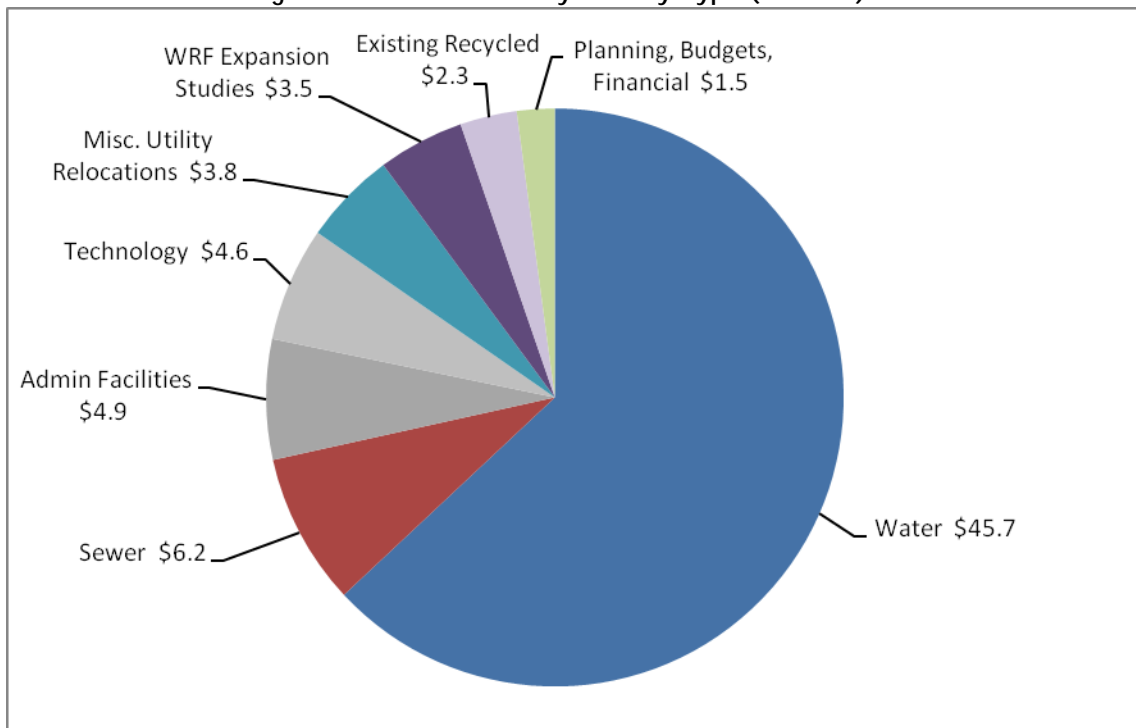
1. 12/13 Costs are present value based on the ENR LA CCI of 10,092 for January 2012. Future years are increased for inflation at 3.3% per year.
2. Actual costs have been rounded which may affect totals.

Figures 3 and 4 summarize CIP expenditures in the proposed Plan by project type and facility type. A detailed list of all projects and annual expenditures is shown in the Appendices.

**Figure 3: Five Year CIP by Project Type (millions)**



**Figure 4: Five Year CIP by Facility Type (millions)**



## *Summary*

In summary, the proposed CIP budget is structured to bridge the short term funding gap without undue burden to the ratepayers while positioning the District to have a long term and sustainable replacement plan. As is relates to the newly adopted 2012 Strategic Plan, the proposed CIP would facilitate multiple key success measures contained in Goal One - Provide Safe and Reliable Water, Recycled Water, and Sewer Services. In order to achieve the objectives of Goal Four of increasing water, sewer, and energy independence additional funding is required above and beyond the budget presented above. Furthermore, it would be necessary for the District to develop strategic partnerships to solve these regional issues. With the continual uncertainties associated with regional water supply and sewer treatment, it is envisioned that these goals will be tackled in a subsequent multi-year business plan.

## Chapter 6 - Information Technology

### *Introduction*

The 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.

To meet this goal during the Plan, IS has developed the following objectives:

- Develop and maintain an IS team that is technically and functionally competent to respond to technological requirements.
- Develop and maintain an effective data and telecommunications network throughout District locations.
- Provide an adequate and reliable technology base to support current and future technology needs.
- Process IS requests in a timely, accurate and efficient manner.
- Provide end users simple and secure access to District information.

### *Core Information Services*

IS maintains a network, server, computing and domain environment that provides infrastructure for the following services and resources:

- Electronic file storage and document management
- E-mail
- Phone systems
- Mobile phones
- Databases
- Remote access
- Customer and utility billing system
- Financial information systems
- Engineering applications
- Desktop applications
- Internet access
- Printing
- Faxing
- Point of sale
- SCADA applications
- Site access and video security

If any of the above systems fail, one or more departments can be adversely affected resulting in productivity interruption.

## *The Next Five Years*

The Plan sustains the core infrastructure of the District as well as invests in expanded service and new technology. Project initiatives over the next five years include the following:

- Maintain network, server, computing and domain environment - “keeping the lights on”
- Develop a technology strategic plan
- Prepare infrastructure for new CIS/FHRIS/EDMS software implementations
- SharePoint development as an enhancement to the new CIS/FHRIS/EDMS software packages
- Increase “mobility” support
- Implementation of virtual desktop technology
- Supplement IS staffing with contracted support
- Phone system replacement
- Data backup and recovery improvements
- Disaster recovery and business continuity improvements
- Implementation of Wireless Local Area Network

## *Strategic Technology Plan*

Information technology will play a vital role for Padre Dam over the next five years and beyond. Because technology is evolving at such a rapid pace, many of the goals identified in the 2008 Plan are now either obsolete or no longer desired by the District. In addition to the initiatives listed above, IS will be identifying other projects to assist staff and improve the District’s business processes. A complete impartial review of our current technologies is needed to help align our technology infrastructure with the District’s strategic goals. The result will be a new Strategic Technology Plan that will guide the District into the future. Metrics for the review should include:

- Current information systems strengths and weaknesses
- How IS strategies are aligned to district strategies
- Current procedures and policies for using technology
- How district staff use technology
- How well does IS meet the needs of the district
- Availability of technology to staff
- Effectiveness of current infrastructure and telecommunications systems

## *CIS/FHRIS/EDMS Software Implementations*

One of the biggest impacts to the IS staff will be the implementation of the new CIS/FHRIS/EDMS software packages. IS’s role will be to ensure the infrastructure is in place and ready to support the new software packages. To accomplish this, IS will leverage the flexibility of our virtualized environment and scale out the core systems as necessary to support the new systems. This will involve standardizing on Microsoft SQL Server for the District’s database needs, adding additional data storage capacity and ensuring these systems are redundant and secure. The new software packages can be implemented with virtual servers that can be provisioned within the virtual environment reducing the need for additional server hardware.

## *Mobility*

Mobility will be a key factor for this Plan. Expanded support for mobile devices is needed as personnel demand to stay connected to their resources. IS will implement generic systems that will be able to support multiple devices from multiple vendors. Examples include:

- Apple devices - iPhones and iPads
- Android devices - Droid phones and tablets
- Microsoft devices - Laptops, phones, and tablets

Network modifications will be needed to support this array of equipment, specifically with the implementation of a secure wireless local area network (WLAN). Providing the end user with a consistent user interface no matter what computer, laptop, or tablet is used is a goal of virtual desktop technology.

### *Phone system replacement:*

The current digital/IP hybrid phone system is due for replacement. A full voice over internet protocol (VOIP) phone system will be specified to replace the current system. A VOIP system will provide added flexibility and features not available currently. Features include unified communications, contact center, IM, phone/desktop interfaces and video.

## *Staffing*

IS staffing needs will remain the same until the new software is implemented. Post implementation, the skill set requirements needed to support CIS and FHRIS may shift. Reliance on programming skill sets will be reduced. SQL database query and report writing skills will be needed to support the new software. Ensuring that all District data is available for analysis and review will be key. Current core system staff levels can remain the same. If additional skill sets or support hours are needed, IS staff can be supplemented utilizing readily available IS contract services.

## *Expenses Related to Initiatives*

### *Incremental Expenses*

- WLAN - \$17,000 initial cost in Year 3
- Backup and Recovery - \$40,000 initial cost in Year 3
- Strategic Technology Plan - \$40,000 in Year 3
- Helpdesk contract - \$1,200 per month
- Mobility Support - \$4,000 in Year 1
- System Upgrade Services - \$25,000 in Year 5
- New software maintenance - EDMS, CIS, FHRIS- \$500K for 5 years. (JDE maintenance remains in Years 1-2 at \$100,000)
- Network Switches - \$42,000 in Year 5

#### Capital Equipment requests

- Storage Area Network (SAN) expansion - \$15,000-\$50,000 in Year 1
- Phone system replacement - \$44,000-\$110,000 in Year 2
- VMware host replacements - \$31,000 in Year 5
- Backup tape library/loader - \$11,000 in Year 2
- Data backup and recovery improvement - \$40,000 in Year 3
- Computer Equipment - \$40,000 per year

#### *Technological Unknowns*

The 2008 Plan contained a paragraph on “future vision” which identified projects such as automated meter reading (AMR), online bill payments and computerized maintenance and management (CMMS). This “future vision” was based on things we already knew about and wanted to implement within the five year period. What it did not contain, obviously, were the things that were unknown. Technological advances are still being developed at a rapid pace. At the beginning of the 2008 Plan, technology such as server virtualization was still in its infancy. We did not know what “virtualization” was or what the technology could do for the District. We did not know what IPADs were until the first one was released in April 2010. Dramatic technical changes will continue. This means that the IS plan and budget needs to be flexible to respond to this rapid development. This flexibility will allow the District to implement new technology as it becomes available and proves beneficial.

## Chapter 7 - Employee Retention, Recruitment and Succession Planning in a Changing World

"Change is inevitable." (Anonymous)

"When you're finished changing, you're finished." (Benjamin Franklin)

"It is not the strongest of the species that survives, nor the most intelligent. It is the one that is the most adaptable to change." (Charles Darwin)

"Change is the only constant" (Proverbs)

"To change is difficult. Not to change is fatal." (Anonymous)

Except for the word "change," all other things in this world are subject to change. It is an inseparable part of life. Some changes bring progress while some do not but there is no power that can stop the process of changing. Wise people make the best use of change and take it as an opportunity while the rest stare helplessly at the change taking place. As Winston Churchill pointed out, if one wants to attain perfection, he or she has to change very often, which is an inevitable part of life and if you fail to change yourself, and remain stubborn in the past, you will not be a part of future. Change is inevitable, change brings about a change in life, and change should be welcomed and cherished and not despised.

Life is constantly changing and all things are subject to change. Sometimes change is essential to progress in life, while in other situations, the opposite is true and the change is not beneficial. Seeing change as an opportunity is an important first step in moving toward a better future.

**CHANGE.** If anything describes the past two years and the next five years, that one word says it all -- *Change*.

In looking to the future, it is important that Padre Dam create an environment that can be flexible and change with the world around us. In the previous Five Year Plan, the issues that Padre Dam faced in the area of personnel/human resources were:

- Attracting and retaining skilled employees
- Compensation that allows Padre Dam the flexibility to attract and retain skilled employees
- Benefits - what the changing workforce will be looking for rather than what is traditionally offered
- Employee development

Those are the same issues that Padre Dam faces in the next five years, combined with the challenge created by two dramatic shifts:

- Changing Demographics
- Changing Economy

Thus, the issues Padre Dam faces during the next five years can be expressed as:

- Attracting and retaining skilled employees in the face of changing demographics
- Compensation that allows Padre Dam the flexibility to attract and retain skilled employees in response to a changing economy

- Benefits - what the changing workforce will be looking for rather than what is traditionally offered and what is sustainable during a changing economy
- Employee development in light of anticipated changes in staffing

In 2007, we reported that population trends and job creation projections pointed to a continued shortage of qualified workers, a decrease in available workers and an increase in jobs through 2011. Those projections indicated a 12.6 percent decrease in the labor force between 1988 and 2008 and a 12.5 percent increase in the over-40 age group during the same period. The projected decrease in the work force was attributed to two points: (1) Baby Boomers hitting retirement age (the oldest baby boomer turned 60 in 2006) and (2) After the baby boom, the birth rate dropped sharply. This “baby bust” has resulted in a shortage of entry-level workers in the latter 1990s which will lead to similar shortages in mid-level and executive employees.

Today we know that in 2011, the first Baby Boomers turned 65 and many retired from the workplace. The retirements of Baby Boomers were delayed due to the recession of 2008, however, it appears that Boomers have weathered the recession and are now able to stop working. Interesting to note that these individuals consider themselves healthy, thus health was not a reason for retirement. In addition, an overwhelming number of Baby Boomers like retirement, some like it a lot.

While the retirements of Baby Boomers were slightly delayed, between 2008 and 2009, the United States hit a 20 year low in job gains and high in job losses. In 2007 we were predicting a drop in available applicants; in reality the opposite occurred. At the same time, the country faced “The Great Recession of 2008”. Unemployment climbed from 4 percent in 2006 to 10 percent by the end of 2011. Foreclosures doubled between 2007 and 2008 and only recently have stabilized back to the 2007 levels.

What impact does this have on staffing levels? We are predicting that within the next five years, 27 employees will retire from Padre Dam. Due to the high unemployment rates, we believe the outside applicant pool will remain robust and there will be significant competition with our staff for future openings.

However, Padre Dam remains committed to preparing our employees for future openings. In the current Strategic Plan, two of the initiatives under the goal of “Maintain Workforce Excellence” address this commitment. One more initiative addresses attracting the best applicants for our openings.

- 5.1 Develop and Train our Future Leaders
- 5.2 Aggressive Succession Plan
- 5.6 Recruit and Retain

The activities that Padre Dam has pledged to engage in to attain these initiatives include:

- Create a list of competencies required for promotional opportunities
- Define “leader” with list of competencies
- Create a list of key trainings for employee development
- Create Padre Dam University with classes needed for various competencies
- Publish potential retirements by title and timing
- Identify potential replacements and cross-train them for future openings
- Encourage informational interviewing and job shadowing to help employees identify career path choices
- Get involved in the community to develop an interest in future careers at Padre Dam

- Regularly review compensation package for competitiveness
- Regularly review benefits package for sustainability
- Advertise and market Workforce Partnership in discussing careers at Padre Dam
- Attend Career Fairs

Padre Dam believes in the concept of “Total Rewards.” WorldatWork, the leading association for compensation and benefits defines “Total Rewards” as follows: There are five elements of total rewards, each of which includes programs, practices, elements and dimensions that collectively define an organization’s strategy to attract, motivate and retain employees. These elements are: Compensation, Benefits, Work-Life, Performance and Recognition and Development and Career Opportunities. These elements are included within the Strategic Plan as listed above. (See Padre Dam’s Strategic Plan 2012-2022 for more detailed information.)

Since the number of potential job candidates is shrinking with the Baby Boomers retirement, it is imperative to identify the skills needed to move Padre Dam forward. A 2012 survey done by the Society for Human Resource Management indicates what are believed to be the greatest basic skills and applied skills gaps between workers ages 31 and younger compared with workers ages 50 and older. The survey found that for basic skills, older workers have stronger writing, grammar and spelling skills in English. The survey further found that for applied skills, older workers exhibit stronger professionalism/work ethic. Thus when Padre Dam is looking at the various trainings listed above, it is important to identify the gaps in basic and applied skills that exist in our organization and to offer training to address those gaps.

After Padre Dam has spent exhaustive time and money to cross-train and prepare our staff for future advancement, it is important that we retain those individuals and that they not feel the need to move to another organization. Likewise, after time and effort has been put into hiring what we believe to be the most qualified and competent employees, we want a return on our investment by having a long-term, productive employee.

How do we achieve that retention? We believe that our Workforce Partnership is key to this retention and that our Strategic Plan specifically addresses how we go about creating the type of culture where people want to come to work. A recent article on the Top Ten Ways to Retain Your Great Employees describes the top ten retention tips. We believe this is what our Workforce Partnership and Strategic Plan attempts to achieve here at Padre Dam. The list of the top ten ways to retain great employees is:

1. A satisfied employee knows clearly what is expected from him/her every day at work.
2. The quality of the supervision an employee receives is critical to employee retention.
3. The ability of the employee to speak his or her mind freely within the organization.
4. Talent and skill utilization is an environmental factor key employees seek in the workplace.
5. The perception of fairness and equitable treatment is important in employee retention.
6. Tools, time and training to do their job well.
7. The best employees seek frequent opportunities to learn and grow in their careers, knowledge and skill.
8. Employees feel that senior management know they exist.
9. Regardless of the circumstances, employees do not feel that their job or income is threatened.
10. Employees feel rewarded, recognized and appreciated.

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“Gross Job Gains and Losses, Third Quarter 2011,” The Editor’s Desk, U.S. Bureau of Labor Statistics, May 2, 2012

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## Chapter 8 - Cost Control Measures

### *Introduction*

Padre Dam practices an everyday commitment to working efficiently and reducing costs in every way possible while continuing our dedication to superior customer service and infrastructure investment. We believe rate increases can only be justified if we are doing our part and continuously looking for operational efficiencies. We have implemented several cost-cutting elements that have reduced overall operational expenses by \$13 million since 2006.

### *Deficit Elimination Plan*

Padre Dam developed a Deficit Elimination Plan in 2011 in response to a 34 percent loss in water sales compared to budget. Padre Dam's gross revenue has been reduced by \$28 million over the past five years compared to budget. The two driving factors behind this shift include extraordinary water conservation and the poor economy. The loss of revenue resulted in a \$1.9 million net loss for the Retail Water Operation in FY 11 and a budgeted \$1.0 million new loss in FY 12, reducing the retail water fund balance to below what had been projected in the 2008 Plan. The District was faced with two choices. One was to ask our ratepayers to pick up the bill in the form of water rate increases used specifically for the removal of the deficit. The second choice was to cut costs from our operating budget and reduce staff. The District made the difficult choice to cut the budget and reduce its workforce. The Deficit Elimination Plan was developed and helped Padre Dam work towards the 'new normal'. Water sales are expected to remain low from changed behavior and legislation requiring lower use. Over 80 percent of customers have said they will not return to prior water use levels. The Deficit Elimination Plan assisted Padre Dam in achieving financial stability for the District while remaining true to our values and providing quality service to our customers. Key elements of the Deficit Elimination Plan include:

- 19 percent workforce reduction (26 positions)
- \$270,000 in capital equipment deferral
- \$12.6 million in capital improvement deferral (13 projects)
- \$1.2 million in operating expense reductions
- Water rate adjustment in the FY 13-17 Business Plan

### *Employee Cost Savings*

Padre Dam employees recognize the need for the District to keep costs as low as possible. As proof of their understanding our employees opened their prior contract with the District in the middle of the term and agreed to reduce their retirement benefits. When the time came to negotiate a new Memorandum of Understanding (MOU) with the District in 2012 our employees made several changes that will help Padre Dam save money. Highlights of the MOU cost saving initiatives include:

- All District employees will pay the entire eight percent of the CalPERS contribution, by 2014. This will save the District approximately \$750,000 annually. Newly hired employees will pay the full eight percent immediately.
- District employees will pay 10 percent of their dependent healthcare coverage beginning in 2015. Previously, employees did not contribute to healthcare coverage. Newly hired employees will pay ten percent of their dependent healthcare coverage immediately.
- Elimination of sick leave payout at resignation.
- Reduction in the bottom end of the salary structure by 10 percent for all positions.
- No guaranteed cost of living adjustments (COLA). Any COLA will be based on the San Diego Consumer Price Index with a cap. It also includes triggers to eliminate COLA adjustments during periods of financial difficulty.

In addition, management will continue to look for operational savings through restructuring and cross training whenever possible. The Plan contemplates a reduction of 5 FTEs over the next five years through attrition.

### *Prior Cost Control Measures*

Cost cutting is not new to Padre Dam. Staff has been diligent in their efforts to provide customers with exceptional services at the lowest possible price. The District has embarked on several expense reduction initiatives in the past including the “Competitive Challenge” from 1999-2005; and “Cost Containment” during FY 07. Both initiatives were extremely successful saving ratepayers an estimated \$12.8 million dollars.

Through active management and operating efficiencies, staff saved an additional \$10.7 million during the 2008 Plan. Eliminated costs were accomplished through a number of cost saving measures including:

#### **SALARIES AND BENEFITS - \$6.4 MILLION SAVINGS**

- Delayed hirings
- Reduced staffing levels
- Reduction in Management Team salaries
- Addition of second PERS tier for new hires
- Cross training
- More favorable insurance premiums
- Increasing co-pays
- Requiring employees to pay more for higher cost insurance
- Positive Worker’s Compensation experience & rates
- Limiting merit increases
- Use of part-time & temp employees

#### OTHER COST SAVING MEASURES - \$4.3 MILLION SAVINGS

- Delaying capital equipment purchases
- Foregoing budgeted equipment
- Internally developed equipment vs. expensive alternative
- Utilize staff for CIP projects versus outsourcing
- Maximizing incentive points to reduce insurance costs
- Actively managing material and supply inventories
- Lower bids on job estimates and capital replacements
- Lower than anticipated fuel costs
- Maximizing vendor discounts
- Negotiating reductions for contracts

The following chart shows the annual savings achieved by staff during the last Five Year Business Plan and Budget.

### OPERATING EXPENSE SAVINGS

	<u>YEAR 1</u> <u>FY 07/08</u>	<u>YEAR 2</u> <u>FY 08/09</u>	<u>YEAR 3</u> <u>FY 09/10</u>	<u>YEAR 4</u> <u>FY 10/11</u>	<u>YEAR 5</u> <u>FY 11/12</u>	<u>TOTAL</u>
Salary & Wages	(\$0.3)	(\$0.4)	(\$0.4)	(\$1.0)	(\$0.4)	(\$2.5)
Employee Benefits	(0.8)	(0.6)	(0.9)	(1.3)	(0.7)	(4.3)
Professional Services	(0.1)	(0.2)	(0.2)	0.1	0.0	(0.4)
Materials, Supplies, Vehicle, Bldg	(0.0)	(0.4)	(0.3)	1.0	0.6	0.8
Administrative	0.0	(0.3)	(0.1)	(0.0)	0.1	(0.2)
Utilities	(0.0)	(0.1)	(0.1)	(0.1)	(0.0)	(0.4)
Billing Credits	(0.7)	(1.3)	(1.5)	(0.5)	0.1	(3.8)
	<u>(\$1.9)</u>	<u>(\$3.3)</u>	<u>(\$3.5)</u>	<u>(\$1.9)</u>	<u>(\$0.2)</u>	<u>(\$10.7)</u>

#### *Conclusion*

Padre Dam has a long history of providing exceptional service to our customers and creating an outstanding environment for our employees to succeed and thrive. Our goal over the course of the new Plan is to continue to look for efficiencies and ways to cut costs. We believe technology will play a significant role in managing our workflow, improving data access and increasing operating efficiencies. Organizational restructuring will continue to be evaluated at every opportunity.

## Chapter 9 - Increased Customer Service and Focus

Padre Dam is committed to superior customer service. During the next five years, the District plans to increase services to customers while improving efficiencies by focusing on the following 4 goals: CIS Software Implementation, Monthly Billing, Hosted Interactive Voice Response (“IVR”) Implementation and Proactive Customer Communications.

### *Customer Service Team*

The Customer Service Team (CST) is the primary point of contact for customers in the Padre Dam Municipal Water District. The CST is responsible for serving each and every customer in a caring and gracious manner while providing timely, efficient, and cost effective support. Operating under the Finance Department, Customer Service provides information to customers impacted by various District activities; maintains account updates; processes billing and collections; tracks installations, handles prepaid capacity and daily receipts; balances billing and cash receipts; provides statistical reporting; educates customers regarding water use, conservation, rates and services; handles general lobby and internet traffic, district phones and mail distribution.

### *CIS Software Implementation*

Efficiency is a high priority for the District as staff continually seeks new ways to reduce cost, streamline workflow processes, improve customer service and ensure accuracy. One way to accomplish these priorities is to take advantage of proven new technologies. The District currently utilizes a “home grown” utility billing system. However, since that time, there have been significant improvements in utility billing technology. This software replacement project is necessary to improve mission-critical, day-to-day utility billing services and ensure these services are provided in an efficient, reliable and cost effective manner. The new software will be much more intuitive and user friendly, significantly decreasing the amount of training and start-up time necessary for new hires. It will also reduce repetitive tasks, increase efficiency and enhance customer service. Several manual processes including e-mails and letters to customers, service orders, financial transactions, reporting, reconciliations, etc. will be automated through workflows and system improvements.

#### *TARGETS for CIS Software Implementation*

- Automation of bill cycle process
- Connect cash register process to system data bases
- Streamline multi-departmental new-service process
- Simplify rate and billing methodology
- Simplify and automate bad debt, credit risk and collection process
- Incorporate mobile functionality for service orders
- Reduce staff training time and eliminate workforce fragmentation

## *Monthly Billing*

District customers have expressed a desire for monthly billing in order to better manage their household budgets. The new CIS software will allow the CST to transition to monthly billing.

### *TARGETS for CIS Monthly Billing*

- Better alignment with other bill schedules
- A more timely account of water use, allowing customers to make adjustments as needed to avoid higher water bills, especially during the summer
- The ability to discover service line, plumbing or irrigation system leaks sooner, allowing for prompt repairs and reducing the magnitude of a high bill caused by leaks

## *IVR Implementation*

The District receives requests to make credit card payments for water and sewer bills over the telephone. As would be expected, the number of requests increases closer to payment due dates. On the last day to pay, before penalties are assessed and on water shutoff days, these calls increase so much that telephone lines get backed up and multiple staff are needed to handle the volume. A hosted IVR system that accepts credit card payments over the phone 24/7 would offer customers another way to pay their utility bills and would free up staff to answer other customer calls and perform their essential job duties.

### *TARGETS for Hosted IVR Implementation*

- Process integration, training, telecommunications, security, licensing, and 24/7 live customer support.
- A hosted platform permitting outbound automated use of IVR technology, whereby the District may send automated outbound messages to customers for payment reminders, High Usage Notifications (HUNs), service outage information or emergency messaging.
- Meet the District's PCI compliance requirements at PCI Level One certified.
- The IVR will be a completely automated service that that can be provided in both English and Spanish.
- The hosted system will integrate with the District's online credit card payment process and provide financing with same-day credit card processing reconciliation.

## *Proactive Customer Communications*

Prior to 2011, the District gathered water consumption data manually. Excessive system gaps, paper tracking, high billing exceptions, manual processes, and increased staffing requirements drove up costs and frustrated customers. In response, the District purchased an Advanced Meter Infrastructure ("AMI") system to provide better customer service and obtain more timely and accurate billing data. Because of AMI, the District is now able to provide its customers with access to current, on-line consumption data. AMI also gives the CST more timely, useful and accurate data to help answer customer inquiries. The final

piece of the District vision for the AML system is the implementation of a High Usage Notification process. This process will trigger an alert when average daily water use over a specified time exceeds the annual daily average usage by a certain percentage or ratio.

Another customer-centric goal is to create and provide an on-line editable and cost effective “New Customer Welcome Kit”. Through research into private enterprises with a similar concept, the CST will be able to provide important and timely information to all new customers without incurring printing and mailing costs.

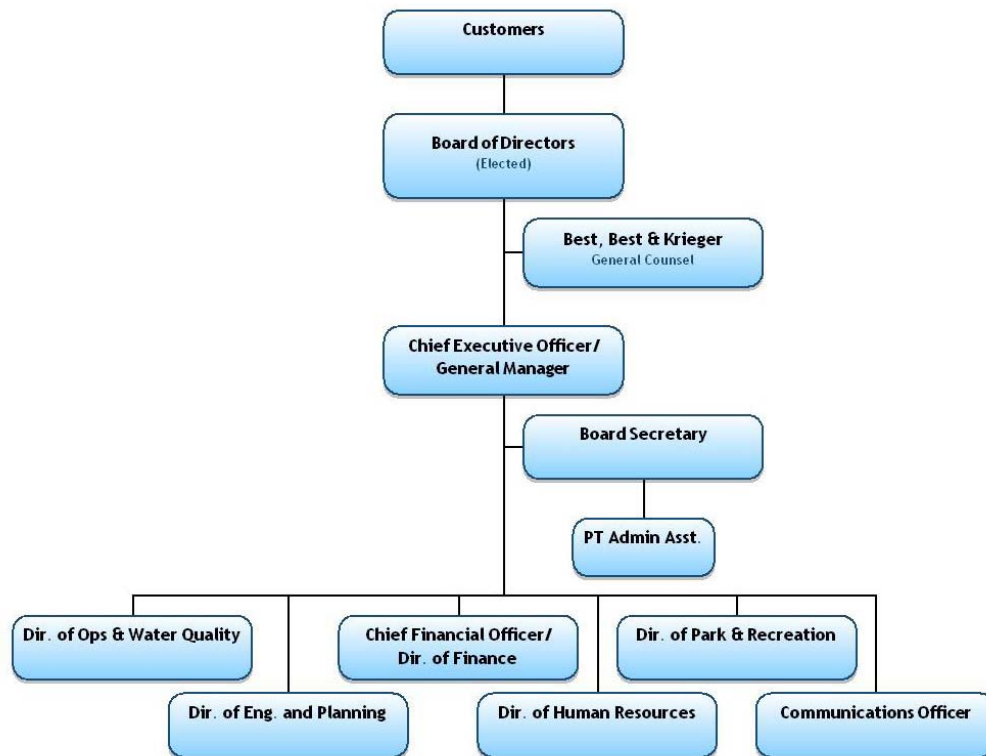
Additionally, as part of the new CIS software integration plan, a workflow that includes automated telephone alerts will be implemented through an IVR system prior to customer shut off.

#### *TARGETS for Customer Communications*

- High Usage Alerts
- Web Welcome Kit
- IVR Automated Shut Off Notifications

## Chapter 10 - Department Support Plans

### *Administration*



### Mission

Under the policy direction of the Board of Directors, the CEO/General Manager is responsible for leading, directing and managing Padre Dam's operations of providing water, recycled water, recreational services, and wastewater management to its customers.

The Administration Department serves multiple functions consisting of the Board of Directors, CEO/General Manager, Board Secretary, a part-time Administrative Assistant, Communications Officer, and Legal Counsel. The five-member elected Board of Directors is responsible for ensuring the District is well managed and responsive to the interests of its customers, to safeguard the assets of the District and to determine the objectives and policies of the District. The CEO/General Manager manages the day-to-day operations of the District and the Department provides policy, administrative and staff support for successful implementation of programs and projects necessary to achieve operational performance, capital replacements and preventive maintenance in accordance with District policy to the benefit of our customers.

The Board of Directors, CEO/General Manager, Operating Managers and employees are all subject to a formally adopted *Code of Ethics and Ethical Behavior* which guides them in making appropriate choices in safeguarding the District's assets and promoting a positive public reputation for Padre Dam. They are also guided by the following five values adopted by the workforce partnership:

> Trust > Integrity > Competence > Accountability > Service

### Methodology

The CEO/General Manager is responsible for directing and reviewing the preparation of the District's budget, including preventive maintenance and capital replacements. Operating in a highly regulated industry with strict public health and safety requirements, the CEO/General Manager supervises the work of the "Management Team" in successfully meeting the needs of District customers while implementing Board policies. The CEO/General Manager is responsible for implementing policies and directives of the board, managing resources in an environmentally responsive manner, leading long range and strategic planning activities, facilities planning, establishing high priority goals and objectives, monitoring employee relations, and advising the Board of Directors on major issues. The CEO/General Manager serves on the Employee Involvement Team of the Workforce Partnership which is a collaborative decision-making process at the staff level. The CEO/General Manager also participates in inter-governmental and lobbying activities and is responsible for the enforcement of District Rules & Regulations, Standard Practices and Policies, the Memoranda of Understanding with the Employees' Associations, and the enforcement of contracts and other legal obligations.

The CEO/General Manager and Board Secretary facilitate governance and decision making by the five-member elected Board of Directors. Procedures and programs in support of the governance of the District are developed to implement Board policies and directives. The Board Secretary and Administrative Assistant provide direct support to the Board of Directors in developing Board and Committee agendas and minutes, coordinating meetings and travel arrangements, and other statutory duties including Conflict of Interest filings and publication of required legal notices. Support is also provided to the Management Team and other departments to ensure a cohesive organization responsible for carrying out Board policies.

The Communications Officer builds customer awareness, trust and support by providing continuous information to customers regarding Padre Dam's mission, objectives and performance. Communications provides support to the Board, General Manager and all other departments.

### Projects

The primary goal of the Administration Department will be to implement the Board approved Five Year Business Plan and Budget for 2013-2017. This Plan will continue to ensure high caliber customer service of potable and recycled water, wastewater management, and recreational services well into the future. The Plan creates a process designed to control spending while still providing for needed infrastructure maintenance and replacement, and promotes operational efficiencies to control customer rates. While customer rates may be higher, customers will get their money's worth in system reliability of water, sewer, recycled water and recreation services.

The saying, "You get what you pay for" applies to water and sewer agencies. Agencies that defer infrastructure maintenance and replacement face water and sewer line breaks, customer outages and health department fines. While flat rates are temporarily nice for customers, future rate spikes, water breaks, and fines end up being more significant than reasonable rate ramps.

### Resource Plan

The total budget for the next five years beginning in FY 13 follows:

FY 13	\$1,408,322
FY 14	\$1,447,581
FY 15	\$1,507,983
FY 16	\$1,546,108
FY 17	\$1,657,626

This compares to \$1,536,844 forecasted for FY 12. The schedule below provides estimated spending by category over the next five years.

Staffing: Current staffing levels will be maintained over the next five years.

### Budget:

	FY 12 Forecast*	FY 13 Budget	FY 14 Budget	FY 15 Budget	FY 16 Budget	FY 17 Budget
FTEs**	8.8	8.8	8.8	8.8	8.8	8.8
Salary & Wages	\$652,055	\$515,333	\$543,425	\$565,514	\$588,417	\$612,299
Employee Benefits	383,686	334,746	344,723	359,303	377,084	405,595
Professional Svcs.	202,099	196,255	186,353	197,185	195,994	228,616
Materials & Supp.	40,494	65,733	75,672	64,312	64,009	68,349
Utilities	130,188	130,188	136,392	142,923	149,800	157,040
Admin. Expenses	135,270	166,066	161,015	178,746	170,805	185,727
Billing Credits	(6,948)	-	-	-	-	-
Department Total:	\$1,536,844	\$1,408,322	\$1,447,581	\$1,507,983	\$1,546,108	\$1,657,626

\* Forecast is July'11-April'12 actuals plus May & June Budget

\*\* Includes five Board Members, Administrative Assistant four days per week equals 0.8 FTEs (shared with Ops)

The services to be provided by the Administration Department over the next five years are summarized below:

### Administration

#### Board of Directors and District Support

- Implement and communicate Board policies & directives
- Provide support for Board and Committee Meetings, Board Reports, Annual Filings, Orientation, Board inquiries & follow-up, scheduling and travel arrangements
- Manage organization performance
- Manage outside legal services
- Coordinate legislative activities
- Oversee initiatives and report progress of the 2012 Strategic Plan
- Oversee and report progress of the 2013-2017 Business Plan and Budget

- Participate in Workforce Partnership
- Implement new records management and agenda management systems
- Maintain District policies

#### Supply Chain Management/Oversight

- San Diego County Water Authority
- Metro Wastewater Joint Powers Authority
- City of San Diego
- County of San Diego
- Water Conservation

#### Relationship Management

- Management and Employees
- Customer Relations & Communications
- Interagency relations
- Public Media
- Transparency

### *Communications*

The key messages Communications will focus on during this Plan will cover the rising cost of water, water quality, the value of water and the need for reliability and investment in our infrastructure. Messages and programs will help address the communications and customer service education goals in the District's Strategic Plan.

#### Rising Cost of Water

Low and competitive water and sewer rates are a top priority to our customers. It is the goal of communications to provide the education and materials necessary for customers to understand and trust how Padre Dam bills them and what funds are used for. Many customers do not understand our relationship to the San Diego County Water Authority and Metropolitan Water District and how their rates impact ours. The District needs to increase customer understanding of water costs and the impact on rates. Educating customers on the need for investment in infrastructure will also help to communicate what water rates pay for. We also need to communicate what Padre Dam has done and continues to do to control costs.

#### *2013-2017 Deliverables*

*Messaging campaign on the value of water and why costs continue to rise*

*New bill design to include external vs. internal cost explanations*

*Rates fact sheets*

*Annual Customer Report*

*Monthly billing implementation marketing*

*Prop 218 for rates*

#### Water Quality

Safe drinking water is a top priority of Padre Dam customers. Padre Dam has an excellent record of providing high quality, safe drinking water to our customers. We will continue to promote water quality standards to customers on an annual basis. As the District explores new water supply sources, such as Indirect Potable Reuse, we will need to educate customers on the benefits of this water supply and communicate the high standards of water quality we will have for any new water supply sources. The goal is for customers to believe and trust that Padre Dam is providing high quality tap water regardless of the water supply source.

*2013-2017 Deliverables*

*Annual Water Quality Report*

*Indirect Potable Reuse messaging*

*Full Advanced Treatment messaging*

**Reliability and Investment in Infrastructure**

Communications will focus customer attention on reliability issues and the need to maintain aging infrastructure. Justifying the need for infrastructure investment is essential to justifying the need for rate increases while maintaining customer trust. Because it is underground, the size and complexity of Padre Dam's water and sewer infrastructure is largely unknown to customers; it is time to move the conversation about the value of this infrastructure "above ground" and develop customer support for capital investment.

*2013-2017 Deliverables*

*CIP Notifications for Customers Adjacent to Project*

*Presentation on Infrastructure Issues and Investment*

*Customer Tours of Facilities and Construction*

*Presentation on Wastewater Management*

*2015 Urban Water Management Plan*

*Santee Basin and other water resources project messaging*

**Departmental Support**

Communications also provides support to all other departments for customer messaging. One of the largest messaging tools communications redeveloped during the previous Five Year Plan was the District's website. The site is now more intuitive and user-friendly. During this Plan, communications will develop or continue the use of messaging through the methods shown below.

*2013-2017 Deliverables*

*Customer Newsletter*

*Website updates and additions*

*High Use Notification Messaging*

*Web videos on hot topics*

*Social Media Updates*

*Service Interruption Notices*

*Legislative Affairs*

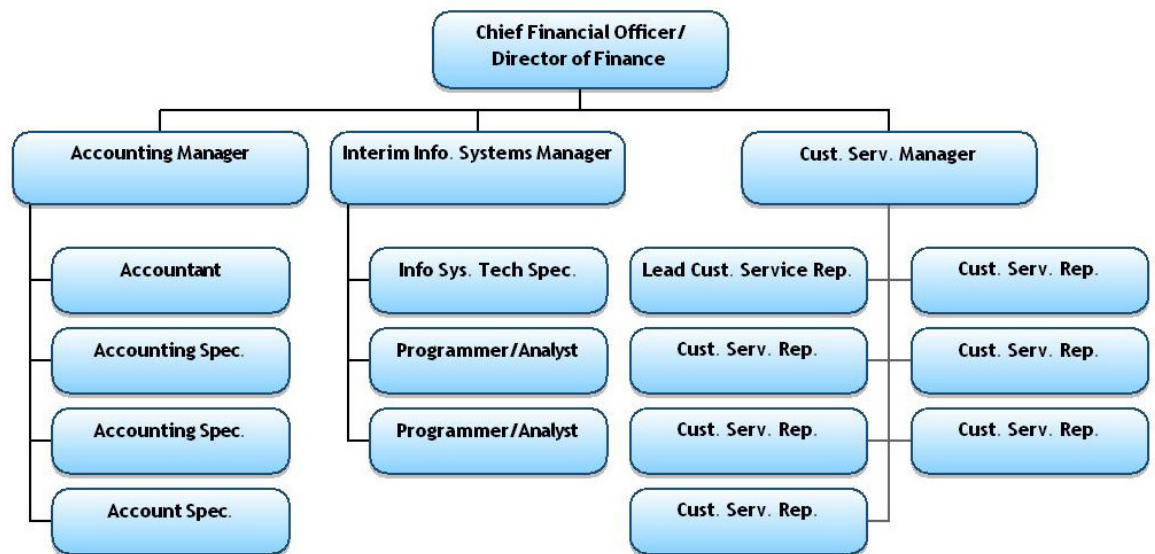
*Vehicle Signage*

*CIP Project Notifications*

*E-billing promotional campaign*

*Bill messages and inserts*

## *Finance Department*



### *Mission*

The Finance Department provides financial services to the District and the ratepayers including general accounting, financial management, information systems, and customer services. We deliver these services with commitment to teamwork and excellence in communications.

### *Methodology*

The Finance department is a support function, assisting Padre Dam employees, customers and the Board. The Finance department is comprised of the Finance/Accounting function, the Customer Service function and the Information Systems function. Each function is described separately below. The CFO/Director of Finance is responsible for overseeing all three functions and reports directly to the CEO/General Manager.

### *Budget*

The total budget for the Finance Department for the next five years beginning in FY 13 is as follows:

FY 13	\$3,299,554
FY 14	\$3,293,117
FY 15	\$3,332,188
FY 16	\$3,456,469
FY 17	\$3,728,542

This compares to \$3,219,975 forecasted for FY 12. The following schedule provides estimated spending by category over the next five years.

	FY 12 Forecast*	FY 13 Budget	FY 14 Budget	FY 15 Budget	FY 16 Budget	FY 17 Budget
FTEs**	20	20	19	19	19	19
Salary & Wages	\$1,635,890	\$1,681,431	\$1,678,875	\$1,756,748	\$1,835,566	\$1,922,535
Employee Benefits	920,349	960,512	963,259	994,700	1,052,470	1,128,145
Professional Svcs.	277,243	200,836	147,486	184,365	153,248	182,648
Materials & Supp.	179,268	257,297	307,815	202,574	207,370	294,197
Utilities	31,073	17,032	17,263	17,501	17,747	17,989
Admin. Expenses	178,707	182,445	178,420	176,298	190,068	183,029
Billing Credits	(2,555)	-	-	-	-	-
Department Total:	\$3,219,975	\$3,299,554	\$3,293,117	\$3,332,188	\$3,456,469	\$3,728,542

\* Forecast is July-April actuals plus May & June Budget

\*\* IS employee moving to Operations in Year 2 (shared resource), 1 temporary Customer Service Rep.

### *Finance/Accounting: 6.0 FTE employees*

The Finance/Accounting function provides payroll services, accounts payable, audits, financial reporting, internal control, investments & cash management, cash deposit input, fixed asset system maintenance, budgeting, fund management, rate and fee development, and debt issuance.

In addition to funding for the tasks mentioned above, the budget for the Finance/Accounting function includes recurring expenditures for financial consultants, an investment manager, GASB 45 compliance, custodian and wire fees, licenses, check stock/W2/1099 forms, and employee development.

New goals planned for the upcoming Plan include the production of a Comprehensive Annual Financial Report (CAFR) for the District, preparation of a single audit for grant funding, revising the District's allocation model, implementation and training for a new financial software package.

#### Resource Plan

Staffing: Staffing levels are expected to remain at current levels for the next five years except for the use of temporary help during the Finance and HR Computer System Replacement Project. The department no longer relies on temporary part-time help as was the case during the 2008 Plan. Salary level increases are based on the 2012 MOU.

All other operating expenses: Expected to remain consistent with prior years, with adjustments for inflation and funding for new goals mentioned above.

Software/hardware changes: The current JD Edwards financial and HR package will be replaced with a new, integrated, windows based software program. The new Finance and Human Resources Information Systems (FHRIS) will be more efficient and will help facilitate

data access and reporting. The purchase and implementation of the FHRIS will be capitalized.

### *Customer Service: 9.0 FTE employees*

Customer Service provides customer accounts maintenance, billing and collection, tracking installations and prepaid deposits, daily receipts collection and balancing, statistical reporting, walk-in customer assistance, and mail distribution for the District. More information about the responsibilities and goals of the Customer Service Function are covered in Chapter 9.

#### Resource Plan

Staffing: Staffing levels are expected to remain at current levels for the next five years except for the use of temporary help during the new Customer Information System (CIS) Replacement Project. Salary level increases are based on the 2012 MOU.

All other operating expenses: Expected to remain consistent with prior years, with adjustments for inflation.

Software/hardware changes: The current “home-grown” customer billing system will be replaced in Year 1 of the Plan. The new CIS will be more user-friendly and will facilitate data access and reporting. It will also be integrated with the new FIS thereby reducing current manual processes. The purchase and implementation of the CIS will be capitalized.

### *Information Systems: 5.0 FTE employees*

The 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 all aspects of Padre Dam’s operations including the Water, Recycled Water and Sewer operations and Santee Lakes. More information about the responsibilities and goals of the IS function are covered in Chapter 6.

#### Resource Plan

Staffing: Staffing levels are expected to remain constant for the near term. Any workload requirements that may exceed current staffing during this budget cycle will be addressed using contract services. Salary level increases are based on the 2012 MOU.

All other operating expenses: Expected increase in the budget due to support and licensing requirements of the new CIS/FHRIS/EDMS software packages. All other expenses expected to remain consistent with prior years, with adjustments for inflation.

Software/hardware changes: IS will start the new Plan with a recent hardware refresh applied to the core infrastructure. The infrastructure will support electronic processing, storage and messaging needs throughout the Plan as well as provide the additional resources needed to support the implementation of the new CIS/FHRIS/EDMS software packages. See Chapter 6 for a list of specific projects targets for Plan.

## *Human Resources*



### *Mission*

The Human Resources Department's mission is to recruit, hire and retain a competent workforce to staff Padre Dam in such a way as to ensure Padre Dam fulfills its mission of service to its customers.

The mission of the Safety & Risk Management division of Human Resources is to provide loss control, wellness and other risk management programs to reduce and prevent losses to Padre Dam.

### *Methodology*

Human Resources is a support function - we support all of the other departments. We offer that support by providing quality customer service and expertise that allows the other departments to meet their goals with productive staff. We do that by working with departments to analyze issues and solutions, utilizing technology vs. additional staffing and by constantly looking at the cost of doing business and how we can help departments do business at the most efficient cost. The Strategic Plan drives our goals and plans for the next five years. Based on the Strategic Plan, the Human Resources Department goals are:

## *Human Resources*

1. Develop and train our employees in leadership and competencies required for promotions.
2. Continue aggressive succession planning by identifying retirements and encouraging employees to prepare for openings.
3. Continue encouraging and being a champion of the Workforce Partnership through participation in the EIT and identifying ways to collaborate among departments and all employees.
4. Cultivate and maintain a positive culture and teamwork where employees feel engaged and valued.
5. Encourage communication with employees on a regular basis about all aspects of our business and treat employees like our business partner and public relations representative to our customers.
6. Create and maintain the viability of the District to seek out, recruit and retain quality individuals who will support and advocate our company culture and legacy.

## *Safety & Risk Management*

1. Continue to develop security plans at remote facilities.
2. Increase our ability to respond to emergencies through tabletop training exercises, After Action - Improvement Plan Reports, expansion of the Business Continuity Plan and ICS/NIMS/SEMS training.
3. Aggressively mitigate Workers' Compensation claims, property and liability claims through early intervention to minimize district claim and litigation costs.
4. Reduce injury rates through safety training, promoting a "Safety First" culture, investigating and implementing new safety methods, processes and procedures to ensure a safe workplace and adherence to safety rules.
5. Continue to promote a healthy workplace through stretching, flu-shots, healthy foods commitment and wellness education.
6. Implement a smoke free campus by Dec 31, 2013
7. Continue to actively implement our ADA transition plan to ensure that all new construction and remodeling is ADA compliant and all programs are accessible.

### Resource Plan

**Staffing:** Over the next five years, it is believed that all of the above goals can be met with current staffing (2 HR employees and 1 Safety & Risk employee); no additional employees will be requested. The department will see significant turnover during this time due to two retirements - Safety & Risk Manager and Director of Human Resources. Because new individuals will occupy these positions in the future, it may be necessary to utilize consultants to assist with the work.

In determining the budget needed to meet the mission of the Human Resources Department, it was estimated that we will have approximately 27 retirements over the next five years. In addition to those retirements, we normally have regular attrition that occurs. While not all positions may be replaced, we have budgeted for 43 recruitments which, together with the retirements, is reflective of current staffing.

### Budget

	FY 12 Forecast*	FY 13 Budget	FY 14 Budget	FY 15 Budget	FY 16 Budget	FY 17 Budget
FTEs**	3	3	3	3	3	3
Salary & Wages	\$394,563	\$348,135	\$344,733	\$345,362	\$360,545	\$377,022
Employee Benefits	223,469	252,632	207,529	206,667	218,941	233,853
Professional Svcs.	29,533	22,517	34,032	28,282	25,464	27,002
Materials & Supp.	28,311	35,307	42,375	34,833	35,549	35,057
Utilities	812	1,032	1,682	1,812	1,812	1,812
Admin. Expenses	277,693	313,849	332,083	347,046	364,033	384,636
Billing Credits	(397)	-	-	-	-	-
Department Total:	\$953,984	\$973,472	\$962,434	\$964,002	\$1,006,345	\$1,059,383

\* Forecast is July'11-April'12 actuals plus May & June Budget

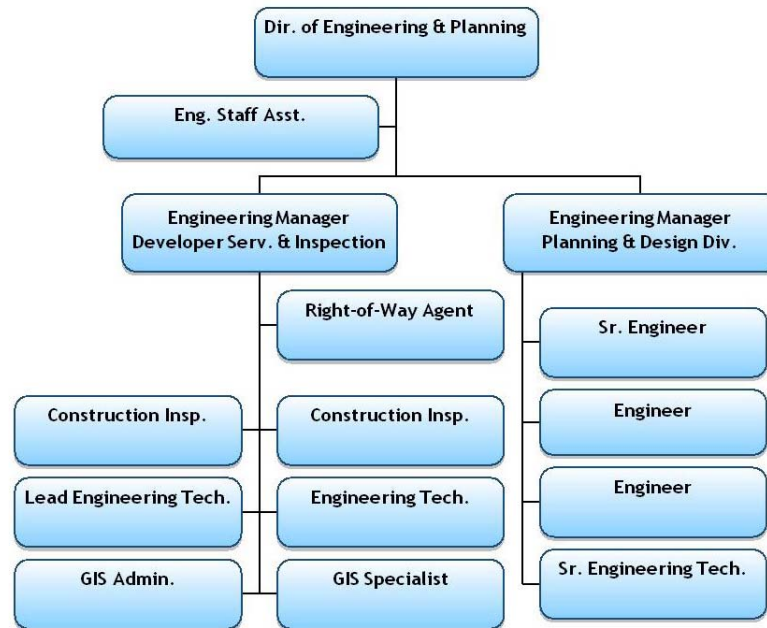
\*\* 0.1 FTE for overlap with old/new Director of HR

Items that will need to be paid out of budget funds to meet the projects listed above are:

	FY 13	FY 14	FY 15	FY 16	FY 17
<i>Human Resources</i>					
<ul style="list-style-type: none"> <li>Unemployment Insurance related to Exit Incentive Program</li> </ul>	\$60,000	\$12,000	\$12,000	\$12,000	\$12,000
<b>Professional Services:</b> <ul style="list-style-type: none"> <li>Best Best &amp; Krieger</li> <li>IGOE</li> <li>Recruitments (background checks)</li> </ul>	\$2,000 \$3,015 \$438	\$3,000 \$3,120 \$1,022	\$3,000 \$3,300 \$1,022	\$3,000 \$3,450 \$1,314	\$3,000 \$3,600 \$2,482
<b>Telephone:</b> <ul style="list-style-type: none"> <li>Smartphone for new HR Director</li> </ul>		\$650	\$780	\$780	\$780
<b>Expendable Equipment:</b> <ul style="list-style-type: none"> <li>Laptop, monitor and scanner for new HR Director</li> <li>Computer for HR Specialist</li> <li>Printer for Department</li> </ul>	\$800	\$3,000		\$1,500	
<b>Printing/Copying:</b> <ul style="list-style-type: none"> <li>Recruitment materials</li> </ul>		\$3,000			
<b>Materials/Supplies:</b> <ul style="list-style-type: none"> <li>ID Badge supplies</li> </ul>	\$1,000		\$1,000		\$1,000
<b>Employee Development:</b> <ul style="list-style-type: none"> <li>Retirement Checks</li> <li>Seminars/Webinars/Conferences</li> <li>Training requested by CEO/GM</li> <li>Padre Dam University (as per Strategic Plan)</li> </ul>	\$500 \$1,300 \$2,500 \$1,000	\$1,250 \$1,400 \$2,500 \$1,000	\$1,000 \$1,600 \$2,500 \$1,000	\$1,250 \$1,600 \$2,500 \$1,000	\$3,750 \$1,600 \$2,500 \$1,000
<b>Advertising &amp; Marketing:</b> <ul style="list-style-type: none"> <li>Recruitment ads</li> <li>Career Fairs</li> </ul>	\$786 \$200	\$2,758 \$200	\$2,272 \$200	\$2,558 \$200	\$3,144 \$200
<b>Meetings &amp; Conventions:</b> <ul style="list-style-type: none"> <li>Monthly IPMA meetings</li> </ul>	\$550	\$550	\$550	\$550	\$550
<b>Licenses, Permits &amp; Fees:</b> <ul style="list-style-type: none"> <li>Org Chart program (Visio or OrgPlus)</li> </ul>	\$600				

<i>Safety &amp; Risk Management</i>					
Professional Services:					
• Safety physicals	\$9,054	\$9,150	\$9,270	\$9,390	\$9,510
• Annual fire extinguisher maintenance	\$2,300	\$2,300	\$2,300	\$2,300	\$2,300
• DOT compliance	\$3,000	\$3,100	\$3,200	\$3,300	\$3,400
• Tracer Consultants -- Risk Management Plan Revalidation		\$6,130			
• Tracer Consultants - Risk Management Plan Audit			\$3,480		
• Tracer Consultants - Local Hazard Mitigation Plan update		\$3,500			
Equipment Rental:					
• Dish Network for EOC	\$300	\$324	\$324	\$336	\$336
Expendable Equipment:					
• Laptop, monitor and UPS		\$2,550			
Safety Material & Supplies:					
• Safety shoes and jackets	\$10,000	\$12,500	\$10,000	\$12,500	\$10,000
• Safety equipment and supplies	\$19,992	\$17,496	\$19,992	\$17,496	\$19,992
Employee Development:					
• Seminars, webinars, conferences and lunch meetings	\$950	\$950	\$950	\$950	\$950
• Training requested by CEO/GM	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
<i>Liability Insurance</i>					
Administrative Expenses:					
• Liability & Property Insurance	\$297,492	\$312,242	\$327,730	\$343,991	\$361,066

## *Engineering and Planning Department*



### *Mission*

The Engineering and Planning Department's mission is to deliver quality utility design, inspection, and customer and information services to the community and District with continued professional development, dedicated leadership, and a positive team approach.

### *Introduction*

The Engineering and Planning Department has five main functions: capital projects, development services, field engineering (inspection), right-of-way, and mapping. The department is organized into two divisions:

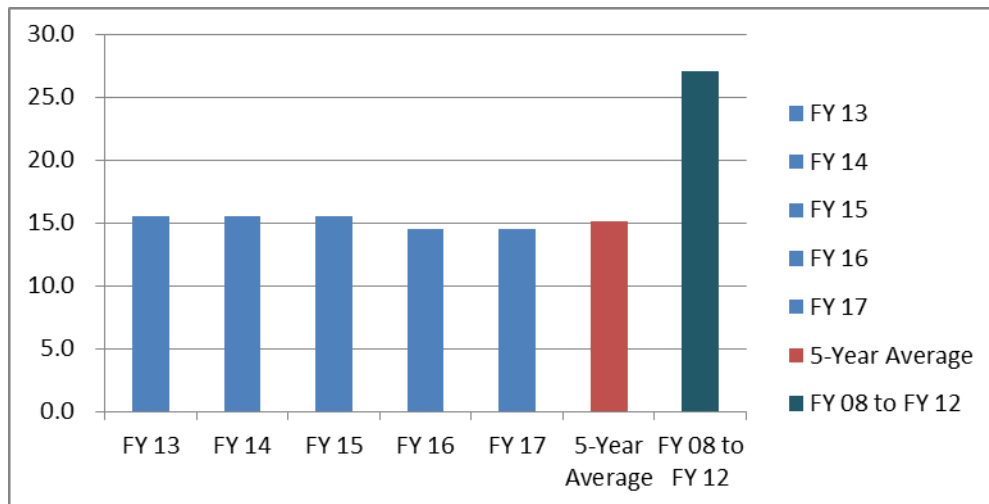
- **Planning and Design** - This division is responsible for the planning, design and construction of Padre Dam's capital projects. This includes the implementation of the District's Master Plan for planned growth and development of local water supply. The goal of this division is to manage capital projects efficiently to ensure District standards are achieved within budget.
- **Development Services & Inspection** - This division is responsible for reviewing local development plans and assisting developers, engineers, and private property owners through the approval, installation, and inspection of new water and sewer facilities. Additionally, this division is also responsible for the mapping of District facilities and protecting the District's right-of-ways.

### Resource Plan

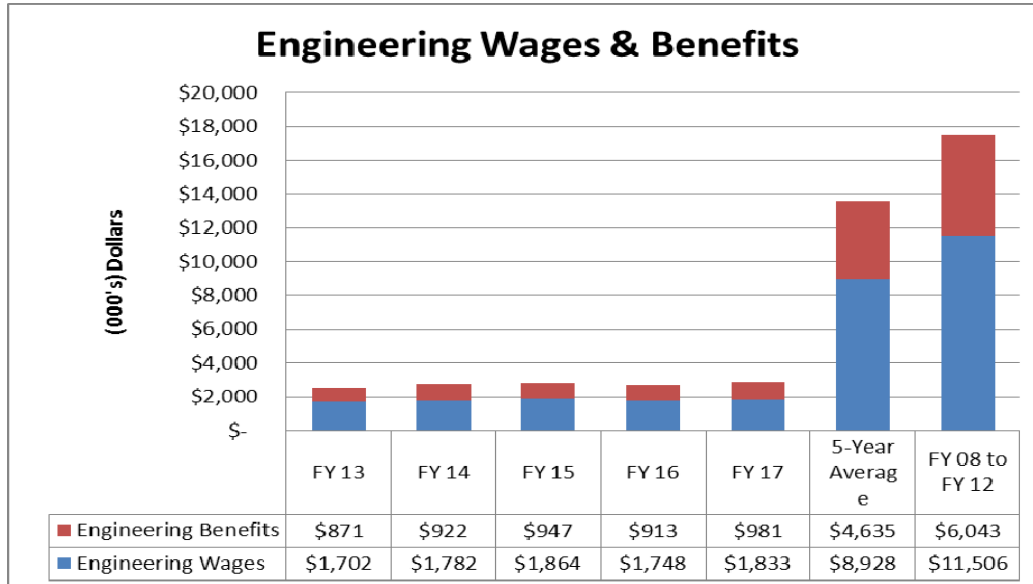
**Staffing:** The Engineering & Planning Department serves both the Development community as well as maintains the Capital Improvement Program (CIP). The workload for the department can fluctuate due to external factors such as: economic and development recovery, regulatory mandates and unforeseen capital replacements. Much of this workload fluctuation can be accommodated with the use of consultants to get over “peak” loads.

The Engineering & Planning Department has experienced significant changes since the implementation of the District’s deficit elimination plan. Staffing in the department has reduced from 27 to 15 and was reorganized from three divisions to two. Staffing is expected to decrease by 1 full time employee (FTE) over the next five years as part of ongoing cost cutting and efficiency improvements. Figure 1 shows the projected staffing level over the next five years compared to the last 5-year business plan. Figure 2 shows projected salary and benefits for the department over the next five years.

*Figure 1 - Projected Engineering Staffing*

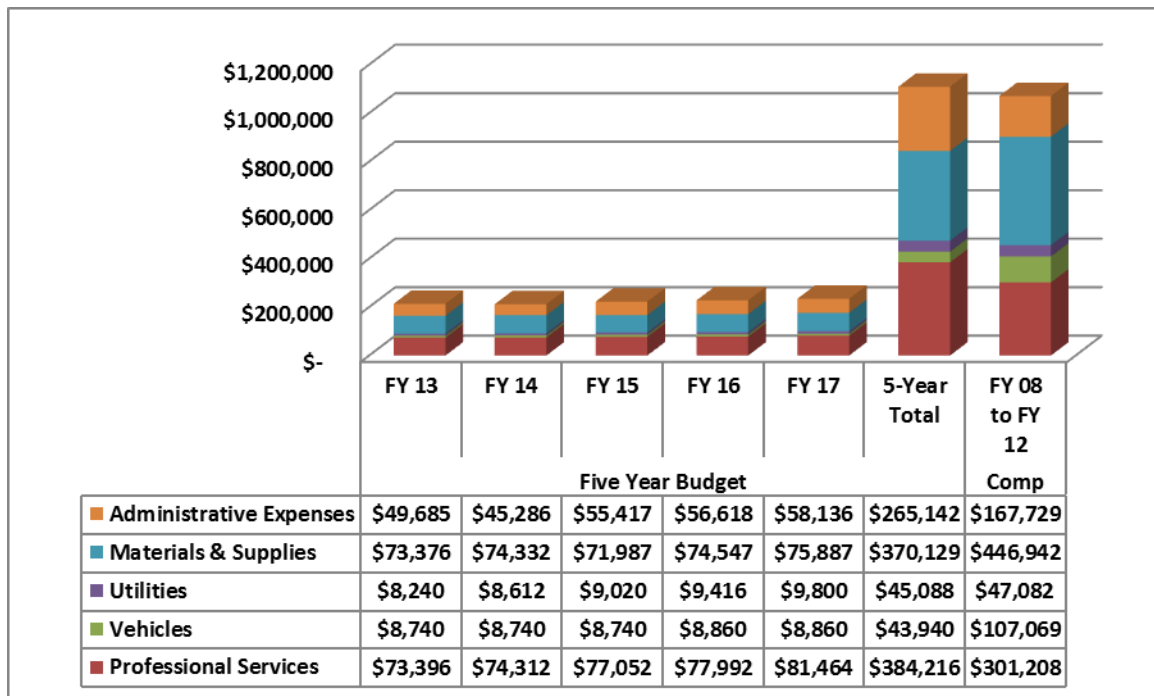


*Figure 2 - Engineering Wages and Benefits*



The projected expenditures for the department are expected to increase compared to the last five year business plan. Many of these increases are directly offset by reduced salary and wages in providing these services by staff. Figure 3 shows the anticipated expenditures for the department over the next five years.

*Figure 3 - Engineering expenditures*

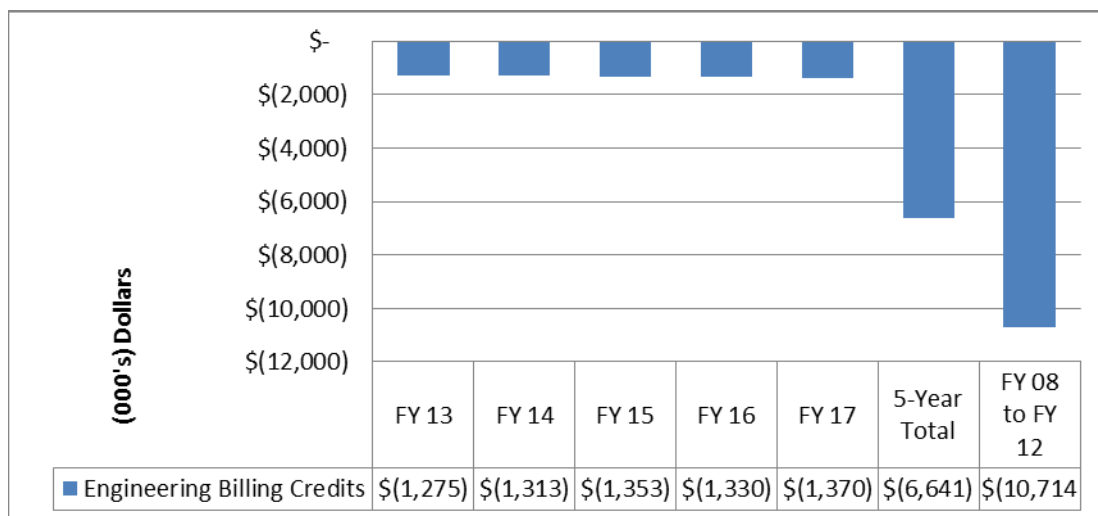


Major reasons that the planned expenditures for the Engineering Department are projected to increase include:

- Projected increase in legal costs
- Increase in professional services (environmental, survey, and permitting)
- Increase in training to enhance skill sets and allow flexibility in staffing

It is projected that billing credits will be reduced significantly due to reduced development activities and less staff charging against CIP for project development. Billing credits are a way to capture monies that are paid for by developers for engineering services, or to capitalize staff time for work that is spent on long term capital projects (charge against the CIP). Professional services that are contracted for assistance on most capital projects are charged directly to the specific project that is being worked on and is included in the CIP. It should be noted that a significant amount of staff time and resources is required to manage consultants when used. When work is outsourced staff must still prepare and manage the scope of services, administer contracts, provide all required information, review submittals and verify all results. Figure 4 below shows the projected billing credits over the next five years for the department.

*Figure 4 - Engineering Billing Credits*



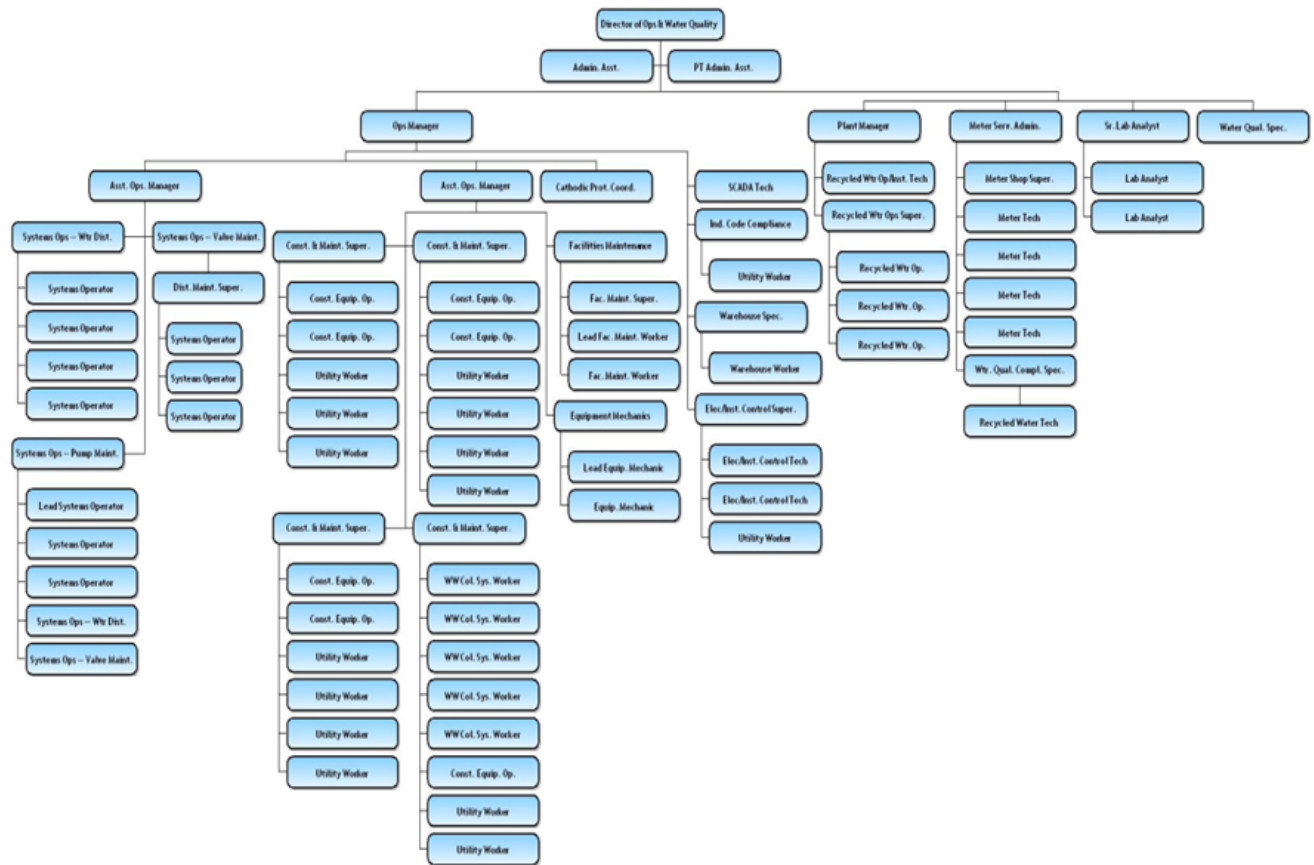
Budget

	FY 12 Forecast*	FY 13 Budget	FY 14 Budget	FY 15 Budget	FY 16 Budget	FY 17 Budget
FTEs**	15	15	15	15	14	14
Salary & Wages	\$2,097,368	\$1,702,217	\$1,781,804	\$1,863,523	\$1,747,615	\$1,832,660
Benefits	1,109,677	871,870	924,117	949,711	915,514	984,066
Professional Svcs.	77,151	73,396	74,312	77,052	77,992	81,464
Vehicle & Equip.	13,624	8,740	8,740	8,740	8,860	8,860
Materials & Supplies	59,034	73,376	74,332	71,987	74,547	75,887
Utilities	8,244	8,240	8,612	9,020	9,416	9,800
Admin. Expenses	29,377	49,685	45,286	55,417	56,618	58,136
Less Billing Credits	(1,347,244)	(1,275,000)	(1,313,250)	(1,352,648)	(1,330,000)	(1,369,900)
Department Total	\$2,047,231	\$1,512,524	\$1,603,953	\$1,682,802	\$1,560,562	\$1,680,973

\* Forecast is July'11-April'12 actuals plus May & June Budget

\*\* Summer Intern program will be evaluated annually

## Operations and Water Quality



### Mission

To provide sufficient maintenance of existing infrastructure systems to promote efficient operations and minimal customer service outages while avoiding emergency repairs and ensuring that the water and sewer systems are maintained for future customers/ratepayers.

## Methodology

Identify operational and maintenance projects to achieve the mission of preventive and predictive maintenance. The list of projects is included in this chapter.

## Department Overview

The primary responsibilities of the department are delivery of sufficient high quality water, maintenance of an emergency supply of water, collection of sewer, recycling of water, and maintenance of water, sewer collection and recycled water system facilities. The functions of the Department are separated into three divisions: Systems Maintenance and Construction, Water Operations, and Water Recycling; and two sections: Laboratory and Warehouse. The structure of the department is shown on the following page. More information about the responsibilities and goals of the Operations department are covered in Chapter 4.

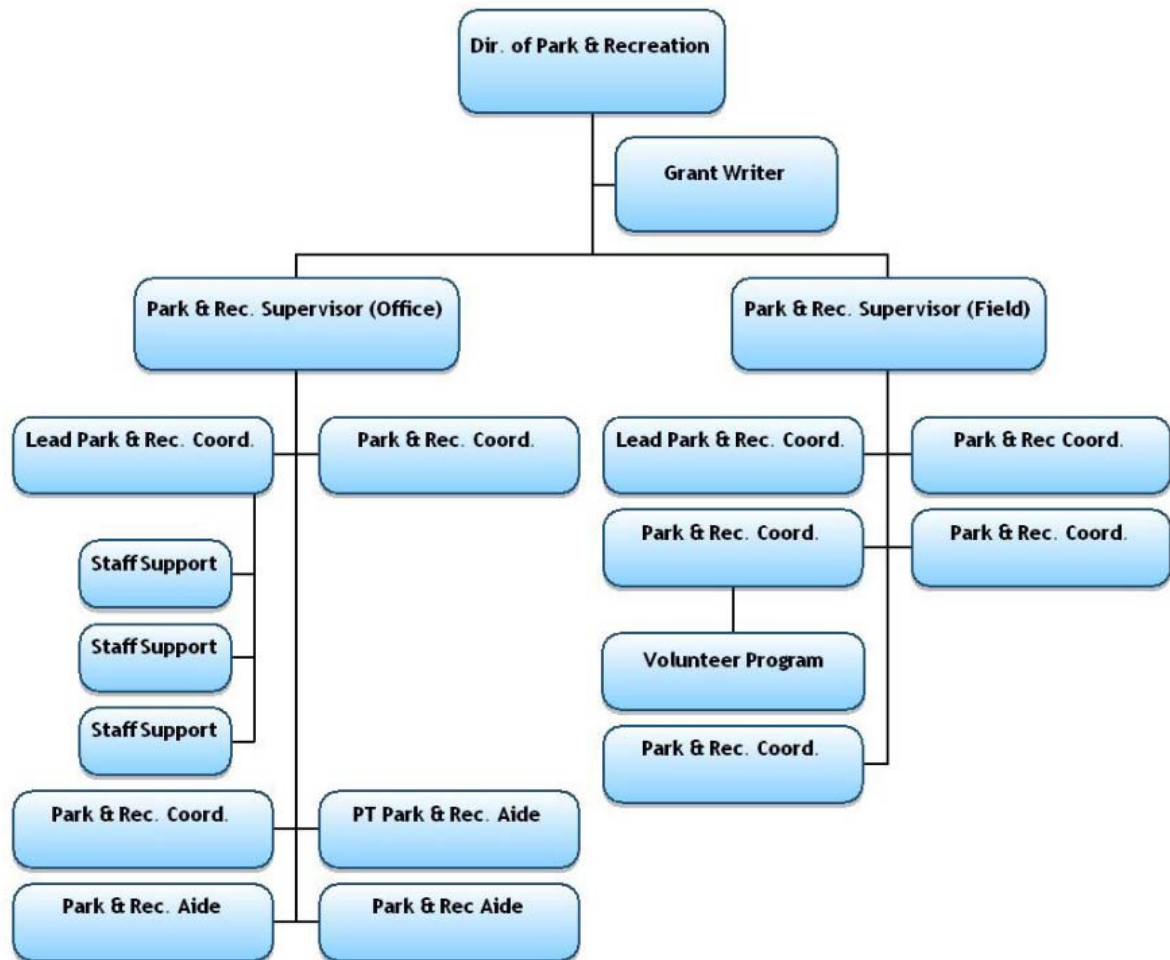
**Budget**

	FY 12 Forecast*	FY 13 Budget	FY 14 Budget	FY 15 Budget	FY 16 Budget	FY 17 Budget
FTEs **	78.2	77.2	76.2	75.2	75.2	75.2
Salary & Wages	\$6,476,381	\$6,442,680	\$6,664,921	\$6,879,516	\$7,188,618	\$7,517,837
Benefits	4,201,205	4,111,358	4,303,465	4,414,441	4,693,236	5,039,135
Professional Svcs.	282,863	235,220	357,560	446,867	439,329	456,737
Vehicle & Equip.	574,893	669,043	699,919	703,145	737,164	742,034
Materials & Supplies	1,608,487	2,418,621	2,384,029	2,600,970	2,625,884	2,655,267
Utilities	497,898	503,238	517,386	530,926	544,324	557,009
Admin. Expenses	204,213	268,320	262,621	271,846	281,021	269,566
Less Billing Credits	(1,858,638)	(1,605,995)	(1,654,175)	(1,703,800)	(1,754,914)	(1,807,562)
Department Total	\$11,987,302	\$13,042,485	\$13,535,726	\$14,143,911	\$14,754,661	\$15,430,024

\* Forecast is July'11-April'12 actuals plus May & June Budget

\*\* Wastewater Systems Worker moved to IS in Year 1 moving back to Ops in Year 2, Warehouse Worker position eliminated in Year 1, , Custodian and ICC Specialist positions eliminated in Year 2, Cons. Equip. Operator position eliminated in Year 3, two part time Utility Workers (1 FTE) each year, Administrative Assistant one day per week at 0.2 FTEs (shared with Admin)

## *Santee Lakes Recreation Preserve*



### Mission

Padre Dam's Santee Lakes Recreation Preserve (Santee Lakes) 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.

### Methodology

With the approval of the Five-Year Business Plan in 2007, Santee Lakes set out on a path of facility improvement through park enhancements to increase the number of visitors to its facility. Staff will continue that trend under the new Plan while developing innovative ideas to meet the changing landscape of recreation.

Santee Lakes has operated as an independent Enterprise Fund, receiving no ratepayer fees or subsidized tax revenue, since the 1990s. Over the years staff has implemented many changes to streamline services to help improve the bottom line and better serve its patrons. In FY 2011 staff maintained daily operations of the Park and Campgrounds for a

staggering 650,000 visits. Over the next five years Santee Lakes will position itself to accommodate even more visits and offer additional services and attractions to enhance the customer experience.

### Budget

	FY 12 Forecast*	FY 13 Budget	FY 14 Budget	FY 15 Budget	FY 16 Budget	FY 17 Budget
FTEs **	14.7	15.6	15.6	15.6	16.4	16.6
Salary & Wages	\$836,873	\$921,980	\$965,091	\$1,009,009	\$1,095,725	\$1,167,290
Employee Benefits	498,215	554,251	589,282	611,663	660,626	714,380
Professional Svcs.	118,092	277,666	267,922	271,187	247,042	246,791
Materials & Supp.	672,689	533,652	563,352	584,919	613,749	600,405
Utilities	517,059	421,184	437,556	456,000	474,808	494,600
Admin. Expenses	111,526	163,556	167,780	166,360	170,320	158,120
Billing Credits	(24,592)	(30,000)	(15,000)	(20,000)	(10,000)	(10,000)
Department Total:	\$2,729,862	\$2,842,289	\$2,975,983	\$3,079,138	\$3,252,270	\$3,371,586

\* Forecast is July'11-April'12 actuals plus May & June Budget

\*\* Eleven full-time and seven part-time employees equaling 4.6 FTEs in Years 1-3 with increases in Years 4 & 5 for new Special Events Coordinator position.

### *Santee Lakes Five Year Plan*

The basic components of Santee Lakes' Five Year Business Plan are practices that have been used for many years to maintain its status of being a self-sustaining facility:

- Develop a New Master Plan - Staff will utilize internal and external resources to create new opportunities to enhance the facility.
- Capital Improvement Plan - Invest so facilities remain enticing for customers.
- Advertising and Marketing - Reach out to the local community and those outside the city to bring in new customers.
- Budgeting and Rate Analysis - Offer an exceptional product at a reasonable price; be aware of the local economy while maintaining a positive bottom line.
- Recreation Programs/Events - Be accessible for local and regional events; be accessible to the community.
- Preventive & Predictive Maintenance - Be proactive in maintenance and facility upkeep and make resources available when the unexpected happens.

- *Trends and Projections* - See what to offer, how to offer and know when it is time to offer something different.
- *Grants & Fundraising Programs* - Identify local, state, national and foundation funds to assist with capital improvements and maintenance.

#### *Development of a New Master Plan*

In 2007, Park management began an aggressive and innovative development program to expand the facilities and increase Santee Lake's status in the Park and Campground communities. Known as the 21/21 Plan, the plan identified 21 projects for the 21<sup>st</sup> Century. The last project from the 21/21 Plan that will be undertaken (Park Shelter Project) will be completed in the summer of 2012, with some projects deferred. Staff is looking at this opportunity to build on the successes of the 21/21 Plan and create a new roadmap. Staff will be working with residents and the Park Committee, in addition to pulling resource information from national studies, to develop an inclusive master plan for the next ten years.

#### *Capital Improvement Plan*

The Capital Improvement Plan is a living document, changing focus as direction and resources change. It coincides with the development and implementation of the new master plan and includes ongoing facility preventive and predictive maintenance projects to keep Santee Lakes operating at a high customer satisfaction rating, while maintaining a healthy Park reserve fund. Planned projects include replacement of the fencing around Santee Lakes, asphalt repaving throughout the Park, meeting ADA requirements as repairs and replacements are made and landscape enhancements. The Capital Improvement Plan is re-visited and updated annually as needs change or opportunities arise.

#### *Advertising and Marketing*

During the 2008 Plan, marketing and advertising of projects, programs and activities at Santee Lakes took on many looks. Using traditional methods, staff took advantage of opportunities to place information in schools, fliers and emails to local groups and businesses to promote our product in the community. We received national exposure through guides such as Woodalls and Trailer Life, and membership in ARVC and Work Camper magazine.

Under the new Plan, as we move further into the "digital age", we will continue to make changes to the website ([www.santeelakes.com](http://www.santeelakes.com)) giving visitors a virtual glimpse into Park activities. Today, the Park utilizes social media for immediate communications with visitors through Facebook, mass email blasts and viral videos created in-house or through a contractor that are placed on YouTube and the Santee Lakes website. We plan to enhance our website and increase interactivity for people searching for a West Coast destination for their camping needs.

#### *Budgeting and Rate Analysis*

Santee Lakes is operated as an enterprise fund which means it relies entirely on fees charged to its customers and receives no financial support from taxpayers or Padre Dam ratepayers. Consequently its rate structure is developed to generate positive cash flow to meet all operating costs and fund its aggressive Capital Improvement Plan.

Projections for the 2013 Five Year Plan are based on financial experience gained over many years of operating the facility. Expenses are continuously monitored and opportunities for financial savings through volunteerism (Camp Host), bulk purchases or other processes are identified and implemented as necessary. Likewise, revenue opportunities are constantly being explored to maximize the use of Santee Lakes. Investments made in capital improvements, the fishing program, and facility maintenance assist staff in creating an environment that increases daily and long term participation by our customers.

### *Recreation Programs/Events*

As a community enhancement, Santee Lakes will maintain its collaborations with local and regional programming over the new Plan. From traditional annual events like the Eggstravaganza, with over 8,000 visitors, to the very popular “Movies at the Lakes” which has over 10,000 attendees, Santee Lakes will continue to bring the community together. For community based programs, staff worked closely with various groups to achieve success for their organizations. For Camps, the Teen Center and other community based camps utilized the value of Santee Lakes by adding camping to their summer and holiday break programs. The self-operated Community Group programs also experienced an increase with organizations like the Lions Breakfasts and Fishing Derby adding to their successful programs. These efforts will be maintained during the new Plan and staff will research other avenues to increase programming opportunities.

### *Preventive and Predictive Maintenance*

Similar to other Padre Dam operations, Santee Lakes will be proactive during the Plan, preparing not only for what can be expected but also for unforeseen events that may occur when operating a 190 acre facility. Staff will continue to use the *Land Logic* tracking system to monitor, replace and repair assets on a routine basis to keep the operation running efficiently. Staff will strive to meet or exceed annual goals for cleanings, inspections and maintenance. The due diligence of ongoing inspections and maintenance prolongs the life of assets and decreases the amount of equipment and material replacements needed for facility operations.

### *Trends and Projections*

Staff will continue to monitor and track all aspects of the Santee Lakes operations on a daily, monthly and annual basis. Information gathered in the past has assisted in making decisions to increase certain services while altering or reducing others. Santee Lakes’ established reputation in the local community and beyond will enable it to meet the goals of the Plan and expand in the future.

### *Grants and Funding Programs*

With the large number of projects identified in the Plan, staff will continue to look for opportunities to partner with other community groups or obtain outside funding to help offset project costs and assist with preventive and predictive maintenance. We will aggressively seek out grants (matching, no match and in-kind) that will help to achieve the Plan’s goals. To date, Santee Lakes has received over \$253,000 in grant funding to help offset the cost of many projects including enhancement of the recycling program, the successful Cabin Project and the Photovoltaic Solar Project.

### Conclusion

Santee Lakes will continue to evolve during the Plan by reviewing and meeting objectives while remaining open to altering focus when new opportunities arise. Reasonable fees and charges will help provide the revenue to allow staff to keep the facility new and exciting for the daily and long-term visitors on a constant basis. A more definitive overview of Plan implementation is available in Chapter 11. We will continue to utilize the talents of our greatest resource - our staff, and their ability to communicate and gather information from our patrons to meet the recreational needs of our community and those who visit from outside Santee.

## CHAPTER 11 - Five Year Water and Sewer Rate Plan

One of the most important components of the Plan is a reliable revenue stream to enable staff to accomplish the Plan goals. Staff is requesting the Board approve rate increases at the outset of the Plan for all five years as was the case with the last five year plan. This rate increase will cover Padre Dam's operating expenses, debt service, capital equipment, and capital improvement projects. Direct cost increases from Metropolitan Water District, County Water Authority, SDG&E, etc. will be passed through as separate rate increase under a Board "pass-through authorization." Rates and typical customers shown below are for Padre Dam's rate increases only. Staff did not attempt to project future rate increases from external sources.

Staff took many steps prior to developing rates needed to fund the Plan. Staff felt these steps were necessary *before* proposing rate increases to the Board to ensure they only asked for what was absolutely necessary. These steps included:

- 1) Deficit Elimination Plan which resulted in significant operational savings and a 19% workforce reduction
- 2) Strategic Plan development to identify the important goals for the District
- 3) Negotiated five year contracts with the District's two employee associations which include significant savings through employee cost sharing
- 4) Multiple iterations of CIP planning to derive the recommended scenario
- 5) A thorough budget request process:
  - Five years' worth of actual data was analyzed to help forecast needs over the next five years
  - Departmental budget requests were scrutinized and fine tuned
  - Department heads were required to present and explain their budget request to the GM and CFO
  - After all departmental budgets were combined, departments were asked to find additional reductions that amounted to over \$600K

The rates were then derived using a very sophisticated rate model developed by HDR Consulting and included the following goals:

- 1) Cover operating costs
- 2) Cover the remaining deficit in the Retail Water operation
- 3) Increase CIP spending to recommended levels
- 4) Maintain fund balances

Major assumptions in the model include:

- 1) Salaries and benefits were based on the approved MOU
- 2) Water sales and sewer collection will remain flat
- 3) Property taxes will increase 1% each year
- 4) CIP expenditures are based on staff recommended scenario
- 5) Debt service is based on existing amortization schedules
- 6) Expenses were allocated to operations based on the current cost allocation (DMG) model
- 7) PERS employer rates are based on current valuation projections with an adjustment for expected increase for change in assumed rate of return
- 8) Staff will be reduced by 5 FTE over the five years through attrition
- 9) No new borrowing is assumed in the budget but will be considered if it makes financial sense.

- 10) Forecasted revenues, expenses, CIP and fund balances were based on actual expenses through March 31, 2012 plus a projection for the remaining three months of the fiscal year
- 11) Metro direct sewer costs were based on amounts currently billed
- 12) Direct cost increases will be passed through and so were kept flat for rate calculation

### *Typical Monthly Water Customer Bill*

The District's current water rate structure is designed to fairly allocate water to its customers. Customers are classified as either residential or non-residential. Residential customers are further broken down into 5 single-family service types based on their lot size and purchased EDUs (RES1-RES5) and one multi-family service type that include mobile home parks, multiple dwelling units and condominiums. Non-residential service types include Commercial/Government, Irrigation (Potable and Recycled), Construction (Potable and Recycled) and Agriculture.

The District receives property tax revenue. A portion of that revenue is collected from all customers and is used to reduce water rates. The remainder relates only to amounts collected from Eastern Service Area customers and so a credit is provided for water used by those customers.

Water use declined significantly during the last five year plan due to drought and the economic recession. By the end of FY '12, the District is projected to sell 34% less water than was budgeted in the prior five year plan. As a result, the "typical customer" that had been used historically was no longer valid. In order to calculate a current typical customer bill, staff analyzed current water use to determine which residential type to use and what amount of water use to assume. The District plans to move to monthly billing within the next year so the typical bills were calculated to reflect that change.

For the Western service area, RES 2 had the most number of accounts and the average water use of all Western customers was 10.38 HCF. For the Eastern service area, RES 4 had the most number of accounts and the average water use of all Eastern customers was 16.04 HCF. Customers' bills are made up of the variable portion based on water use, a fixed monthly charge for Padre Dam (systems charge) and a fixed monthly charge from CWA (IAC). Eastern service area customers are also charged for pumping depending on their elevation.

### *Typical Monthly Sewer Customer Bill*

The District's current sewer rate structure is designed to fairly allocate the costs of sewer collection and treatment among its customers. There is no exact method to bill sewer customers since flow is not metered. As a result, the methodology the District employs was created to arrive at a reasonable estimation of sewer flow by looking at a customer's lowest 60-day water consumption period from the previous calendar year. Their bill is then based on that water usage along with a fixed monthly fee. Customers are re-evaluated every January.

**WESTERN**  
**Typical Monthly Water Bill**  
**Budget FY '13 - FY '17**

RATES (per HCF)	ACTUAL	PROPOSED / BUDGET				
	3/1/2012	1/1/2013	1/1/2014	1/1/2015	1/1/2016	1/1/2017
Tier 1 Rate	\$ 4.5787	\$ 4.75	\$ 4.98	\$ 5.22	\$ 5.47	\$ 5.73
Tier 2 Rate	4.8688	5.27	5.52	5.78	6.05	6.34
Tier 3 Rate	5.5003	6.00	6.29	6.59	6.90	7.23
Tier 4 Rate	6.0171	6.55	6.86	7.19	7.53	7.89
Tier 5 Rate	6.5357					
<b>FIXED (Monthly)</b>						
Padre Dam Systems Charge	23.50	25.85	27.10	28.40	29.75	31.15
CWA IAC Charge	2.60	2.60	2.60	2.60	2.60	2.60

ALLOCATION	HCF/Month	Estimated Hundred Cubic Feet (HCF) Used per Month				
Tier 1	9	9	9	9	9	9
Tier 2	8	2	2	2	2	2
Tier 3	8	0	0	0	0	0
Tier 4	8	0	0	0	0	0
Total HCF/Month		11	11	11	11	11

<b>ESTIMATED MONTHLY BILL</b>						
Tier 1	\$ 41.21	\$ 42.75	\$ 44.82	\$ 46.98	\$ 49.23	\$ 51.57
Tier 2	9.74	10.54	11.04	11.56	12.10	12.68
	\$ 50.95	\$ 53.29	\$ 55.86	\$ 58.54	\$ 61.33	\$ 64.25
Padre Dam Systems Charge	23.50	25.85	27.10	28.40	29.75	31.15
CWA IAC Charge	2.60	2.60	2.60	2.60	2.60	2.60
Monthly Water Bill*	<b>\$ 77.05</b>	<b>\$ 81.74</b>	<b>\$ 85.56</b>	<b>\$ 89.54</b>	<b>\$ 93.68</b>	<b>\$ 98.00</b>
Overall Bill Effect*		6.09%	4.67%	4.65%	4.62%	4.61%

\* Excludes future external passthrough increases.

**Typical Monthly Sewer Bill**  
**Budget FY '13 - FY '17**

SINGLE FAMILY	ACTUAL	PROPOSED / BUDGET				
	3/1/2012	1/1/2013	1/1/2014	1/1/2015	1/1/2016	1/1/2017
Variable Rate (per HCF)	\$ 3.42	\$ 3.47	\$ 3.52	\$ 3.57	\$ 3.62	\$ 3.68
Base Fee (per month)	27.34	27.60	28.05	28.50	28.95	29.40
Typical Customer Low Use (t	8.20	8.20	8.20	8.20	8.20	8.20
<b>ESTIMATED MONTHLY BILL*</b>						
Variable	\$ 28.01	\$ 28.45	\$ 28.86	\$ 29.27	\$ 29.68	\$ 30.18
Base Fee	27.34	27.60	28.05	28.50	28.95	29.40
Monthly Water Bill*	<b>\$ 55.35</b>	<b>\$ 56.05</b>	<b>\$ 56.91</b>	<b>\$ 57.77</b>	<b>\$ 58.63</b>	<b>\$ 59.58</b>
Overall Bill Effect*		1.28%	1.53%	1.51%	1.49%	1.61%

\* Excludes future external passthrough increases.

COMBINED WATER/SEWER BILL	<b>\$ 132.39</b>	<b>\$ 137.79</b>	<b>\$ 142.47</b>	<b>\$ 147.31</b>	<b>\$ 152.31</b>	<b>\$ 157.58</b>
OVERALL BILL INCREASE		4.08%	3.40%	3.40%	3.39%	3.45%

**EASTERN**  
**Typical Monthly Water Bill**  
**Budget FY '13 - FY '17**

RATES (per HCF)	ACTUAL	PROPOSED / BUDGET				
	3/1/2012	1/1/2013	1/1/2014	1/1/2015	1/1/2016	1/1/2017
Tier 1 Rate	\$ 4.3988	\$ 4.75	\$ 4.98	\$ 5.22	\$ 5.47	\$ 5.73
Tier 2 Rate	4.6740	5.27	5.52	5.78	6.05	6.34
Tier 3 Rate	5.2760	6.00	6.29	6.59	6.90	7.23
Tier 4 Rate	5.7685	6.55	6.86	7.19	7.53	7.89
Tier 5 Rate	6.2625					
Pumping to Zone 3*	0.8220	0.8220	0.8220	0.8220	0.8220	0.8220
ESA Credit		(0.56)	(0.56)	(0.57)	(0.57)	(0.58)
<b>FIXED (Monthly)</b>						
Padre Dam Systems Charge	23.50	25.85	27.10	28.40	29.75	31.15
CWA IAC Charge*	2.60	2.60	2.60	2.60	2.60	2.60

ALLOCATION	HCF/Month	Estimated Hundred Cubic Feet (HCF) Used per Month				
Tier 1	9	9	9	9	9	9
Tier 2	15	6	6	6	6	6
Tier 3	11	0	0	0	0	0
Tier 4	11	0	0	0	0	0
Total HCF/Month		15	15	15	15	15

<b>ESTIMATED MONTHLY BILL</b>						
Tier 1	\$ 39.59	\$ 42.75	\$ 44.82	\$ 46.98	\$ 49.23	\$ 51.57
Tier 2	28.04	31.62	33.12	34.68	36.30	38.04
Pumping*	12.33	12.33	12.33	12.33	12.33	12.33
ESA Credit	-	(8.40)	(8.40)	(8.55)	(8.55)	(8.70)
	\$ 79.96	\$ 78.30	\$ 81.87	\$ 85.44	\$ 89.31	\$ 93.24
Padre Dam Systems Charge	23.50	25.85	27.10	28.40	29.75	31.15
CWA IAC Charge*	2.60	2.60	2.60	2.60	2.60	2.60
Monthly Water Bill*	<b>\$ 106.06</b>	<b>\$ 106.75</b>	<b>\$ 111.57</b>	<b>\$ 116.44</b>	<b>\$ 121.66</b>	<b>\$ 126.99</b>
Overall Bill Effect*		0.65%	4.52%	4.36%	4.48%	4.38%

\* Excludes future external passthrough increases.



# SANTEE LAKES FIVE-YEAR BUSINESS PLAN

2013-2017

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# Santee Lakes Five-Year Business Plan: FY 13 - 17

## I. Introduction:

The Santee Lakes Recreation Preserve's (Santee Lakes) staff is responsible for the effective, efficient operation and promotion of Santee Lakes. The staff is committed to providing park, camping and recreational services preferred by the public, and keeping Santee Lakes operationally self-sufficient. Santee Lakes is also committed to hosting several community celebration events to promote recreational opportunities and build District and community goodwill.

The Five Year Business Plan and Budget for Fiscal Years 2007-2012 (2007 Plan) was a roadmap to maintain park efficiencies while laying the groundwork for expansion in the future. From its adoption in 2007, Santee Lakes' staff has achieved many of the plan's goals while altering others to suit the expectations of its patrons and guests. Similar to the 2007 Plan, the new Five Year Business Plan for Fiscal Years 2013-2017 (Plan) seeks to position Santee Lakes as an industry leader in community service, environmental stewardship and park & recreation management. The successful achievement of these goals along with a strengthened connection between Santee Lakes and Padre Dam Municipal Water District (Padre Dam) will continue to serve as a testament to the benefits of water recycling and innovative park and recreation planning.

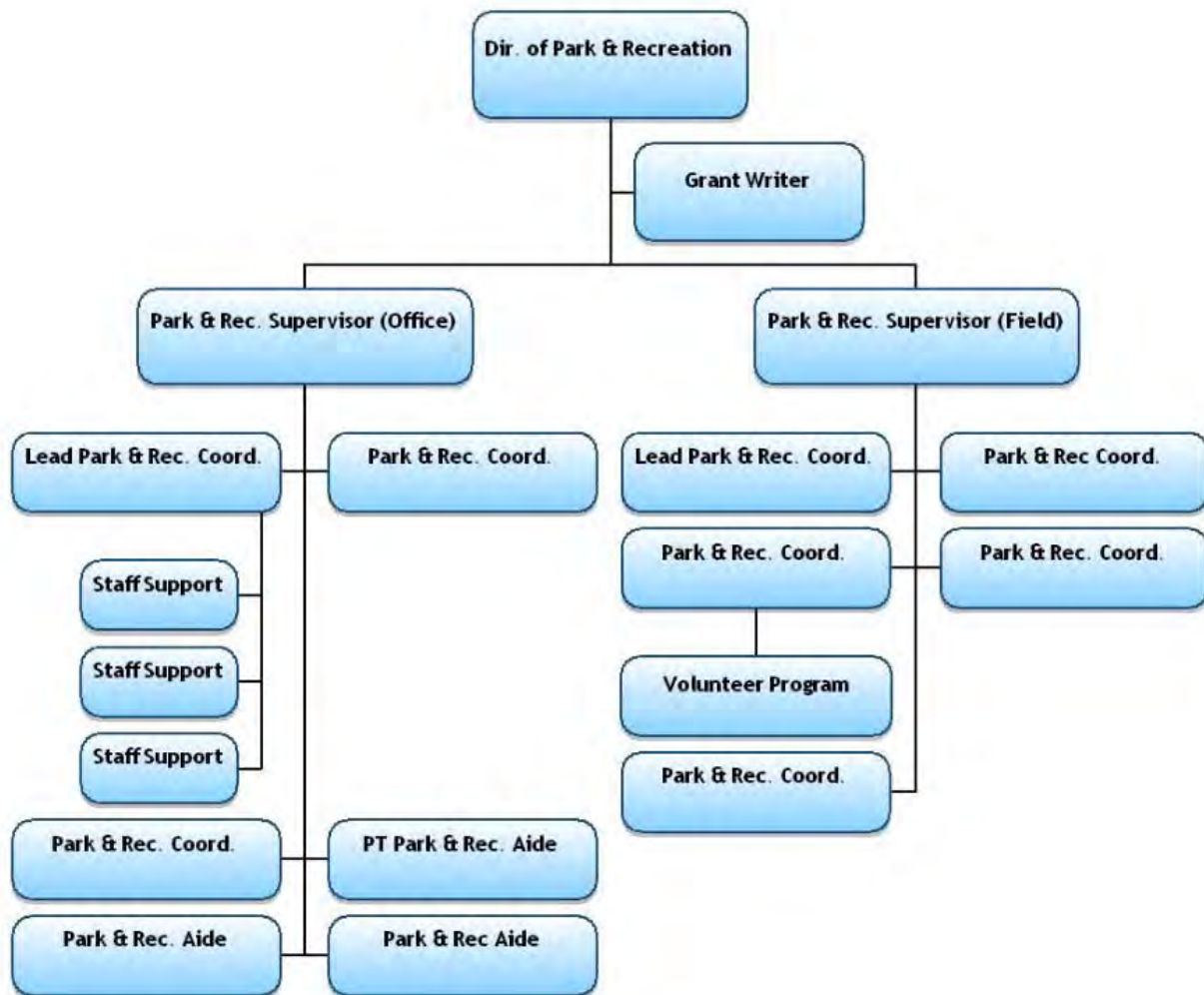
Santee Lakes is an impressive symbol of Padre Dam's pioneering efforts in recycled water, dating back to 1959. It is a water management, conservation and recreation model for communities worldwide. As a leader in the recreation and campground industry, Santee Lakes provides a variety of services to the local and broader community. Santee Lakes was placed "on the map" in the early sixties for its water recycling success. The intent is to place Santee Lakes "on the map" for world-class customer service, recreation programming, campground management and state-of-the-art facilities.

Managing and developing Santee Lakes as an enterprise operation is at the core of this Plan. Each phase must consider self-sufficiency as the primary goal. With that in mind, community events and programs, development projects, preventive and predictive maintenance, advertising and long-term planning will employ strategies that center around entrepreneurial public administration.

### 1. Team Members:

Johnathan Skinner (Park & Recreation Director), Cindy Smith (Park & Recreation Supervisor), Bryan Hague (Park & Recreation Supervisor), Shawna Fakhouri (Grant Writer), Kevin Woo (Accounting Manager), Greg Even (Park and Recreation Coordinator) and Therese Pepin (Park and Recreation Coordinator).

## 2. Organization Chart:



### 3. Strategic Plan Goals and Initiatives:

In April 2012, the Board of Directors approved the District's Strategic Plan for the next ten years. For Santee Lakes, it will be the catalyst to maintain and enhance the recreational experience at our facility. The mission of Santee Lakes is "to develop Santee Lakes into a world-class park and campground with input from stakeholders while utilizing the highest design standards". Based on this mission, the goal is to "Expand Park and Recreation Opportunities" at Santee Lakes. This will be accomplished through six initiatives that will be the roadmap for our continued success.

#### Initiative #1: DEVELOP NEW MASTER PLAN FOR SANTEE LAKES

##### Key Success Measures

- Completion of preliminary plan research.
- Develop new Master Plan.
- Maintain financial self-sufficiency.
- Publish and implement plan.

#### Initiative #2: ENHANCE FACILITIES

##### Key Success Measures

- Develop and implement CIP schedule based on new Master Plan and preventive and predictive maintenance process.
- Complete current improvements.
- Identify funding sources to secure grants.
- Research opportunities to enhance facilities while being fiscally responsible.

#### Initiative #3: INCREASE PARK SERVICES AND RECREATION PROGRAMS

##### Key Success Measures

- Improve Wi-Fi services within the park by 30%.
- Expand product variety at the General Store.
- Provide rental transportation for campground guests.
- Evaluate campground expansion opportunities.
- Evaluate and implement new picnic program to increase revenue by 10%.
- Develop relationships with the City of Santee and other municipalities to offer joint programming.

#### Initiative #4: CONDUCT MARKETING AND COMMUNITY OUTREACH

##### Key Success Measures

- Develop marketing strategies to new customers.
- Meet with community groups once per year.

#### Initiative #5: MAINTAIN COMMITMENT TO SUSTANABILITY

##### Key Success Measures

- Maintain current recycling policies and procedures.
- Utilize green services in park designs.
- Convert day use restrooms to solar power.
- Educate guests and the community of the Park's efforts to remain sustainable with presentations once per year and development of sustainable educational media.

#### Initiative #6: CONDUCT PREVENTIVE AND PREDICTIVE MAINTENANCE

##### Key Success Measures

- Implement and maintain an aggressive equipment replacement process.

- Review “best practices” of similar agencies to stay up to date with current trends.
- Continue preventive and predictive maintenance program using GIS based software.

#### 4. Five-Year Business Plan FY13-17

Over the next five years, staff will use proven methods of capital improvement planning, advertising and marketing, budgeting and rate analysis, recreation programs and events, preventive and predictive maintenance, and grant and fundraising opportunities to achieve the six initiatives outlined above.

#### A) CAPITAL IMPROVEMENT PROGRAM (CIP) AND CAPITAL EQUIPMENT PLAN (CEP)

##### OBJECTIVES

- Select development projects that meet visitor needs while providing revenue generating opportunities.
- Meet project target dates.
- Maintain reserves at or near \$500,000; use cash from operations and grant funding to support the CIP.

#### CAPITAL IMPROVEMENT PROGRAM SCHEDULE

Project	FY 13				FY 14				FY 15				FY 16				FY 17				Total
Lake 5 Shelter Replacement																					\$456K
Park Admin Office Expansion																					\$200K
Campground Restroom/Shower																					\$200K
Park Clubhouse Expansion																					\$150K
Park CUP Amendment 3																					\$50K
Park Day Use Landscape Improvement																					\$150K
Park Day Use Restroom Renovation																					\$150K
ADA Compliance (On-Going)																					\$75K
Paving (On-Going)																					\$100K
Santee Lakes Master Plan																					\$75K
Park Fence Replacement (On-Going)																					\$100K
Annual CIP Budget	\$686K				\$255K				\$330K				\$255K				\$180K				\$1.706M

Design/Approval
  Construction

The Capital Improvement Program Schedule is a template for potential project implementation for the next five years. The current items listed are a compilation of some previously planned projects, and includes tools to go forward into the future. The Santee Lakes Master Plan, the Conditional Use Permit (CUP), along with the Padre Dam Strategic Plan will give better guidance on opportunities for larger enhancements of the facility on a longer term basis and could identify expansion. As the 21/21 Plan of 2007 brought ideas such as the RV Storage Yard and the Cabin projects to reality, the new Santee Lakes Master Plan has the opportunity to also give that roadmap for growth.

# CAPITAL EQUIPMENT PLAN SCHEDULE

Project	FY 13				FY 14				FY 15				FY 16				FY 17				Total
Computer Server																					\$25K
Gator Maintenance																					\$10K
Maintenance Yard Car Port																					\$10K
Peddle Boats																					\$50K
Pontoon Boat Replacement/Repair																					\$20K
Replace B-14 Patrol Truck Replacement																					\$30K
Replace B-26 Patrol Truck Replacement																					\$30K
Replace B-44 Van Replacement																					\$20K
Replace B27 (Explorer)																					\$30K
Tractor Replacement																					\$35K
WiFi Systems																					\$37K
AC - Park Building																					\$40K
Lake 1 Dock																					\$35K
Cabins AC Units																					\$30K
Trash Receptacle Lids																					\$10K
Storage Unit\Container																					\$30K
Radio System Upgrade																					\$7K
Copiers																					\$20K
Generator Installation																					\$75K
Golf Cart Replacement																					\$30K
Annual CEP Budget	\$214K				\$80K				\$117.5K				\$95K				\$67.5K				\$574K

\* The above CIP and CEP schedules are aggressive. It is important to note that the Plan does not call for debt financing and that the goal is to maintain reserves at or near \$500,000. As a result, projects and equipment purchases will be delayed if sufficient funds from operations cannot cover expenses. Staff will aggressively pursue grant funding to bridge the gap between project costs and available funds from operations.

## B) ADVERTISING AND MARKETING

### OBJECTIVES:

- Develop advertising programs to maximize participation in the campground and the day use area.
- Outsource design services where appropriate.
- Establish connections between Padre Dam and Santee Lakes in the overall marketing plan.
- Research new avenues for marketing and advertising.
- Utilize technology in the development and delivery of marketing materials.

### Organization Affiliations:

- San Diego Visitor's Bureau
- San Diego East Visitor's Bureau
- California Park & Recreation Society
- National Recreation & Parks Association
- California Travel Park Association
- National Association of RV Parks and Campgrounds
- Santee Kiwanis Club
- Santee-Lakeside Rotary Club
- Rancho Santee Lions Club

### Sample Designs:

**Recreation—  
You Can't Have Too Much Fun!**

**Santee Lakes  
Campground Expansion  
Now Open!**

Including an additional  
130 deluxe campsites designed  
for large RV's. Each site  
equipped with phone, cable TV,  
and wireless internet access!

**No Rig too Big!**  
Full Hookup Sites  
Cable, Phone, Wireless Internet  
Recreation in a Natural Habitat  
Convenience Store  
Great Facilities & Great Location  
Close to all San Diego's  
Big Attractions

**Family  
Fun!**

**Quality  
Time!**

**Reservations and Information**  
Mailing address: P.O. Box 719003, Santee, CA 92072-9003  
Phone: 619-596-3141  
Website: [www.santeelakes.com](http://www.santeelakes.com)  
E-mail: [santeelakes@padre.org](mailto:santeelakes@padre.org)  
Park Entrance: 9310 Fanita Parkway  
Santee, CA 92071-9003  
Owned and operated by the Padre Dam Municipal Water District



POST CARD

**Santee Lakes  
Campground Expansion  
Now Open!**

Including an additional  
130 deluxe campsites designed  
for large RV's. Each site  
equipped with phone, cable TV,  
and wireless internet access!

**No Rig too Big!**  
Full Hookup Sites  
Cable, Phone, Wireless Internet  
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Great Facilities & Great Location  
Close to all San Diego's  
Big Attractions

**Family  
Fun!**

**Quality  
Time!**

**Best Backyard in San Diego!**

**Santee Lakes  
Campground Expansion  
Now Open!**

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130 deluxe campsites designed  
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Big Attractions

TRAIL LIFE

**130 New Big Rig Pull Thru Sites...**

**Santee Lakes  
Campground Expansion  
Now Open!**

Including an additional  
130 deluxe campsites designed  
for large RV's. Each site  
equipped with phone, cable TV,  
and wireless internet access!

**No Rig too Big!**  
Full Hookup Sites  
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Recreation in a Natural Habitat  
Convenience Store  
Great Facilities & Great Location  
Close to all San Diego's  
Big Attractions

Call 619-596-3141  
or visit  
[www.santeelakes.com](http://www.santeelakes.com)

**Family Camping at it's Best!**

## ANNUAL MARKETING SCHEDULES

Publication/Area	Distribution Size	Annual Renewal Date	Quarter Implemented Each Year:			
			1	2	3	4
Trailer Life Directory	300,000	January				
RV Journal	140,000	January				
Yellow Page Ads	800,000	August				
Work Camper Magazine	16,000	February				
CTPA Camping Guide	50,000	2 times/year				
CTPA Rack Card Distribution Program	1,150	January				
Certified / Nationwide Rack Cards	100,000	Varies				
ARVC - Go Rving Campaign	Natl. Ad Campaign	September				
Sunset Travel Magazine Ad	300,000	July				
Direct Mail - Fall Special	10,000	Varies				
Trailerlifedirectory.com	1,004,391	January				
GoCampingAmerica.com	200,000	NA				

## CAMPGROUND

### DAY USE - GENERAL

Publication/Area	Distribution Size	Annual Renewal Date	Quarter Implemented Each Year:			
			1	2	3	4
California Visitor's Guide	50,000	January				
County of San Diego Park & Rec Guide	10,000	June				
San Diego East Visitor's Bureau Map	250,000	January				
Western Outdoor News	100,000	June				
San Diego Visitor's Bureau	10,000	January				
San Diego Family Magazine	120,000	Varies				
Direct Mail - General Marketing	10,000	Varies				
Smartpages.com	90,000	August				
E-Mail Promotions	50,000	Varies				
Cable TV Commercials	250,000 homes	Varies				
Newspaper Ad	1,000,000	Varies				
Special Event Specific Promotion	10,000	Varies				
Fishing Specific Promotion	10,000	Varies				
Santee Lakes Website Updates	7,500 hits/month avg	Monthly				

## C) BUDGETING AND RATE ANALYSIS

### OBJECTIVES:

- Establish rates based on market comparisons with consideration given to CPI.
- Analyze programs and services on a regular basis to determine cost effectiveness.
- Implement process improvements to achieve greater efficiency and productivity.
- Achieve a positive change in net assets every year.
- Maintain reserves at or near \$500,000.
- Staffing levels: 10 full-time with between 10 and 15 part-time. In year 2 convert one 3/4-time staff person to full-time.

**FIVE-YEAR BUDGET:**

	FY 12 Projection	FY 13 Yr 1	FY 14 Yr 2	FY 15 Yr 3	FY 16 Yr 4	FY 17 Yr 5
Entrance Fees	304,622	290,435	291,880	293,325	294,770	296,215
Reserved Area Fees	119,100	145,015	163,605	171,990	171,990	171,990
Fishing Fees	274,860	284,991	286,409	287,827	289,245	290,663
Boat Rental	68,636	77,393	77,778	78,163	78,548	78,933
Community Recreation Fees	36,544	43,020	43,020	43,020	43,020	43,020
RV & Tent Sites	2,568,470	2,512,359	2,642,394	2,738,429	2,920,464	3,033,500
Cabin Fees	338,299	254,430	256,616	258,801	260,987	263,172
RV Storage	370,540	417,893	417,893	417,893	417,893	417,893
Propane	7,052	5,409	5,409	5,409	5,409	5,409
Utilities	110,189	91,116	91,116	91,116	91,116	91,116
Laundry	25,244	23,222	23,222	23,222	23,222	23,222
Other Revenues	17,184	0	0	0	0	0
Store Sales/Concession Fees	239,816	245,965	245,965	245,965	245,965	245,965
<b>Total Revenue</b>	<b>4,480,556</b>	<b>4,391,248</b>	<b>4,545,307</b>	<b>4,655,160</b>	<b>4,842,629</b>	<b>4,961,098</b>
Salaries & Wages	836,853	921,980	965,091	1,009,009	1,095,725	1,167,290
Employee Benefits	498,215	554,251	589,282	611,663	660,626	714,380
Professional Services	118,689	277,666	267,922	271,187	247,042	246,791
Vehicle and Equipment	74,967	66,170	74,760	77,760	81,012	84,288
Building, Materials/Repairs, etc.	597,744	467,482	488,592	507,205	532,737	516,117
Administrative	111,511	163,556	167,780	166,314	170,320	158,120
Utilities	517,060	421,184	437,556	456,000	474,808	494,600
Direct Costs	274,589	252,760	253,296	253,833	254,370	254,907
Billing Credits	-24,592	-30,000	-15,000	-20,000	-10,000	-10,000
Overhead	119,317	116,174	119,558	121,963	127,149	134,594
<b>Total Expense</b>	<b>3,124,353</b>	<b>3,211,223</b>	<b>3,348,837</b>	<b>3,454,934</b>	<b>3,633,789</b>	<b>3,761,087</b>
<b>Operating Income (Loss) before deprec</b>	<b>1,356,203</b>	<b>1,180,025</b>	<b>1,196,470</b>	<b>1,200,226</b>	<b>1,208,840</b>	<b>1,200,011</b>
Depreciation-direct	-673,604	-765,702	-810,843	-830,684	-852,812	-858,454
Depreciation-indirect	-82,219	-84,450	-134,528	-138,976	-142,612	-149,367
Amortization	-12,626	-12,798	-12,798	-12,798	-12,798	-12,798
<b>Operating Income (Loss) after deprec</b>	<b>587,754</b>	<b>317,075</b>	<b>238,301</b>	<b>217,768</b>	<b>200,618</b>	<b>179,392</b>
Interest Income	9,730	4,738	4,670	11,585	13,787	25,483
Interest Expense	-256,571	-250,043	-236,809	-222,615	-207,568	-191,615
Interest Assessment	0	0	0	0	0	0
Other Income/(Expense)	-100,000	0	0	0	0	0
<b>Total Non-Operating Income/(Expenses)</b>	<b>-346,841</b>	<b>-245,305</b>	<b>-232,139</b>	<b>-211,030</b>	<b>-193,781</b>	<b>-166,132</b>
<b>Change In Net Assets</b>	<b>240,913</b>	<b>71,770</b>	<b>6,162</b>	<b>6,738</b>	<b>6,837</b>	<b>13,260</b>

## Revenue Assumptions and Adjustment Information:

In calculating revenue projections for the Plan, working within the pre-approved fee ranges, staff utilized the following information to develop the revenue assumptions:

**Entrance Fees:** No fee increases scheduled during the Plan. However, using a two year average (FY 10 and FY 11), the budgeted attendance is increased by .5% per year (i.e. FY 13 is higher than average, FY 14 is 1.0% higher than average, etc.)

**Reserved Area Fees:** Fee increases are scheduled in years 1 and 2 only. With the completion of the three shelters in the Day Use areas, fees have been adjusted 15 percent annually for the first two years. Larger increases are for “All Area” rentals used mainly by corporations, businesses, and unions. All reserved area fees are for a full day rental. The previous fee increase in the reserved areas occurred in 2010 and was an average increase of 20%.

**Fishing Permits:** No fee increases are scheduled during the Plan. This is based on Santee Lakes fees compared to the market rate of similar facilities. Fishing total revenue is anticipated to increase due to increased participation. The budgeted participation increase is based on a two year average (FY 10 and FY 11), and increased by .5% per year.

**Boat Rental:** No fee increases are scheduled during the Plan. Addition of sailboats based on cost recovery with 200 uses per year for three years. Boating total revenue is anticipated to increase due to increased participation. The budgeted participation increase is based on a two year average (FY 10 and FY 11), and increased by .5% per year.

**Community Recreation Fees:** No fee increases are scheduled during the Plan. There is a small increase in total revenue in the first year of the plan compared FY 12 then remains flat during the 5 years.

**RV & Tent Sites:** Fees are scheduled to increase \$1 per night every January 1 per site. This has been past practice for the previous ten years of Park operations.

**Cabin Fees:** Fees are scheduled to increase \$1 per night every January 1 per unit. This practice will model the existing Campground fee adjustment practice. A fee for low income visitors and a cleaning fee for one night stays have been added.

**RV Storage:** No fee increases are scheduled during the Plan. This program is currently operating at 95% capacity.

**Propane:** No fee increases are scheduled during the Plan.

**Utilities:** No fees increases are scheduled during the Plan. The budget assumed an average of FY 10 and FY 11 revenue and remains flat during the Plan.

**Laundry:** No fees increases are scheduled during the Plan. The budget assumed an average of FY 10 and FY 11 revenue and remains flat during the Plan.

*\*See next page for detailed assumption number and data.*

# Budget Assumptions (Yr 1)

## FYE's June 30, 2013-2017

Description	Notes	FY 13	FY 14	FY 15	FY 16	FY 17	Total
Entrance - Visitors (paid)	(1.)	74,958	75,331	75,704	76,077	76,450	378,521
Reserve Area - Weekday		15.0%	15.0%	15.0%	15.0%	15.0%	---
Reserve Area - Weekend		25.0%	25.0%	25.0%	25.0%	25.0%	---
Fish Permits	(1.)	39,970	40,169	40,368	40,567	40,766	201,840
Boat Permits	(1.)	6,707	6,740	6,774	6,807	6,840	33,868
Camping Nights - Total (sites available)		109,500	109,500	109,500	109,500	109,500	547,500
Camping Nights - Existing (sites available)		61,320	61,320	61,320	61,320	61,320	306,600
Camping Nights - New (sites available)		48,180	48,180	48,180	48,180	48,180	240,900
Camping - Total Occupancy %	(2.)	82.1%	82.1%	82.1%	82.1%	82.1%	---
Camping - Existing Occupancy %	(2.)	77.8%	77.8%	77.8%	77.8%	77.8%	---
Camping - New Occupancy %	(2.)	87.6%	87.6%	87.6%	87.6%	87.6%	---
Camping Nights - Total (sold)		89,913	89,913	89,913	89,913	89,913	449,563
Camping Nights - Existing (sold)		47,707	47,707	47,707	47,707	47,707	238,535
Camping Nights - New (sold)		42,206	42,206	42,206	42,206	42,206	211,028
Cabins Nights - Occupied (10 sites, 3,650 total)		2,185	2,185	2,185	2,185	2,185	10,927
Cabins - Occupancy %		59.9%	59.9%	59.9%	59.9%	59.9%	---
RV Storage Sites - Occupied (313 storage sites, 3,756 total)		3,588	3,588	3,588	3,588	3,588	17,940
RV Storage Sites - Occupancy %	(3.)	95.5%	95.5%	95.5%	95.5%	95.5%	---
Propane, Utilities, & Laundry Revenues		average of 2009/10 &	average of 2009/10 &	average of 2009/10 &	average of 2009/10 &	average of 2009/10 &	---
Entrance (weekend / weekend)	(4.)	\$3 / \$5	\$3 / \$5	\$3 / \$5	\$3 / \$5	\$3 / \$5	---
Reserve Area		increased on Jan 1 (every FY), per park committee	increased on Jan 1 (every FY), per park committee	kept same as 2013/14	kept same as 2013/14	kept same as 2013/14	---
Fish Permits (adult / junior / extra)	(4.)	\$9 / \$6 / \$4	\$9 / \$6 / \$4	\$9 / \$6 / \$4	\$9 / \$6 / \$4	\$9 / \$6 / \$4	---
Boat Permits	(4.)	\$8 - \$15	\$8 - \$15	\$8 - \$15	\$8 - \$15	\$8 - \$15	---
Camping		increased \$1/night on Jan 1 (every FY)	increased \$1/night on Jan 1 (every FY)	increased \$1/night on Jan 1 (every FY)	increased \$1/night on Jan 1 (every FY)	increased \$1/night on Jan 1 (every FY)	---
Cabins		increased \$1/night on Jan 1 (every FY)	increased \$1/night on Jan 1 (every FY)	increased \$1/night on Jan 1 (every FY)	increased \$1/night on Jan 1 (every FY)	increased \$1/night on Jan 1 (every FY)	---
RV Storage Sites	(4.)	\$55 - \$125	\$55 - \$125	\$55 - \$125	\$55 - \$125	\$55 - \$125	---
Propane, Fish, & Store Purchases (Direct Cost)	(5.)	ratio of direct cost to	ratio of direct cost to	ratio of direct cost to	ratio of direct cost to	ratio of direct cost to	---
Regular		11.00	11.00	11.00	11.80	12.00	---
Temps		4.60	4.60	4.60	4.60	4.60	---
Total FTE's		15.60	15.60	15.60	16.40	16.60	---
Overhead		5% Acctg & Admin, 6% HR,	5% Acctg & Admin, 6% HR,	5% Acctg & Admin, 6% HR,	5% Acctg & Admin, 6% HR,	5% Acctg & Admin, 6% HR,	---
Depreciation	(6.)	Calculated	Calculated	Calculated	Calculated	Calculated	---
Interest Expense (2004 COP & Cabins)	(7.)	Amortization Table	Amortization Table	Amortization Table	Amortization Table	Amortization Table	---
(1.) = The number of customers used for budget starts with two year average of actual FY 10 & 11, and increases by .5% per year (ie. FY 13 is .5% higher than average, FY 14 is 1.0% higher than average, etc.).							
(2.) = The campsite occupancy rate used for budget is a three year average of actual FY 09 - FY 11.							
(3.) = The rv storage occupancy rate is based on current occupancy (currently only 14 sites are vacant).							
(4.) = The rates/fees used for budget (listed) are based on current park rates/fees (ie. no increase in rate/fee budgeted over FY 13-17).							
(5.) = The direct cost (propane, fish, & store purchases) is a ratio of related purchases to revenues. The ratio is calculated from FY 11 FS and then applied to budgeted revenue for propane, fish, & store sales.							
(6.) = The depreciation includes direct/indirect. Direct is based on current park assets plus projection for new assets from closing of CIP. Indirect is park's share of admin depreciation shared by all operations.							
(7.) = The interest expense is "above line" and affects bottomline net income. The principal portion of "debt service" is "below line" (similar to CIP/equipment).							

# Park Operations

## Estimated Cash Sources/(Uses)

	FYE 6-30-13 Yr 1 Budget	FYE 6-30-14 Yr 2 Budget	FYE 6-30-15 Yr 3 Budget	FYE 6-30-16 Yr 4 Budget	FYE 6-30-17 Yr 5 Budget	Total Five Year Budget
Revenues	\$ 4,391,247	\$ 4,545,306	\$ 4,655,159	\$ 4,842,628	\$ 4,961,097	\$ 23,395,437
Direct Costs	(252,760)	(253,296)	(253,833)	(254,370)	(254,907)	(1,269,167)
Operating Expenses (Park Departmental)	(2,842,289)	(2,975,983)	(3,079,138)	(3,252,270)	(3,371,586)	(15,521,266)
Overhead Expenses	(116,174)	(119,558)	(121,963)	(127,149)	(134,594)	(619,438)
Depreciation/Amortization	(862,950)	(958,169)	(982,458)	(1,008,222)	(1,020,619)	(4,832,416)
Operating Income	317,075	238,300	217,767	200,617	179,391	1,153,150
Interest Income	4,738	4,670	11,585	13,787	25,483	60,263
Interest Expense (debt principal payment below line)	(250,043)	(236,809)	(222,615)	(207,568)	(191,615)	(1,108,650)
Net Income	71,770	6,161	6,737	6,836	13,259	104,763
add back depreciation/amortization	862,950	958,169	982,458	1,008,222	1,020,619	4,832,416
Cash Generated for Capital/Principal	934,719	964,330	989,195	1,015,058	1,033,877	4,937,179
CIP expenditures - direct park	(686,000)	(255,000)	(330,000)	(255,000)	(180,000)	(1,706,000)
CIP expenditures - indirect park	(4,400)	0	0	(22,046)	(11,387)	(37,833)
Capital Equipment expenditures	(214,000)	(80,000)	(117,500)	(95,000)	(67,500)	(574,000)
Debt Principal Payments (interest expense above line)	(333,190)	(346,700)	(360,390)	(374,291)	(388,351)	(1,802,922)
Net Cash Generated/(Used)	(302,871)	282,630	181,305	268,721	386,639	816,424
Beginning Balance (estimated)	1,050,643	747,772	1,030,402	1,211,707	1,480,428	1,050,643
Ending Balance (estimated)	\$ 747,772	\$ 1,030,402	\$ 1,211,707	\$ 1,480,428	\$ 1,867,067	\$ 1,867,067

## D) RECREATION PROGRAMS AND EVENTS

### OBJECTIVES:

- Provide special events that serve families and children.
- Develop events and activities to achieve 100% cost recovery.
- Design events to attract new customers to Santee Lakes.
- Research options for new events and/or activities.
- Work with community groups, service agencies and businesses in efforts to provide exceptional events and recreational programs.

### SCHEDULED ACTIVITIES / EVENTS:

Program	FY 13				FY 14				FY 15				FY 16				FY 17			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Eggstravaganza (City/District)																				
Santa at the Lakes																				
Movies by the Lakes																				
Trout Opening Day																				
Night Fishing																				
Catfish Opening Day																				
Lion's Club Fishing Derby																				
Summer Car Show (Lake 1)																				
Pancake Breakfasts (Lions Club)																				
City Day Camp																				
YMCA Day Camp																				

### Existing Campground Activities:

- Potluck: Weekly
- Coffee Clutch: Weekly
- Game Night : Weekly

### Potential New Campground Activities:

- Bingo
- Karaoke
- Exercise Classes
- Craft Classes
- Field Trips / Tours
- Summer Family Contests
- Horseshoe Tournaments
- Volleyball Tournaments
- Campfire Program
- Photography Classes
- Water Aerobics
- Music Concerts

### Potential New Day Use Activities:

- Fun Runs
- Jr. Ranger Program
- Walking/Running Classes
- RV Rallies
- Farmers Market
- Craft Fair

## E) PREVENTIVE AND PREDICTIVE MAINTENANCE

### OBJECTIVES:

- Map and inventory assets utilizing the new asset management software system, Land Logic.
- Establish maintenance schedules for each asset.
- Establish a replacement schedule for each asset.
- Conduct regular inspections to avoid asset failure.
- Develop systems to implement the maintenance program and continued updates to Land Logic.

### Land Logic:

Land Logic is an asset management program purchased in 2006. It is a map-based asset management software system which allows staff to do the following:

- Monitor workload by person or workgroup
- Redirect tasks & priorities
- Ensure completeness
- Assess performance
- Mitigate risk
- Provide a central focus for planning & budgeting
- Improve the consistency and effectiveness of operations
- Locate assets
- Assess condition
- Capture identifying information (serial number, ID's, etc.)
- Determine quantity (area, linear feet, etc.)
- Asset inventories
- Material consumption
- Man-hours consumed
- Average completion time
- Average maintenance costs
- Capital replacement costs

Santee Lake's staff has mapped all assets (i.e. buildings, mechanical systems, trees, landscape areas, playgrounds, picnic areas, turf areas, etc.). Staff input data for each asset, assign a maintenance and replacement schedule, assign staff to tasks and provide valuation for each asset.



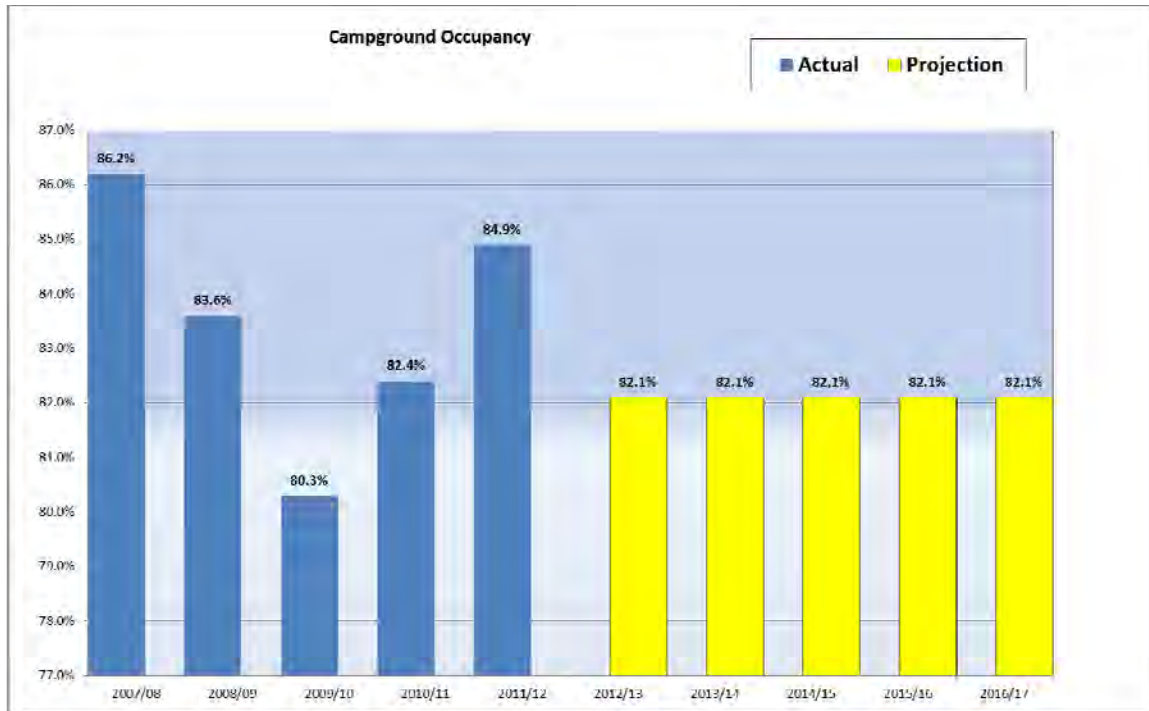
PREVENTIVE MAINTENANCE SCHEDULE FY13-17

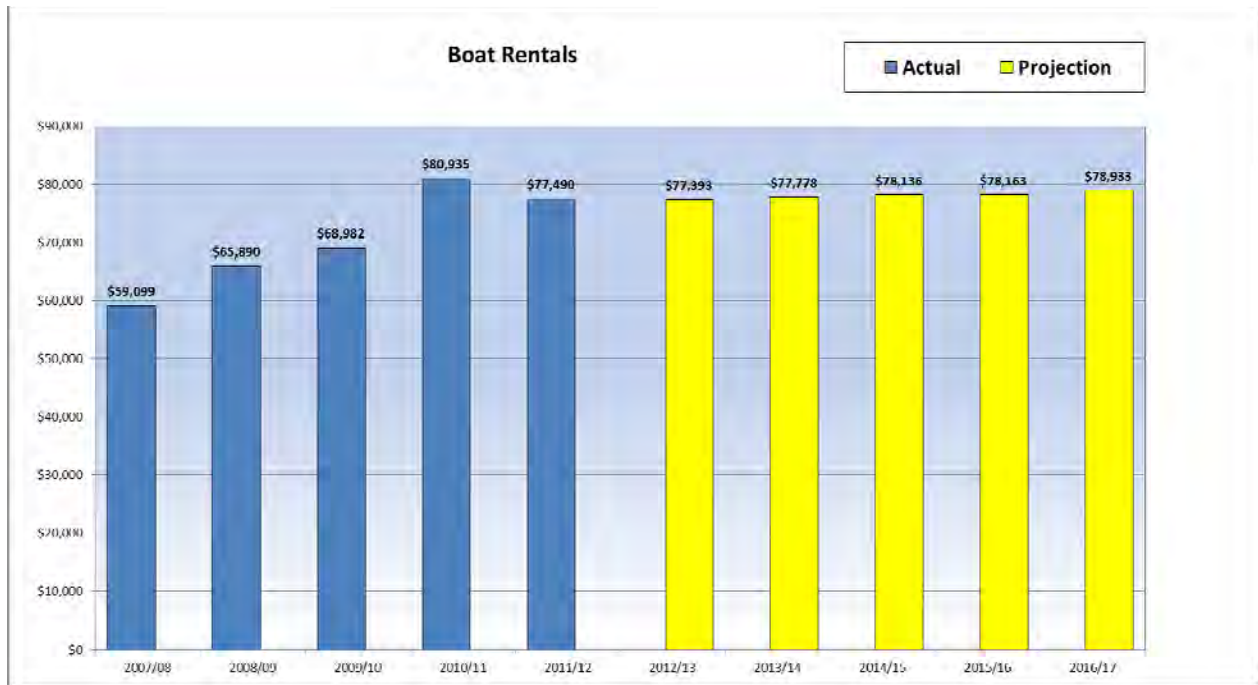
Program	FY 13				FY 14				FY 15				FY 16				FY 17			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Playground Inspections (6 )	18	18	18	18	18	18	18	18	18	18	18	18	18	18	18	18	18	18	18	18
Playground Cleaning (6)	72	72	72	72	72	72	72	72	72	72	72	72	72	72	72	72	72	72	72	72
Playground Sand Maintenance	72	72	72	72	72	72	72	72	72	72	72	72	72	72	72	72	72	72	72	72
HVAC Unit Inspections (5 Units)	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
HVAC Replacement								1												1
General Building Inspections (4)	52	52	52	52	52	52	52	52	52	52	52	52	52	52	52	52	52	52	52	52
Roof Replacement							1				1				1				1	
Preserve Utilities Inspections	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13
Fishing Pier Inspections (4)	52	52	52	52	52	52	52	52	52	52	52	52	52	52	52	52	52	52	52	52
Fishing Pier Cleaning (4)	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12
Trees Serviced	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
Aerate and Fertilize	1			2	1			2	1			2	1			2	1			2
Weed Abatement	13	6	20	30	13	6	20	30	13	6	20	30	13	6	20	30	13	6	20	30
Turf Area Overseed		1				1				1				1				1		
Irrigation System Inspections	91	91	91	92	91	91	91	92	91	91	91	92	91	91	91	92	91	91	91	92
Picnic Area Inspections (18)	234	234	234	234	234	234	234		234	234	234	234	234	234	234	234	234	234	234	234
Preserve Safety Inspections	91	91	91	92	91	91	91	92	91	91	91	92	91	91	91	92	91	91	91	92
Lake Monitoring (7)	182	182	182	182	182	182	182	182	182	182	182	182	182	182	182	182	182	182	182	182
Lake Weed Removal (7)	22	7	0	7	22	7	0	7	22	7	0	7	22	7	0	7	22	7	0	7
Lake Weed Chem. Applications	6	3	1	15	6	3	1	15	6	3	1	15	6	3	1	15	6	3	1	15
Campground Stream Cleaning	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12
Golf Cart Inspections (10)	130	130	130	130	130	130	130	130	130	130	130	130	130	130	130	130	130	130	130	130
Golf Cart Replacement						1	1			1	1							1	1	
Restroom Inspections (9)	117	117	117	117	117	117	117	117	117	117	117	117	117	117	117	117	117	117	117	117
Restroom Cleaning (9)	819	819	819	820	819	819	819	820	819	819	819	820	819	819	819	820	819	819	819	820
Preserve Office Cleaning	91	91	91	92	91	91	91	92	91	91	91	92	91	91	91	92	91	91	91	92
PRC Office Cleaning	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12
Clubhouse Cleaning	39	39	39	39	39	39	39	39	39	39	39	39	39	39	39	39	39	39	39	39
Laundry Room Cleaning	91	91	91	92	91	91	91	92	91	91	91	92	91	91	91	92	91	91	91	92
Exterior Building Cleaning (13)	169	169	169	169	169	169	169	169	169	169	169	169	169	169	169	169	169	169	169	169
Cabin Cleaning (10)	175	150	150	175	175	150	150	175	175	150	150	175	175	150	150	175	175	150	150	175
Cabin Inspections (10)	175	150	150	175	175	150	150	175	175	150	150	175	175	150	150	175	175	150	150	175
Carpet Cleaning (2)				2				2				2				2				2
Interior Structure Painting (8)							2				2				2				2	
Exterior Structure Painting (13)							3				3				3				3	
Floor Surfacing (12)			1				2				2				2				2	
Pool Inspections (3)	273	273	273	273	273	273	273	273	273	273	273	273	273	273	273	273	273	273	273	273
Pool Filter Service	2			1	2			1	2			1	2			1	2			1
Boat Inspections (31)	403	403	403	403	403	403	403	403	403	403	403	403	403	403	403	403	403	403	403	403
Picnic Table Inspections (500)	250	250	250	250	250	250	250	250	250	250	250	250	250	250	250	250	250	250	250	250
Picnic Table Replacement		50	50			50	50			50	50			50	50			50	50	
BBQ Inspections (18)	234	234	234	234	234	234	234	234	234	234	234	234	234	234	234	234	234	234	234	234
BBQ Replacement (18)			2				2				2				2				2	
BBQ Clean Out	325	210	90	325	325	210	90	325	325	210	90	325	325	210	90	325	325	210	90	325
Hot Coal Container Inspection/Clean	182	182	182	182	182	182	182	182	182	182	182	182	182	182	182	182	182	182	182	182
Hot Coal Cont. Replacement						1				1				1					1	
Campground Inspections	91	91	91	92	91	91	91	92	91	91	91	92	91	91	91	92	91	91	91	92
Campground Safety Inspections	91	91	91	92	91	91	91	92	91	91	91	92	91	91	91	92	91	91	91	92
Dumpster Enclosure Cleaning	156	156	156	156	156	156	156	156	156	156	156	156	156	156	156	156	156	156	156	156
RV Storage Inspections	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3

## F) TRENDS AND PROJECTIONS

### OBJECTIVES:

- Establish five year projections for campground occupancy, gate admissions, fishing permits, boat rentals and picnic reservations.
- Establish future projections based on past use trends.
- Maintain the Santee Lakes Performance Report.
- Effectively communicate trends with the General Manager, Park Committee and Board.
- Charts below reflect actual data from FY 08-FY11 and projections for FY 13-17.







## G) GRANT AND FUNDRAISING PROGRAMS

### OBJECTIVES:

- Aggressively seek and research grant opportunities.
- Prepare thorough and competitive proposals to obtain funding.
- Participate in grant/funding trainings as they become available.
- Engage the local business community and invite them to participate in the improvement projects as well as special event sponsorship.
- Use networking to establish relationships that will enhance the ability to obtain funding.

### GRANT SUBMITTAL SCHEDULE:

Grant	FY 13				FY 14				FY 15				FY 16				FY 17			
Land and Water Conservation Fund																				
Joint Foundation Grants																				
Recycling Grants																				
Miscellaneous Grants																				

Preparation   
 Submittal 

### Opportunities to improve Santee Lakes' ability to secure grant funding:

- Expand our existing Internet research tools.
- Continue attendance at local grant workshops.
- Use consultants to review applications prior to submittal.
- Maintain the County Grant Opportunities Email Alert system.
- Continue networking with professionals in field.

## **RESOLUTION 2012-32**

### **RESOLUTION OF THE BOARD OF DIRECTORS OF THE PADRE DAM MUNICIPAL WATER DISTRICT ADOPTING A BUSINESS PLAN AND BUDGET FOR FISCAL YEARS 2012/13 THROUGH 2016/17**

WHEREAS, the Padre Dam Municipal Water 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 Business Plan and Budget for the Padre Dam Municipal Water District for the fiscal years 2012/13 through fiscal years 2016/17; and

WHEREAS, the proposed 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 adopt said 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 Summary of the Operating Budgets for Retail Water, Recycled Water, Sewer and Park, for the Padre Dam Municipal Water District, a copy of which is attached hereto as Exhibit 'A,' is hereby incorporated into the District's Business Plan and Budget for fiscal years 2012/13 through 2016/17.

Section 3. The Summary of the Capital Equipment Budget for the Padre Dam Municipal Water District, a copy of which is attached hereto as Exhibit 'B,' is hereby incorporated into the District's Business Plan and Budget for fiscal years 2012/13 through 2016/17.

Section 4. The Summary of the Capital Improvement Program Budget of the Padre Dam Municipal Water District, a copy of which is attached hereto as Exhibit 'C,' and it is hereby incorporated into the District's Business Plan and Budget for fiscal years 2012/13 through 2016/17.

Section 5. The five-year Business Plan and Budget for the Padre Dam Municipal Water District for fiscal years 2012/13 through 2016/17 is attached hereto as Exhibit 'D,' and it is hereby adopted as the District's Business Plan and Budget for fiscal years 2012/13 through 2016/17.

Section 6. 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 Business Plan and Budget attached hereto as Exhibit 'D'.


Section 7. This Resolution shall take effect on July 1, 2012.

PASSED AND ADOPTED at a regular meeting of the Board of Directors of the Padre Dam Municipal Water District held on June 6, 2012, by the following vote:

AYES:	Caires, Peasley, Pommering and Wilson
NOES:	Scalzitti
ABSTAIN:	None
ABSENT:	None

ATTEST:

  
Board Secretary

  
Board President



## RESOLUTION 2012-52

### RESOLUTION OF THE BOARD OF DIRECTORS OF THE PADRE DAM MUNICIPAL WATER DISTRICT APPROVING A REVISED BUDGET FOR FISCAL YEARS 2012/13 THROUGH 2016/17

WHEREAS, the Padre Dam Municipal Water 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, on June 6, 2012 the Board of Directors adopted Resolution 2012-32 approving a five-year Business Plan and Budget for the Padre Dam Municipal Water District for the fiscal years 2012/13 through fiscal years 2016/17 based on actual results through March 2012 and projections through June 2012; and

WHEREAS, a revised operating budget based on current information and reallocation of expenses for fiscal year 2012/13 through fiscal years 2016/17 has been reviewed and considered by the Board of Directors; and

WHEREAS, the Board of Directors determined it to be in the best interest of the District to approve the revised operating budget for fiscal year 2012/13 through fiscal years 2016/17 for the sound financial operation of the District.

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 Summary of the Departmental Operating Budgets for the Padre Dam Municipal Water District, attached as Exhibit 'A' to Resolution 2012-32 is hereby replaced with a copy of Exhibit A (revised), which is attached hereto, and it is hereby incorporated into the District's Business Plan and Budget for fiscal years 2012/13 through 2016/17.
- Section 3. This Resolution 2012-52 amends only those portions of Resolution 2012-32 specifically referred to herein, and all other provisions of Resolution 2012-32, shall remain in full force and effect.
- Section 4. This Resolution shall take effect upon adoption

PASSED AND ADOPTED at a regular meeting of the Board of Directors of the Padre Dam Municipal Water District held on November 7, 2012, by the following vote:

AYES:	Caires, Peasley, Pommering, Scalzitti and Wilson
NOES:	None
ABSTAIN:	None
ABSENT:	None

ATTEST:

  
Board Secretary



  
Board President

# **EXHIBIT A**

## **OPERATING BUDGET**

**Padre Dam Municipal Water District**  
**Five-Year Plan Budget**  
**FY '13 - FY '17**  
**Combined Operations**

	FY 13 YEAR 1	FY 14 YEAR 2	FY 15 YEAR 3	FY 16 YEAR 4	FY 17 YEAR 5	TOTAL
<b>Revenues:</b>						
Water Sales	\$ 24,220,178	\$ 25,896,900	\$ 27,039,000	\$ 28,233,922	\$ 29,485,515	\$ 134,875,515
Infrastructure Access Charge ("IAC")	821,982	830,552	830,552	830,552	830,552	4,144,190
Energy Billings	1,575,392	1,669,915	1,770,110	1,876,317	1,988,896	8,880,630
CWA/Metro Water Purchase Credits	270,397	270,397	270,397	270,397	270,397	1,351,985
Padre Dam Sewer Processing Revenue	1,959,038	2,056,989	2,159,839	2,267,831	2,381,222	10,824,919
Sewer Revenues	14,477,786	14,700,502	14,926,645	15,156,266	15,389,419	74,650,618
System Charges	7,296,453	7,823,149	8,194,749	8,583,993	8,991,727	40,890,071
Park Fees	4,391,247	4,545,306	4,655,159	4,842,628	4,961,097	23,395,437
Property Tax Subvention	2,400,000	2,424,000	2,448,240	2,472,722	2,497,450	12,242,412
Other Revenues	807,602	782,340	921,202	928,768	930,929	4,370,841
<b>Total Operating Revenues</b>	<b>58,220,075</b>	<b>61,000,050</b>	<b>63,215,893</b>	<b>65,463,396</b>	<b>67,727,204</b>	<b>315,626,618</b>
<b>Direct Costs:</b>						
Water Purchases	14,412,199	15,169,586	15,169,586	15,169,586	15,169,586	75,090,543
Infrastructure Access Charge ("IAC")	821,982	830,552	830,552	830,552	830,552	4,144,190
Energy Purchases	1,575,392	1,669,915	1,770,110	1,876,317	1,988,896	8,880,630
Sewer Metro Costs	3,900,000	3,900,000	3,900,000	3,900,000	3,900,000	19,500,000
Padre Dam Sewer Processing Fee	1,959,038	2,056,989	2,159,839	2,267,831	2,381,222	10,824,919
Fish Stocking	107,924	108,461	108,997	109,534	110,071	544,987
Park Purchases	144,836	144,836	144,836	144,836	144,836	724,180
<b>Total Direct Costs</b>	<b>22,921,371</b>	<b>23,880,339</b>	<b>24,083,920</b>	<b>24,298,656</b>	<b>24,525,163</b>	<b>119,709,449</b>
<b>Revenues Available for Operating Expenses</b>	<b>35,298,704</b>	<b>37,119,711</b>	<b>39,131,973</b>	<b>41,164,740</b>	<b>43,202,041</b>	<b>195,917,169</b>
<b>Operating Expenses:</b>						
Salary & Wages	11,611,777	11,978,850	12,419,673	12,816,487	13,429,644	62,256,431
Employee Benefits	7,085,369	7,332,376	7,536,485	7,917,872	8,505,174	38,377,276
Professional Services	1,005,890	1,067,664	1,204,938	1,139,069	1,223,258	5,640,819
Materials, Supplies, Vehicle & Building	4,061,769	4,156,234	4,271,480	4,367,132	4,480,055	21,336,670
Administrative	1,143,921	1,147,204	1,195,712	1,232,865	1,239,214	5,958,916
Utilities	1,080,914	1,118,891	1,158,182	1,197,906	1,238,250	5,794,143
Additional Approved Park Expenses	-	-	-	-	-	-
Billing Credits	(2,910,995)	(2,982,425)	(3,076,448)	(3,094,915)	(3,187,461)	(15,252,244)
<b>Operating Expenses before Depreciation</b>	<b>23,078,645</b>	<b>23,818,794</b>	<b>24,710,022</b>	<b>25,576,416</b>	<b>26,928,134</b>	<b>124,112,011</b>
Depreciation and Amortization	7,435,203	8,719,332	9,457,649	9,986,169	10,166,948	45,765,301
<b>Operating Income (Loss)</b>	<b>4,784,856</b>	<b>4,581,585</b>	<b>4,964,302</b>	<b>5,602,155</b>	<b>6,106,959</b>	<b>26,039,857</b>
<b>Non-Operating Activity:</b>						
Interest Expense	(3,009,983)	(2,935,352)	(2,837,962)	(2,745,811)	(2,632,290)	(14,161,398)
Interest Income	102,042	102,154	219,260	243,730	402,474	1,069,660
Other Income	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-
<b>Total Non-Operating Activity</b>	<b>(2,907,941)</b>	<b>(2,833,198)</b>	<b>(2,618,702)</b>	<b>(2,502,081)</b>	<b>(2,229,816)</b>	<b>(13,091,738)</b>
<b>Revenues Over (Under) Expenses</b>	<b>1,876,915</b>	<b>1,748,387</b>	<b>2,345,600</b>	<b>3,100,074</b>	<b>3,877,143</b>	<b>12,948,119</b>
Interest Income - CEF	100,000	40,000	5,000	-	-	145,000
<b>Change in Net Assets</b>	<b>\$ 1,976,915</b>	<b>\$ 1,788,387</b>	<b>\$ 2,350,600</b>	<b>\$ 3,100,074</b>	<b>\$ 3,877,143</b>	<b>\$ 13,093,119</b>
<b>Fund Balances</b>						
<b>Add:</b>						
Depreciation and Amortization	7,435,203	8,719,332	9,457,649	9,986,169	10,166,948	45,765,301
Capacity Fees	700,000	700,000	700,000	700,000	700,000	3,500,000
2009 COP Funds Receivable / Payable	-	-	-	-	-	-
2009 COP Transfers / Woodside	7,610,201	10,994,815	1,454,009	-	-	20,059,025
Financing (Grants, SRF Loan, Other)	1,500,000	1,549,500	-	-	-	3,049,500
<b>Deduct:</b>						
Capital Improvements & Equipment	(19,606,550)	(23,477,449)	(11,535,718)	(9,581,170)	(10,666,379)	(74,867,266)
Debt Principal	(2,682,901)	(2,800,256)	(2,896,805)	(2,978,697)	(2,759,659)	(14,118,318)
Financing (Grants, SRF Loan, Other)	(7,610,201)	(10,994,815)	(1,454,009)	-	-	(20,059,025)
Transfers between CEF and CRF	-	-	-	-	-	-
<b>Cash Generated (Used)</b>	<b>(10,677,333)</b>	<b>(13,520,486)</b>	<b>(1,924,274)</b>	<b>1,226,376</b>	<b>1,318,053</b>	<b>(23,577,665)</b>
<b>Beginning Fund Balance</b>	<b>59,202,639</b>	<b>48,525,306</b>	<b>35,004,820</b>	<b>33,080,546</b>	<b>34,306,922</b>	<b>59,202,639</b>
<b>Ending Fund Balance</b>	<b>\$ 48,525,306</b>	<b>\$ 35,004,820</b>	<b>\$ 33,080,546</b>	<b>\$ 34,306,922</b>	<b>\$ 35,624,974</b>	<b>\$ 35,624,974</b>

**Padre Dam Municipal Water District**  
**Five-Year Plan Budget**  
**FY '13 - FY '17**  
**Retail Water Operations**

	FY 13 YEAR 1	FY 14 YEAR 2	FY 15 YEAR 3	FY 16 YEAR 4	FY 17 YEAR 5	TOTAL
<b>Revenues:</b>						
Water Sales	\$ 23,090,570	\$ 24,713,613	\$ 25,799,512	\$ 26,935,627	\$ 28,125,623	\$ 128,664,945
Infrastructure Access Charge ("IAC")	821,982	830,552	830,552	830,552	830,552	4,144,190
Energy Billings	1,575,392	1,669,915	1,770,110	1,876,317	1,988,896	8,880,630
CWA/Metro Water Purchase Credits	-	-	-	-	-	-
Padre Dam Sewer Processing Revenue	-	-	-	-	-	-
Sewer Revenues	-	-	-	-	-	-
System Charges	7,199,696	7,721,794	8,088,580	8,472,787	8,875,245	40,358,102
Park Fees	-	-	-	-	-	-
Property Tax Subvention	2,400,000	2,424,000	2,448,240	2,472,722	2,497,450	12,242,412
Other Revenues	792,602	767,340	906,202	913,768	915,929	4,295,841
<b>Total Operating Revenues</b>	<b>35,880,242</b>	<b>38,127,214</b>	<b>39,843,196</b>	<b>41,501,773</b>	<b>43,233,695</b>	<b>198,586,120</b>
<b>Direct Costs:</b>						
Water Purchases	14,412,199	15,169,586	15,169,586	15,169,586	15,169,586	75,090,543
Infrastructure Access Charge ("IAC")	821,982	830,552	830,552	830,552	830,552	4,144,190
Energy Purchases	1,575,392	1,669,915	1,770,110	1,876,317	1,988,896	8,880,630
Sewer Metro Costs	-	-	-	-	-	-
Padre Dam Sewer Processing Fee	-	-	-	-	-	-
Fish Stocking	-	-	-	-	-	-
Park Purchases	-	-	-	-	-	-
<b>Total Direct Costs</b>	<b>16,809,573</b>	<b>17,670,053</b>	<b>17,770,248</b>	<b>17,876,455</b>	<b>17,989,034</b>	<b>88,115,363</b>
<b>Revenues Available for Operating Expenses</b>	<b>19,070,669</b>	<b>20,457,161</b>	<b>22,072,948</b>	<b>23,625,318</b>	<b>25,244,661</b>	<b>110,470,757</b>
<b>Operating Expenses:</b>						
Salary & Wages	6,764,384	6,968,974	7,220,279	7,415,707	7,758,402	36,127,746
Employee Benefits	3,995,973	4,126,859	4,238,250	4,441,562	4,768,140	21,570,784
Professional Services	494,353	543,253	634,573	605,973	663,416	2,941,568
Materials, Supplies, Vehicle & Building	1,800,389	1,832,924	1,881,250	1,915,547	1,979,872	9,409,982
Administrative	497,397	496,757	522,153	539,118	548,317	2,603,742
Utilities	95,827	98,945	101,954	104,972	107,934	509,632
Additional Approved Park Expenses	-	-	-	-	-	-
Billing Credits	(1,725,716)	(1,777,487)	(1,830,812)	(1,847,864)	(1,903,299)	(9,085,178)
<b>Operating Expenses before Depreciation</b>	<b>11,922,607</b>	<b>12,290,225</b>	<b>12,767,647</b>	<b>13,175,015</b>	<b>13,922,782</b>	<b>64,078,276</b>
Depreciation and Amortization	4,955,243	5,893,746	6,439,970	6,677,552	6,645,918	30,612,429
<b>Operating Income (Loss)</b>	<b>2,192,819</b>	<b>2,273,190</b>	<b>2,865,331</b>	<b>3,772,751</b>	<b>4,675,961</b>	<b>15,780,052</b>
<b>Non-Operating Activity:</b>						
Interest Expense	(2,044,905)	(2,009,340)	(1,877,568)	(1,809,963)	(1,751,722)	(9,493,498)
Interest Income	24,105	25,429	60,091	70,844	108,549	289,018
Other Income	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-
<b>Total Non-Operating Activity</b>	<b>(2,020,800)</b>	<b>(1,983,911)</b>	<b>(1,817,477)</b>	<b>(1,739,119)</b>	<b>(1,643,173)</b>	<b>(9,204,480)</b>
<b>Revenues Over (Under) Expenses</b>	<b>172,019</b>	<b>289,279</b>	<b>1,047,854</b>	<b>2,033,632</b>	<b>3,032,788</b>	<b>6,575,572</b>
Interest Income - CEF	-	-	-	-	-	-
<b>Change in Net Assets</b>	<b>\$ 172,019</b>	<b>\$ 289,279</b>	<b>\$ 1,047,854</b>	<b>\$ 2,033,632</b>	<b>\$ 3,032,788</b>	<b>\$ 6,575,572</b>
<b>Fund Balances</b>						
<b>Add:</b>						
Depreciation and Amortization	4,955,243	5,893,746	6,439,970	6,677,552	6,645,918	30,612,429
Capacity Fees	379,534	379,534	379,534	379,534	379,534	1,897,670
2009 COP Funds Receivable / Payable	1,779,825	-	-	-	-	1,779,825
2009 COP Transfers / Woodside	5,662,715	6,778,644	889,854	-	-	13,331,213
Financing (Grants, SRF Loan, Other)	-	-	-	-	-	-
<b>Deduct:</b>						
Capital Improvements & Equipment	(9,617,849)	(10,883,365)	(5,733,815)	(6,219,108)	(8,779,402)	(41,233,540)
Debt Principal	(1,272,321)	(1,332,791)	(1,377,825)	(1,410,930)	(1,423,215)	(6,817,082)
Financing (Grants, SRF Loan, Other)	-	-	-	-	-	-
Transfers between CEF and CRF	(1,183,569)	(1,625,003)	(1,350,015)	(625,526)	(465,204)	(5,249,317)
<b>Cash Generated (Used)</b>	<b>875,596</b>	<b>(499,956)</b>	<b>295,557</b>	<b>835,153</b>	<b>(609,581)</b>	<b>896,770</b>
<b>Beginning Fund Balance</b>	<b>7,359,038</b>	<b>8,234,634</b>	<b>7,734,678</b>	<b>8,030,235</b>	<b>8,865,389</b>	<b>7,359,038</b>
<b>Ending Fund Balance</b>	<b>\$ 8,234,634</b>	<b>\$ 7,734,678</b>	<b>\$ 8,030,235</b>	<b>\$ 8,865,389</b>	<b>\$ 8,255,808</b>	<b>\$ 8,255,808</b>

**Padre Dam Municipal Water District**  
**Five-Year Plan Budget**  
**FY '13 - FY '17**  
**Recycled Water Operations**

	FY 13 YEAR 1	FY 14 YEAR 2	FY 15 YEAR 3	FY 16 YEAR 4	FY 17 YEAR 5	TOTAL
<b>Revenues:</b>						
Water Sales	\$ 1,129,608	\$ 1,183,287	\$ 1,239,488	\$ 1,298,295	\$ 1,359,892	\$ 6,210,570
Infrastructure Access Charge ("IAC")	-	-	-	-	-	-
Energy Billings	-	-	-	-	-	-
CWA/Metro Water Purchase Credits	270,397	270,397	270,397	270,397	270,397	1,351,985
Padre Dam Sewer Processing Revenue	1,959,038	2,056,989	2,159,839	2,267,831	2,381,222	10,824,919
Sewer Revenues	-	-	-	-	-	-
System Charges	96,757	101,355	106,169	111,206	116,482	531,969
Park Fees	-	-	-	-	-	-
Property Tax Subvention	-	-	-	-	-	-
Other Revenues	-	-	-	-	-	-
<b>Total Operating Revenues</b>	<b>3,455,800</b>	<b>3,612,028</b>	<b>3,775,893</b>	<b>3,947,729</b>	<b>4,127,993</b>	<b>18,919,443</b>
<b>Direct Costs:</b>						
Water Purchases	-	-	-	-	-	-
Infrastructure Access Charge ("IAC")	-	-	-	-	-	-
Energy Purchases	-	-	-	-	-	-
Sewer Metro Costs	-	-	-	-	-	-
Padre Dam Sewer Processing Fee	-	-	-	-	-	-
Fish Stocking	-	-	-	-	-	-
Park Purchases	-	-	-	-	-	-
<b>Total Direct Costs</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Revenues Available for Operating Expenses</b>	<b>3,455,800</b>	<b>3,612,028</b>	<b>3,775,893</b>	<b>3,947,729</b>	<b>4,127,993</b>	<b>18,919,443</b>
<b>Operating Expenses:</b>						
Salary & Wages	868,264	894,525	926,782	951,867	995,855	4,637,293
Employee Benefits	536,346	553,914	568,865	596,154	639,988	2,895,267
Professional Services	32,967	36,227	42,317	40,410	44,241	196,162
Materials, Supplies, Vehicle & Building	279,614	284,667	292,172	297,499	307,489	1,461,441
Administrative	73,639	73,543	77,303	79,814	81,176	385,475
Utilities	161,411	166,663	171,731	176,814	181,802	858,421
Additional Approved Park Expenses	-	-	-	-	-	-
Billing Credits	(244,308)	(251,638)	(259,187)	(261,601)	(269,449)	(1,286,183)
<b>Operating Expenses before Depreciation</b>	<b>1,707,933</b>	<b>1,757,901</b>	<b>1,819,983</b>	<b>1,880,957</b>	<b>1,981,102</b>	<b>9,147,876</b>
Depreciation and Amortization	633,735	758,718	843,428	897,822	969,603	4,103,306
<b>Operating Income (Loss)</b>	<b>1,114,132</b>	<b>1,095,409</b>	<b>1,112,482</b>	<b>1,168,950</b>	<b>1,177,288</b>	<b>5,668,261</b>
<b>Non-Operating Activity:</b>						
Interest Expense	(154,941)	(132,243)	(108,407)	(83,029)	(55,501)	(534,121)
Interest Income	24,046	23,606	50,066	56,549	98,419	252,686
Other Income	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-
<b>Total Non-Operating Activity</b>	<b>(130,895)</b>	<b>(108,637)</b>	<b>(58,341)</b>	<b>(26,480)</b>	<b>42,918</b>	<b>(281,435)</b>
<b>Revenues Over (Under) Expenses</b>	<b>983,237</b>	<b>986,772</b>	<b>1,054,141</b>	<b>1,142,470</b>	<b>1,220,206</b>	<b>5,386,826</b>
Interest Income - CEF	-	-	-	-	-	-
<b>Change in Net Assets</b>	<b>\$ 983,237</b>	<b>\$ 986,772</b>	<b>\$ 1,054,141</b>	<b>\$ 1,142,470</b>	<b>\$ 1,220,206</b>	<b>\$ 5,386,826</b>
<b>Fund Balances</b>						
<b>Add:</b>						
Depreciation and Amortization	633,735	758,718	843,428	897,822	969,603	4,103,306
Capacity Fees	-	-	-	-	-	-
2009 COP Funds Receivable / Payable	-	-	-	-	-	-
2009 COP Transfers / Woodside	65,610	103,855	-	-	-	169,465
Financing (Grants, SRF Loan, Other)	-	-	-	-	-	-
<b>Deduct:</b>						
Capital Improvements & Equipment	(1,157,056)	(1,186,926)	(581,827)	(615,616)	(456,168)	(3,997,592)
Debt Principal	(752,899)	(778,674)	(801,890)	(825,664)	(666,346)	(3,825,473)
Financing (Grants, SRF Loan, Other)	-	-	-	-	-	-
Transfers between CEF and CRF	(789,046)	(1,083,335)	(900,010)	(417,017)	(310,136)	(3,499,545)
<b>Cash Generated (Used)</b>	<b>(1,016,420)</b>	<b>(1,199,590)</b>	<b>(386,158)</b>	<b>181,995</b>	<b>757,159</b>	<b>(1,663,013)</b>
<b>Beginning Fund Balance</b>	<b>5,753,993</b>	<b>4,737,573</b>	<b>3,537,983</b>	<b>3,151,826</b>	<b>3,333,821</b>	<b>5,753,993</b>
<b>Ending Fund Balance</b>	<b>\$ 4,737,573</b>	<b>\$ 3,537,983</b>	<b>\$ 3,151,826</b>	<b>\$ 3,333,821</b>	<b>\$ 4,090,980</b>	<b>\$ 4,090,980</b>

**Padre Dam Municipal Water District**  
**Five-Year Plan Budget**  
**FY '13 - FY '17**  
**Sewer Operations**

	FY 13 YEAR 1	FY 14 YEAR 2	FY 15 YEAR 3	FY 16 YEAR 4	FY 17 YEAR 5	TOTAL
<b>Revenues:</b>						
Water Sales	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Infrastructure Access Charge ("IAC")	-	-	-	-	-	-
Energy Billings	-	-	-	-	-	-
CWA/Metro Water Purchase Credits	-	-	-	-	-	-
Padre Dam Sewer Processing Revenue	-	-	-	-	-	-
Sewer Revenues	14,477,786	14,700,502	14,926,645	15,156,266	15,389,419	74,650,618
System Charges	-	-	-	-	-	-
Park Fees	-	-	-	-	-	-
Property Tax Subvention	-	-	-	-	-	-
Other Revenues	15,000	15,000	15,000	15,000	15,000	75,000
<b>Total Operating Revenues</b>	<b>14,492,786</b>	<b>14,715,502</b>	<b>14,941,645</b>	<b>15,171,266</b>	<b>15,404,419</b>	<b>74,725,618</b>
<b>Direct Costs:</b>						
Water Purchases	-	-	-	-	-	-
Infrastructure Access Charge ("IAC")	-	-	-	-	-	-
Energy Purchases	-	-	-	-	-	-
Sewer Metro Costs	3,900,000	3,900,000	3,900,000	3,900,000	3,900,000	19,500,000
Padre Dam Sewer Processing Fee	1,959,038	2,056,989	2,159,839	2,267,831	2,381,222	10,824,919
Fish Stocking	-	-	-	-	-	-
Park Purchases	-	-	-	-	-	-
<b>Total Direct Costs</b>	<b>5,859,038</b>	<b>5,956,989</b>	<b>6,059,839</b>	<b>6,167,831</b>	<b>6,281,222</b>	<b>30,324,919</b>
<b>Revenues Available for Operating Expenses</b>	<b>8,633,748</b>	<b>8,758,513</b>	<b>8,881,806</b>	<b>9,003,435</b>	<b>9,123,197</b>	<b>44,400,699</b>
<b>Operating Expenses:</b>						
Salary & Wages	2,994,821	3,085,400	3,196,661	3,283,183	3,434,906	15,994,971
Employee Benefits	1,960,975	2,025,206	2,079,869	2,179,642	2,339,906	10,585,598
Professional Services	197,219	216,728	253,160	241,750	264,667	1,173,524
Materials, Supplies, Vehicle & Building	1,446,023	1,472,154	1,510,969	1,538,515	1,590,180	7,557,841
Administrative	405,594	405,072	425,781	439,615	447,116	2,123,178
Utilities	395,982	408,866	421,300	433,770	446,008	2,105,926
Additional Approved Park Expenses	-	-	-	-	-	-
Billing Credits	(910,971)	(938,300)	(966,449)	(975,450)	(1,004,713)	(4,795,883)
<b>Operating Expenses before Depreciation</b>	<b>6,489,643</b>	<b>6,675,126</b>	<b>6,921,291</b>	<b>7,141,025</b>	<b>7,518,070</b>	<b>34,745,155</b>
Depreciation and Amortization	980,055	1,105,438	1,188,010	1,398,621	1,526,856	6,198,980
<b>Operating Income (Loss)</b>	<b>1,164,050</b>	<b>977,949</b>	<b>772,505</b>	<b>463,789</b>	<b>78,271</b>	<b>3,456,564</b>
<b>Non-Operating Activity:</b>						
Interest Expense	(46,608)	(37,322)	(27,758)	(17,906)	(7,287)	(136,881)
Interest Income	49,153	48,449	97,518	102,550	170,023	467,693
Other Income	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-
<b>Total Non-Operating Activity</b>	<b>2,545</b>	<b>11,127</b>	<b>69,760</b>	<b>84,644</b>	<b>162,736</b>	<b>330,812</b>
<b>Revenues Over (Under) Expenses</b>	<b>1,166,595</b>	<b>989,076</b>	<b>842,265</b>	<b>548,433</b>	<b>241,007</b>	<b>3,787,376</b>
Interest Income - CEF	-	-	-	-	-	-
<b>Change in Net Assets</b>	<b>\$ 1,166,595</b>	<b>\$ 989,076</b>	<b>\$ 842,265</b>	<b>\$ 548,433</b>	<b>\$ 241,007</b>	<b>\$ 3,787,376</b>
<b>Fund Balances</b>						
<b>Add:</b>						
Depreciation and Amortization	980,055	1,105,438	1,188,010	1,398,621	1,526,856	6,198,980
Capacity Fees	210,097	210,097	210,097	210,097	210,097	1,050,485
2009 COP Funds Receivable / Payable	-	-	-	-	-	-
2009 COP Transfers / Woodside	226,976	359,282	-	-	-	586,258
Financing (Grants, SRF Loan, Other)	-	-	-	-	-	-
<b>Deduct:</b>						
Capital Improvements & Equipment	(2,880,941)	(2,962,277)	(2,079,217)	(1,609,716)	(715,210)	(10,247,361)
Debt Principal	(309,606)	(318,891)	(328,455)	(338,307)	(252,242)	(1,547,501)
Financing (Grants, SRF Loan, Other)	-	-	-	-	-	-
Transfers between CEF and CRF	-	-	-	-	-	-
<b>Cash Generated (Used)</b>	<b>(606,824)</b>	<b>(617,275)</b>	<b>(167,300)</b>	<b>209,128</b>	<b>1,010,508</b>	<b>(171,763)</b>
<b>Beginning Fund Balance</b>	<b>10,552,997</b>	<b>9,946,173</b>	<b>9,328,898</b>	<b>9,161,598</b>	<b>9,370,726</b>	<b>10,552,997</b>
<b>Ending Fund Balance</b>	<b>\$ 9,946,173</b>	<b>\$ 9,328,898</b>	<b>\$ 9,161,598</b>	<b>\$ 9,370,726</b>	<b>\$ 10,381,234</b>	<b>\$ 10,381,234</b>

**Padre Dam Municipal Water District**  
**Five-Year Plan Budget**  
**FY '13 - FY '17**  
**Park Operations**

	FY 13 YEAR 1	FY 14 YEAR 2	FY 15 YEAR 3	FY 16 YEAR 4	FY 17 YEAR 5	TOTAL
<b>Revenues:</b>						
Water Sales	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Infrastructure Access Charge ("IAC")	-	-	-	-	-	-
Energy Billings	-	-	-	-	-	-
CWA/Metro Water Purchase Credits	-	-	-	-	-	-
Padre Dam Sewer Processing Revenue	-	-	-	-	-	-
Sewer Revenues	-	-	-	-	-	-
System Charges	-	-	-	-	-	-
Park Fees	4,391,247	4,545,306	4,655,159	4,842,628	4,961,097	23,395,437
Property Tax Subvention	-	-	-	-	-	-
Other Revenues	-	-	-	-	-	-
<b>Total Operating Revenues</b>	<b>4,391,247</b>	<b>4,545,306</b>	<b>4,655,159</b>	<b>4,842,628</b>	<b>4,961,097</b>	<b>23,395,437</b>
<b>Direct Costs:</b>						
Water Purchases	-	-	-	-	-	-
Infrastructure Access Charge ("IAC")	-	-	-	-	-	-
Energy Purchases	-	-	-	-	-	-
Sewer Metro Costs	-	-	-	-	-	-
Padre Dam Sewer Processing Fee	-	-	-	-	-	-
Fish Stocking	107,924	108,461	108,997	109,534	110,071	544,987
Park Purchases	144,836	144,836	144,836	144,836	144,836	724,180
<b>Total Direct Costs</b>	<b>252,760</b>	<b>253,297</b>	<b>253,833</b>	<b>254,370</b>	<b>254,907</b>	<b>1,269,167</b>
<b>Revenues Available for Operating Expenses</b>	<b>4,138,487</b>	<b>4,292,009</b>	<b>4,401,326</b>	<b>4,588,258</b>	<b>4,706,190</b>	<b>22,126,270</b>
<b>Operating Expenses:</b>						
Salary & Wages	984,308	1,029,951	1,075,951	1,165,730	1,240,481	5,496,421
Employee Benefits	592,075	626,397	649,501	700,514	757,140	3,325,627
Professional Services	281,351	271,456	274,888	250,936	250,934	1,329,565
Materials, Supplies, Vehicle & Building	535,743	566,489	587,089	615,571	602,514	2,907,406
Administrative	167,291	171,832	170,475	174,318	162,605	846,521
Utilities	427,694	444,417	463,197	482,350	502,506	2,320,164
Additional Approved Park Expenses	-	-	-	-	-	-
Billing Credits	(30,000)	(15,000)	(20,000)	(10,000)	(10,000)	(85,000)
<b>Operating Expenses before Depreciation</b>	<b>2,958,462</b>	<b>3,095,542</b>	<b>3,201,101</b>	<b>3,379,419</b>	<b>3,506,180</b>	<b>16,140,704</b>
Depreciation and Amortization	862,950	958,168	982,458	1,008,222	1,020,619	4,832,417
<b>Operating Income (Loss)</b>	<b>317,075</b>	<b>238,299</b>	<b>217,767</b>	<b>200,617</b>	<b>179,391</b>	<b>1,153,149</b>
<b>Non-Operating Activity:</b>						
Interest Expense	(250,043)	(236,809)	(222,615)	(207,568)	(191,615)	(1,108,650)
Interest Income	4,738	4,670	11,585	13,787	25,483	60,263
Other Income	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-
<b>Total Non-Operating Activity</b>	<b>(245,305)</b>	<b>(232,139)</b>	<b>(211,030)</b>	<b>(193,781)</b>	<b>(166,132)</b>	<b>(1,048,387)</b>
<b>Revenues Over (Under) Expenses</b>	<b>71,770</b>	<b>6,160</b>	<b>6,737</b>	<b>6,836</b>	<b>13,259</b>	<b>104,762</b>
Interest Income - CEF	-	-	-	-	-	-
<b>Change in Net Assets</b>	<b>\$ 71,770</b>	<b>\$ 6,160</b>	<b>\$ 6,737</b>	<b>\$ 6,836</b>	<b>\$ 13,259</b>	<b>\$ 104,762</b>
<b>Fund Balances</b>						
<b>Add:</b>						
Depreciation and Amortization	862,950	958,168	982,458	1,008,222	1,020,619	4,832,417
Capacity Fees	-	-	-	-	-	-
2009 COP Funds Receivable / Payable	-	-	-	-	-	-
2009 COP Transfers / Woodside	-	-	-	-	-	-
Financing (Grants, SRF Loan, Other)	-	-	-	-	-	-
<b>Deduct:</b>						
Capital Improvements & Equipment	(904,400)	(335,000)	(447,500)	(372,046)	(258,887)	(2,317,833)
Debt Principal	(333,190)	(346,700)	(360,390)	(374,291)	(388,351)	(1,802,922)
Financing (Grants, SRF Loan, Other)	-	-	-	-	-	-
Transfers between CEF and CRF	-	-	-	-	-	-
<b>Cash Generated (Used)</b>	<b>(302,870)</b>	<b>282,628</b>	<b>181,305</b>	<b>268,721</b>	<b>386,640</b>	<b>816,424</b>
<b>Beginning Fund Balance</b>	<b>1,050,643</b>	<b>747,773</b>	<b>1,030,401</b>	<b>1,211,706</b>	<b>1,480,427</b>	<b>1,050,643</b>
<b>Ending Fund Balance</b>	<b>\$ 747,773</b>	<b>\$ 1,030,401</b>	<b>\$ 1,211,706</b>	<b>\$ 1,480,427</b>	<b>\$ 1,867,067</b>	<b>\$ 1,867,067</b>

**Padre Dam Municipal Water District  
Five-Year Plan Budget  
FY '13 - FY '17  
CEF and Restricted Funds**

	FY 13 YEAR 1	FY 14 YEAR 2	FY 15 YEAR 3	FY 16 YEAR 4	FY 17 YEAR 5	TOTAL
<b>Revenues:</b>						
Water Sales	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Infrastructure Access Charge ("IAC")	-	-	-	-	-	-
Energy Billings	-	-	-	-	-	-
CWA/Metro Water Purchase Credits	-	-	-	-	-	-
Padre Dam Sewer Processing Revenue	-	-	-	-	-	-
Sewer Revenues	-	-	-	-	-	-
System Charges	-	-	-	-	-	-
Park Fees	-	-	-	-	-	-
Property Tax Subvention	-	-	-	-	-	-
Other Revenues	-	-	-	-	-	-
<b>Total Operating Revenues</b>	-	-	-	-	-	-
<b>Direct Costs:</b>						
Water Purchases	-	-	-	-	-	-
Infrastructure Access Charge ("IAC")	-	-	-	-	-	-
Energy Purchases	-	-	-	-	-	-
Sewer Metro Costs	-	-	-	-	-	-
Padre Dam Sewer Processing Fee	-	-	-	-	-	-
Fish Stocking	-	-	-	-	-	-
Park Purchases	-	-	-	-	-	-
<b>Total Direct Costs</b>	-	-	-	-	-	-
<b>Revenues Available for Operating Expenses</b>	-	-	-	-	-	-
<b>Operating Expenses:</b>						
Salary & Wages	-	-	-	-	-	-
Employee Benefits	-	-	-	-	-	-
Professional Services	-	-	-	-	-	-
Materials, Supplies, Vehicle & Building	-	-	-	-	-	-
Administrative	-	-	-	-	-	-
Utilities	-	-	-	-	-	-
Additional Approved Park Expenses	-	-	-	-	-	-
Billing Credits	-	-	-	-	-	-
<b>Operating Expenses before Depreciation</b>	-	-	-	-	-	-
Depreciation and Amortization	3,220	3,262	3,783	3,952	3,952	18,169
<b>Operating Income (Loss)</b>	(3,220)	(3,262)	(3,783)	(3,952)	(3,952)	(18,169)
<b>Non-Operating Activity:</b>						
Interest Expense	(513,486)	(519,638)	(601,614)	(627,345)	(626,165)	(2,888,248)
Interest Income	-	-	-	-	-	-
Other Income	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-
<b>Total Non-Operating Activity</b>	(513,486)	(519,638)	(601,614)	(627,345)	(626,165)	(2,888,248)
<b>Revenues Over (Under) Expenses</b>	(516,706)	(522,900)	(605,397)	(631,297)	(630,117)	(2,906,417)
Interest Income - CEF	100,000	40,000	5,000	-	-	145,000
<b>Change in Net Assets</b>	\$ (416,706)	\$ (482,900)	\$ (600,397)	\$ (631,297)	\$ (630,117)	\$ (2,761,417)
<b>Fund Balances</b>						
<b>Add:</b>						
Depreciation and Amortization	3,220	3,262	3,783	3,952	3,952	18,169
Capacity Fees	110,369	110,369	110,369	110,369	110,369	551,845
2009 COP Funds Receivable / Payable	(1,779,825)	-	-	-	-	(1,779,825)
2009 COP Transfers / Woodside	1,654,900	3,753,034	564,155	-	-	5,972,089
Financing (Grants, SRF Loan, Other)	1,500,000	1,549,500	-	-	-	3,049,500
<b>Deduct:</b>						
Capital Improvements & Equipment	(5,046,304)	(8,109,881)	(2,693,359)	(764,684)	(456,713)	(17,070,941)
Debt Principal	(14,885)	(23,200)	(28,245)	(29,505)	(29,505)	(125,340)
Financing (Grants, SRF Loan, Other)	(7,610,201)	(10,994,815)	(1,454,009)	-	-	(20,059,025)
Transfers between CEF and CRF	1,972,616	2,708,338	2,250,025	1,042,544	775,340	8,748,862
<b>Cash Generated (Used)</b>	(9,626,816)	(11,486,293)	(1,847,678)	(268,621)	(226,674)	(23,456,083)
<b>Beginning Fund Balance</b>	34,485,968	24,859,152	13,372,859	11,525,180	11,256,559	34,485,968
<b>Ending Fund Balance</b>	\$ 24,859,152	\$ 13,372,859	\$ 11,525,180	\$ 11,256,559	\$ 11,029,885	\$ 11,029,885

**PADRE DAM MUNICIPAL WATER DISTRICT  
DEPARTMENTAL BUDGET SUMMARIES  
FIVE YEAR PLAN**

<b>ADMINISTRATION</b>	<b>BUDGET YEAR 1</b>	<b>BUDGET YEAR 2</b>	<b>BUDGET YEAR 3</b>	<b>BUDGET YEAR 4</b>	<b>BUDGET YEAR 5</b>	<b>5-YEAR TOTALS</b>
Salary and Wages	\$ 515,333	\$ 543,425	\$ 565,514	\$ 588,417	\$ 612,299	\$ 2,824,989
Employee Benefits	334,746	344,723	359,303	377,084	405,595	1,821,451
Professional Services	196,255	186,353	197,185	195,994	228,616	1,004,403
Materials and Supplies	65,733	75,672	64,312	64,009	68,349	338,075
Administrative Expenses	166,066	161,015	178,746	170,805	185,727	862,359
Utilities	130,188	136,392	142,923	149,800	157,040	716,343
Billing Credits	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 1,408,322</b>	<b>\$ 1,447,581</b>	<b>\$ 1,507,983</b>	<b>\$ 1,546,108</b>	<b>\$ 1,657,626</b>	<b>\$ 7,567,620</b>

<b>FINANCE</b>	<b>YEAR 1</b>	<b>YEAR 2</b>	<b>YEAR 3</b>	<b>YEAR 4</b>	<b>YEAR 5</b>	<b>TOTALS</b>
Salary and Wages	\$ 1,681,431	\$ 1,678,875	\$ 1,756,748	\$ 1,835,566	\$ 1,922,535	\$ 8,875,155
Employee Benefits	960,512	963,259	994,700	1,052,470	1,128,145	5,099,087
Professional Services	200,836	147,486	184,365	153,248	182,648	868,582
Administrative Expenses	182,445	178,420	176,298	190,068	183,029	910,259
Utilities	17,032	17,263	17,501	17,747	17,989	87,533
Materials and Supplies	257,297	307,815	202,574	207,370	294,197	1,269,253
Billing Credits	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 3,299,554</b>	<b>\$ 3,293,117</b>	<b>\$ 3,332,188</b>	<b>\$ 3,456,469</b>	<b>\$ 3,728,542</b>	<b>\$ 17,109,869</b>

<b>HUMAN RESOURCES</b>	<b>YEAR 1</b>	<b>YEAR 2</b>	<b>YEAR 3</b>	<b>YEAR 4</b>	<b>YEAR 5</b>	<b>TOTALS</b>
Salary and Wages	\$ 348,135	\$ 344,733	\$ 345,362	\$ 360,545	\$ 377,022	\$ 1,775,798
Employee Benefits	252,632	207,529	206,667	218,941	233,853	1,119,622
Professional Services	22,517	34,032	28,282	25,464	27,002	137,297
Materials and Supplies	35,307	42,375	34,833	35,549	35,057	183,121
Administrative Expenses	313,849	332,083	347,046	364,033	384,636	1,741,647
Utilities	1,032	1,682	1,812	1,812	1,812	8,150
Billing Credits	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 973,472</b>	<b>\$ 962,434</b>	<b>\$ 964,002</b>	<b>\$ 1,006,345</b>	<b>\$ 1,059,383</b>	<b>\$ 4,965,635</b>

<b>ENGINEERING</b>	<b>YEAR 1</b>	<b>YEAR 2</b>	<b>YEAR 3</b>	<b>YEAR 4</b>	<b>YEAR 5</b>	<b>TOTALS</b>
Salary and Wages	\$ 1,702,217	\$ 1,781,804	\$ 1,863,523	\$ 1,747,615	\$ 1,832,660	\$ 8,927,820
Employee Benefits	871,870	924,117	949,711	915,514	984,066	4,645,277
Professional Services	73,396	74,312	77,052	77,992	81,464	384,216
Materials and Supplies	82,116	83,072	80,727	83,407	84,747	414,069
Administrative Expenses	49,685	45,286	55,417	56,618	58,136	265,142
Utilities	8,240	8,612	9,020	9,416	9,800	45,088
Billing Credits	(1,275,000)	(1,313,250)	(1,352,648)	(1,330,000)	(1,369,900)	(6,640,798)
<b>Total Expenditures</b>	<b>\$ 1,512,524</b>	<b>\$ 1,603,953</b>	<b>\$ 1,682,802</b>	<b>\$ 1,560,562</b>	<b>\$ 1,680,973</b>	<b>\$ 8,040,814</b>

<b>OPERATIONS</b>	<b>YEAR 1</b>	<b>YEAR 2</b>	<b>YEAR 3</b>	<b>YEAR 4</b>	<b>YEAR 5</b>	<b>TOTALS</b>
Salary and Wages	\$ 6,442,680	\$ 6,664,921	\$ 6,879,516	\$ 7,188,618	\$ 7,517,837	\$ 34,693,572
Employee Benefits	4,111,358	4,303,465	4,414,441	4,693,236	5,039,135	22,561,636
Professional Services	235,220	357,560	446,867	439,329	456,737	1,935,713
Materials and Supplies	3,087,664	3,083,947	3,304,115	3,363,048	3,397,301	16,236,076
Administrative Expenses	268,320	262,621	271,846	281,021	269,566	1,353,374
Utilities	503,238	517,386	530,926	544,324	557,009	2,652,882
Billing Credits	(1,605,995)	(1,654,175)	(1,703,800)	(1,754,914)	(1,807,562)	(8,526,446)
<b>Total Expenditures</b>	<b>\$ 13,042,485</b>	<b>\$ 13,535,726</b>	<b>\$ 14,143,911</b>	<b>\$ 14,754,661</b>	<b>\$ 15,430,024</b>	<b>\$ 70,906,807</b>

<b>PARK</b>	<b>YEAR 1</b>	<b>YEAR 2</b>	<b>YEAR 3</b>	<b>YEAR 4</b>	<b>YEAR 5</b>	<b>TOTALS</b>
Salary and Wages	\$ 921,980	\$ 965,091	\$ 1,009,009	\$ 1,095,725	\$ 1,167,290	\$ 5,159,095
Employee Benefits	554,251	589,282	611,663	660,626	714,380	3,130,202
Professional Services	277,666	267,922	271,187	247,042	246,791	1,310,608
Materials and Supplies	533,652	563,352	584,919	613,749	600,405	2,896,077
Administrative Expenses	163,556	167,780	166,360	170,320	158,120	826,136
Utilities	421,184	437,556	456,000	474,808	494,600	2,284,148
Billing Credits	(30,000)	(15,000)	(20,000)	(10,000)	(10,000)	(85,000)
<b>Total Expenditures</b>	<b>\$ 2,842,289</b>	<b>\$ 2,975,983</b>	<b>\$ 3,079,138</b>	<b>\$ 3,252,270</b>	<b>\$ 3,371,586</b>	<b>\$ 15,521,266</b>

**PADRE DAM MUNICIPAL WATER DISTRICT  
DEPARTMENTAL ALLOCATIONS TO DIVISION BUDGETS  
FY 13**

Department	Salary & Wages	Employee Benefits	Professional Services	Materials & Supplies	Admin. Expenses	Utilities	Billing Credits	Year 1 Total	Percent
Administration	\$ 515,333	\$ 334,746	\$ 196,255	\$ 65,733	\$ 166,066	\$ 130,188	\$ -	\$ 1,408,322	6.1%
Finance	1,681,431	960,512	200,836	257,297	182,445	17,032	-	3,299,554	14.3%
Human Resources	348,135	252,632	22,517	35,307	313,849	1,032	-	973,472	4.2%
Engineering	1,702,217	871,870	73,396	82,116	49,685	8,240	(1,275,000)	1,512,524	6.6%
Operations	6,442,680	4,111,358	235,220	3,087,664	268,320	503,238	(1,605,995)	13,042,485	56.5%
Park	921,980	554,251	277,666	533,652	163,556	421,184	(30,000)	2,842,289	12.3%
<b>Total</b>	<b>\$ 11,611,776</b>	<b>\$ 7,085,370</b>	<b>\$ 1,005,890</b>	<b>\$ 4,061,769</b>	<b>\$ 1,143,921</b>	<b>\$ 1,080,914</b>	<b>\$ (2,910,995)</b>	<b>\$ 23,078,645</b>	<b>100.0%</b>

Division	Salary & Wages	Employee Benefits	Professional Services	Materials & Supplies	Admin. Expenses	Utilities	Billing Credits	Year 1 Total	Percent
Retail Water	\$ 6,764,384	\$ 3,995,973	\$ 494,353	\$ 1,800,389	\$ 497,397	\$ 95,827	\$ (1,725,716)	\$ 11,922,607	51.7%
Water Recycling	868,264	536,346	32,967	279,614	73,638	161,411	(244,308)	1,707,931	7.4%
Sewer	2,994,821	1,960,975	197,219	1,446,023	405,594	395,982	(910,971)	6,489,644	28.1%
Park	984,308	592,075	281,351	535,743	167,291	427,694	(30,000)	2,958,462	12.8%
<b>Total</b>	<b>\$ 11,611,776</b>	<b>\$ 7,085,370</b>	<b>\$ 1,005,890</b>	<b>\$ 4,061,769</b>	<b>\$ 1,143,921</b>	<b>\$ 1,080,914</b>	<b>\$ (2,910,995)</b>	<b>\$ 23,078,645</b>	<b>100.0%</b>

**PADRE DAM MUNICIPAL WATER DISTRICT  
DEPARTMENTAL ALLOCATIONS TO DIVISION BUDGETS  
FY 14**

Department	Salary & Wages	Employee Benefits	Professional Services	Materials & Supplies	Admin. Expenses	Utilities	Billing Credits	Year 2 Total	Percent
Administration	\$ 543,425	\$ 344,723	\$ 186,353	\$ 75,672	\$ 161,015	\$ 136,392	\$ -	\$ 1,447,581	6.1%
Finance	1,678,875	963,259	147,486	307,815	178,420	17,263	-	3,293,117	13.8%
Human Resources	344,733	207,529	34,032	42,375	332,083	1,682	-	962,434	4.0%
Engineering	1,781,804	924,117	74,312	83,072	45,286	8,612	(1,313,250)	1,603,953	6.7%
Operations	6,664,921	4,303,465	357,560	3,083,947	262,621	517,386	(1,654,175)	13,535,726	56.8%
Park	965,091	589,282	267,922	563,352	167,780	437,556	(15,000)	2,975,983	12.5%
<b>Total</b>	<b>\$ 11,978,849</b>	<b>\$ 7,332,376</b>	<b>\$ 1,067,664</b>	<b>\$ 4,156,233</b>	<b>\$ 1,147,205</b>	<b>\$ 1,118,891</b>	<b>\$ (2,982,425)</b>	<b>\$ 23,818,794</b>	<b>100.0%</b>

Division	Salary & Wages	Employee Benefits	Professional Services	Materials & Supplies	Admin. Expenses	Utilities	Billing Credits	Year 2 Total	Percent
Retail Water	\$ 6,968,974	\$ 4,126,859	\$ 543,253	\$ 1,832,924	\$ 496,757	\$ 98,945	\$ (1,777,487)	\$ 12,290,225	51.6%
Water Recycling	894,525	553,914	36,227	284,667	73,543	166,663	(251,638)	1,757,901	7.4%
Sewer	3,085,400	2,025,206	216,728	1,472,154	405,072	408,866	(938,300)	6,675,126	28.0%
Park	1,029,951	626,397	271,456	566,489	171,832	444,417	(15,000)	3,095,541	13.0%
<b>Total</b>	<b>\$ 11,978,849</b>	<b>\$ 7,332,376</b>	<b>\$ 1,067,664</b>	<b>\$ 4,156,233</b>	<b>\$ 1,147,205</b>	<b>\$ 1,118,891</b>	<b>\$ (2,982,425)</b>	<b>\$ 23,818,794</b>	<b>100.0%</b>

**PADRE DAM MUNICIPAL WATER DISTRICT  
DEPARTMENTAL ALLOCATIONS TO DIVISION BUDGETS  
FY 15**

Department	Salary & Wages	Employee Benefits	Professional Services	Materials & Supplies	Admin. Expenses	Utilities	Billing Credits	Year 3 Total	Percent
Administration	\$ 565,514	\$ 359,303	\$ 197,185	\$ 64,312	\$ 178,746	\$ 142,923	\$ -	\$ 1,507,983	6.1%
Finance	1,756,748	994,700	184,365	202,574	176,298	17,501	-	3,332,188	13.5%
Human Resources	345,362	206,667	28,282	34,833	347,046	1,812	-	964,002	3.9%
Engineering	1,863,523	949,711	77,052	80,727	55,417	9,020	(1,352,648)	1,682,802	6.8%
Operations	6,879,516	4,414,441	446,867	3,304,115	271,846	530,926	(1,703,800)	14,143,911	57.2%
Park	1,009,009	611,663	271,187	584,919	166,360	456,000	(20,000)	3,079,138	12.5%
<b>Total</b>	<b>\$ 12,419,673</b>	<b>\$ 7,536,485</b>	<b>\$ 1,204,939</b>	<b>\$ 4,271,480</b>	<b>\$ 1,195,712</b>	<b>\$ 1,158,182</b>	<b>\$ (3,076,448)</b>	<b>\$ 24,710,023</b>	<b>100.0%</b>

Division	Salary & Wages	Employee Benefits	Professional Services	Materials & Supplies	Admin. Expenses	Utilities	Billing Credits	Year 3 Total	Percent
Retail Water	\$ 7,220,279	\$ 4,238,250	\$ 634,573	\$ 1,881,250	\$ 522,153	\$ 101,954	\$ (1,830,812)	\$ 12,767,648	51.7%
Water Recycling	926,782	568,865	42,317	292,172	77,303	171,731	(259,187)	1,819,984	7.4%
Sewer	3,196,661	2,079,869	253,160	1,510,969	425,781	421,300	(966,449)	6,921,291	28.0%
Park	1,075,951	649,501	274,888	587,089	170,475	463,197	(20,000)	3,201,101	13.0%
<b>Total</b>	<b>\$ 12,419,673</b>	<b>\$ 7,536,485</b>	<b>\$ 1,204,939</b>	<b>\$ 4,271,480</b>	<b>\$ 1,195,712</b>	<b>\$ 1,158,182</b>	<b>\$ (3,076,448)</b>	<b>\$ 24,710,023</b>	<b>100.0%</b>

**PADRE DAM MUNICIPAL WATER DISTRICT  
DEPARTMENTAL ALLOCATIONS TO DIVISION BUDGETS  
FY 16**

Department	Salary & Wages	Employee Benefits	Professional Services	Materials & Supplies	Admin. Expenses	Utilities	Billing Credits	Year 4 Total	Percent
Administration	\$ 588,417	\$ 377,084	\$ 195,994	\$ 64,009	\$ 170,805	\$ 149,800	\$ -	\$ 1,546,108	6.0%
Finance	1,835,566	1,052,470	153,248	207,370	190,068	17,747	-	3,456,469	13.5%
Human Resources	360,545	218,941	25,464	35,549	364,033	1,812	-	1,006,345	3.9%
Engineering	1,747,615	915,514	77,992	83,407	56,618	9,416	(1,330,000)	1,560,562	6.1%
Operations	7,188,618	4,693,236	439,329	3,363,048	281,021	544,324	(1,754,914)	14,754,661	57.7%
Park	1,095,725	660,626	247,042	613,749	170,320	474,808	(10,000)	3,252,270	12.7%
<b>Total</b>	<b>\$ 12,816,486</b>	<b>\$ 7,917,871</b>	<b>\$ 1,139,068</b>	<b>\$ 4,367,132</b>	<b>\$ 1,232,865</b>	<b>\$ 1,197,907</b>	<b>\$ (3,094,914)</b>	<b>\$ 25,576,416</b>	<b>100.0%</b>

Division	Salary & Wages	Employee Benefits	Professional Services	Materials & Supplies	Admin. Expenses	Utilities	Billing Credits	Year 4 Total	Percent
Retail Water	\$ 7,415,707	\$ 4,441,562	\$ 605,973	\$ 1,915,547	\$ 539,118	\$ 104,972	\$ (1,847,864)	\$ 13,175,015	51.5%
Water Recycling	951,867	596,154	40,410	297,499	79,814	176,814	(261,601)	1,880,957	7.4%
Sewer	3,283,183	2,179,642	241,750	1,538,515	439,615	433,770	(975,450)	7,141,025	27.9%
Park	1,165,730	700,514	250,936	615,571	174,318	482,350	(10,000)	3,379,419	13.2%
<b>Total</b>	<b>\$ 12,816,486</b>	<b>\$ 7,917,871</b>	<b>\$ 1,139,068</b>	<b>\$ 4,367,132</b>	<b>\$ 1,232,865</b>	<b>\$ 1,197,907</b>	<b>\$ (3,094,914)</b>	<b>\$ 25,576,416</b>	<b>100.0%</b>

**PADRE DAM MUNICIPAL WATER DISTRICT  
DEPARTMENTAL ALLOCATIONS TO DIVISION BUDGETS  
FY 17**

Department	Salary & Wages	Employee Benefits	Professional Services	Materials & Supplies	Admin. Expenses	Utilities	Billing Credits	Year 5 Total	Percent
Administration	\$ 612,299	\$ 405,595	\$ 228,616	\$ 68,349	\$ 185,727	\$ 157,040	\$ -	\$ 1,657,626	6.2%
Finance	1,922,535	1,128,145	182,648	294,197	183,029	17,989	-	3,728,542	13.8%
Human Resources	377,022	233,853	27,002	35,057	384,636	1,812	-	1,059,383	3.9%
Engineering	1,832,660	984,066	81,464	84,747	58,136	9,800	(1,369,900)	1,680,973	6.2%
Operations	7,517,837	5,039,135	456,737	3,397,301	269,566	557,009	(1,807,562)	15,430,024	57.3%
Park	1,167,290	714,380	246,791	600,405	158,120	494,600	(10,000)	3,371,586	12.5%
<b>Total</b>	<b>\$ 13,429,644</b>	<b>\$ 8,505,174</b>	<b>\$ 1,223,258</b>	<b>\$ 4,480,055</b>	<b>\$ 1,239,214</b>	<b>\$ 1,238,250</b>	<b>\$ (3,187,462)</b>	<b>\$ 26,928,133</b>	<b>100.0%</b>

Division	Salary & Wages	Employee Benefits	Professional Services	Materials & Supplies	Admin. Expenses	Utilities	Billing Credits	Year 5 Total	Percent
Retail Water	\$ 7,758,402	\$ 4,768,140	\$ 663,416	\$ 1,979,872	\$ 548,317	\$ 107,934	\$ (1,903,299)	\$ 13,922,782	51.7%
Water Recycling	995,855	639,988	44,241	307,489	81,176	181,802	(269,449)	1,981,102	7.4%
Sewer	3,434,906	2,339,906	264,667	1,590,180	447,116	446,008	(1,004,713)	7,518,069	27.9%
Park	1,240,481	757,140	250,934	602,514	162,605	502,506	(10,000)	3,506,180	13.0%
<b>Total</b>	<b>\$ 13,429,644</b>	<b>\$ 8,505,174</b>	<b>\$ 1,223,258</b>	<b>\$ 4,480,055</b>	<b>\$ 1,239,214</b>	<b>\$ 1,238,250</b>	<b>\$ (3,187,462)</b>	<b>\$ 26,928,133</b>	<b>100.0%</b>

**PADRE DAM MUNICIPAL WATER DISTRICT  
DEPARTMENTAL ALLOCATIONS TO DIVISION BUDGETS  
5 YEAR TOTAL**

Department	Salary & Wages	Employee Benefits	Professional Services	Materials & Supplies	Admin. Expenses	Utilities	Billing Credits	5 Year Total	Percent
Administration	\$ 2,824,989	\$ 1,821,451	\$ 1,004,403	\$ 338,075	\$ 862,359	\$ 716,343	\$ -	\$ 7,567,620	6.1%
Finance	8,875,155	5,099,087	868,582	1,269,253	910,259	87,533	-	17,109,869	13.8%
Human Resources	1,775,798	1,119,622	137,297	183,121	1,741,647	8,150	-	4,965,635	4.0%
Engineering	8,927,820	4,645,277	384,216	414,069	265,142	45,088	(6,640,798)	8,040,814	6.5%
Operations	34,693,572	22,561,636	1,935,713	16,236,076	1,353,374	2,652,882	(8,526,446)	70,906,807	57.1%
Park	5,159,095	3,130,202	1,310,608	2,896,077	826,136	2,284,148	(85,000)	15,521,266	12.5%
<b>Total</b>	<b>\$ 62,256,429</b>	<b>\$ 38,377,275</b>	<b>\$ 5,640,819</b>	<b>\$ 21,336,671</b>	<b>\$ 5,958,917</b>	<b>\$ 5,794,144</b>	<b>\$ (15,252,244)</b>	<b>\$ 124,112,011</b>	<b>100.0%</b>

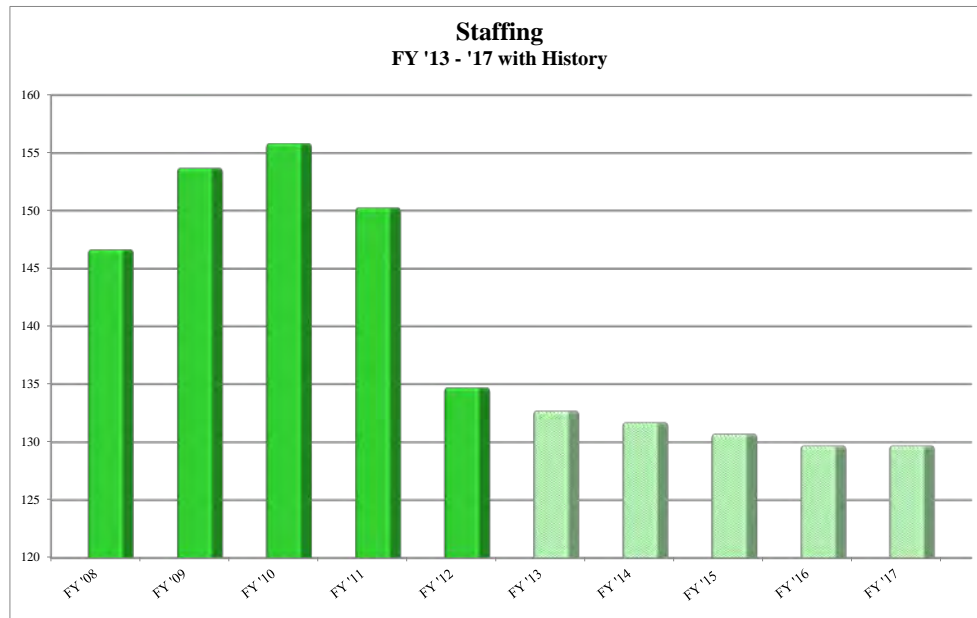
Division	Salary & Wages	Employee Benefits	Professional Services	Materials & Supplies	Admin. Expenses	Utilities	Billing Credits	5 Year Total	Percent
Retail Water	\$ 36,127,745	\$ 21,570,784	\$ 2,941,568	\$ 9,409,983	\$ 2,603,744	\$ 509,633	\$ (9,085,179)	\$ 64,078,277	51.6%
Water Recycling	4,637,293	2,895,266	196,162	1,461,441	385,475	858,421	(1,286,182)	9,147,875	7.4%
Sewer	15,994,970	10,585,598	1,173,523	7,557,842	2,123,178	2,105,927	(4,795,882)	34,745,156	28.0%
Total Park	5,496,421	3,325,627	1,329,566	2,907,406	846,521	2,320,163	(85,000)	16,140,703	13.0%
<b>Total</b>	<b>\$ 62,256,429</b>	<b>\$ 38,377,275</b>	<b>\$ 5,640,819</b>	<b>\$ 21,336,671</b>	<b>\$ 5,958,917</b>	<b>\$ 5,794,144</b>	<b>\$ (15,252,244)</b>	<b>\$ 124,112,011</b>	<b>100.0%</b>

Padre Dam Municipal Water District  
Five Year Business Plan and Budget  
Organizational Staffing by Department  
FY '13 - '17 with History

		FIVE YEAR PLAN						
TITLE	Prior Five Year Plan	Actual Mar '12	Budget FY '13	Budget FY '14	Budget FY '15	Budget FY '16	Budget FY '17	
<b>ADMINISTRATION</b>								
GENERAL MANAGER	1	1	1	1	1	1	1	
ADMINISTRATIVE ASSISTANT (GM) (BOARD SECRETARY)	1	1.8	1.8	1.8	1.8	1.8	1.8	
DIRECTOR OF COMMUNICATIONS	1	0	0	0	0	0	0	
COMMUNICATIONS OFFICER/COORD (PUBLIC AFFAIRS ADMINISTRATOR)	1	1	1	1	1	1	1	
TOTAL ADMINISTRATION	4	3.8	3.8	3.8	3.8	3.8	3.8	
<b>FINANCE DEPARTMENT</b>								
DIRECTOR OF FINANCE	1	1	1	1	1	1	1	
ACCOUNTING MANAGER	1	1	1	1	1	1	1	
ACCOUNTANT	1	1	1	1	1	1	1	
ACCOUNTING SPECIALIST	3	3	3	3	3	3	3	
INFO SYSTEMS TECH SPECIALIST (SYSTEM ADMINISTRATOR)	1	2	2	2	2	2	2	
INFO SYSTEMS TECH SPECIALIST	2	2	2	1	1	1	1	
INFO SYSTEMS MANAGER	1	1	1	1	1	1	1	
INFO SYSTEM TECH SPECIALIST (NETWORK SPECIALIST)	1	0	0	0	0	0	0	
CUSTOMER SERVICE SUPERVISOR	1	1	1	1	1	1	1	
CUSTOMER SERVICE REP	7	7	7	7	7	7	7	
TOTAL FINANCE	19	19	19	18	18	18	18	
<b>ENGINEERING DEPARTMENT</b>								
DIRECTOR OF ENGINEERING & PLANNING	1	1	1	1	1	1	1	
ENGINEER MANAGER	2	2	2	2	2	1	1	
ENGINEER STAFF ASSISTANT	1	1	1	1	1	1	1	
ENGINEERING C/S TECH	1	0	0	0	0	0	0	
ENGINEER	3	3	3	3	3	3	3	
ENGINEER TECH	7	3	3	3	3	3	3	
FIELD ENG SUPERVISOR	2	0	0	0	0	0	0	
GIS/MAPPING ADMINISTRATOR	1	1	1	1	1	1	1	
GIS/MAPPING SPECIALIST	3	1	1	1	1	1	1	
RIGHT OF WAY AGENT-ENVIRONMENTAL	1	1	1	1	1	1	1	
CATHODIC PROTECTION PROGRAM COORDINATOR	1	0	0	0	0	0	0	
CONSTRUCTION INSPECTOR	1	2	2	2	2	2	2	
ADMINISTRATIVE ASSISTANT	3	0	0	0	0	0	0	
TOTAL ENGINEERING	27	15	15	15	15	14	14	
<b>OPERATIONS DEPARTMENT</b>								
DIRECTOR OF OPS & WATER QUALITY	1	1	1	1	1	1	1	
ADMINISTRATIVE ASSISTANT	2	1.2	1.2	1.2	1.2	1.2	1.2	
DISTRIBUTION MAINTENANCE SUPERVISOR	1	1	1	1	1	1	1	
CONSTRUCTION & MAINT. SUPERVISOR	4	4	4	4	4	4	4	
UTILITY WORKER	21	14	14	14	14	14	14	
EQUIPMENT MECHANIC	2	2	2	2	2	2	2	
ASSISTANT OPS MANAGER	1	2	2	2	2	2	2	
OPERATIONS MANAGER	1	1	1	1	1	1	1	
SYSTEMS OPERATOR TECHNICIAN	11	8	8	8	8	8	8	
ELECTRICAL/INSTR CONTROL TECH	3	2	2	2	2	2	2	
ELECTRICAL/INSTR CONTROL SPVSR	1	1	1	1	1	1	1	
PLANT MANAGER	1	1	1	1	1	1	1	
LAB ANALYST-SENIOR	1	1	1	1	1	1	1	
LAB ANALYST	2	2	2	2	2	2	2	
RECYCLED WATER PLANT SUPV	1	1	1	1	1	1	1	
RECYCLED WATER PLANT OPERATOR	5	4	4	4	4	4	4	
RECYCLED WATER TECHNICIAN	1	1	1	1	1	1	1	
WATER QUALITY / COMPLIANCE SPECIALIST	2	2	2	2	2	2	2	
CONSTRUCTION EQUIPMENT OPERATOR	9	7	7	7	6	6	6	
WASTEWATER COLLECTION SYSTEMS WORKER	0	5	5	6	6	6	6	
SCADA TECH	0	2	2	2	2	2	2	
INDUSTRIAL CODE COMPLIANCE SPECIALIST	0	1	1	0	0	0	0	
CATHODIC PROTECTION PG COORD	0	1	1	1	1	1	1	
FACILITIES MAINTENANCE CREW SUPERVISOR	1	1	1	1	1	1	1	
FACILITIES MAINTENANCE WORKER	5	2	2	2	2	2	2	
CUSTODIAN (Contracted out since 3/12, eliminate position in FY '14)	0	1	1	0	0	0	0	
METER SHOP SUPERVISOR	1	1	1	1	1	1	1	
METER TECH	7	4	4	4	4	4	4	
ENGINEERING TECH (AMR)	0	1	1	1	1	1	1	
WAREHOUSE SPECIALIST	1	1	1	1	1	1	1	
WAREHOUSE WORKER	1	1	0	0	0	0	0	
TOTAL OPERATIONS	86	77.2	76.2	75.2	74.2	74.2	74.2	

Padre Dam Municipal Water District  
Five Year Business Plan and Budget  
Organizational Staffing by Department  
FY '13 - '17 with History

TITLE	Prior Five	Actual	FIVE YEAR PLAN				
	Year Plan	Mar '12	Budget FY '13	Budget FY '14	Budget FY '15	Budget FY '16	Budget FY '17
<u>HUMAN RESOURCES DEPARTMENT</u>							
DIRECTOR OF HUMAN RESOURCES	1	1	1	1	1	1	1
HUMAN RESOURCES SPECIALIST	1	1	1	1	1	1	1
SAFETY & RISK MANAGER	1	1	1	1	1	1	1
TOTAL HUMAN RESOURCES	3	3	3	3	3	3	3
<u>PARK &amp; CAMPGROUNDS</u>							
DIRECTOR OF PARK & RECREATION	1	1	1	1	1	1	1
PARK & RECREATION SUPERVISOR	2	2	2	2	2	2	2
PARK & RECREATION COORINATOR	8	8	8	8	8	8.75	9
TOTAL PARK & CAMPGROUNDS	11	11	11	11	11	11.75	12
<u>TOTAL DISTRICT APPROVED REGULAR EMPLOYEES</u>							
	150.0	129.0	128.0	126.0	125.0	124.75	125.0
<u>TEMPORARY &amp; PART-TIME POSITIONS</u>							
ENGINEERING TECH INTERN	1.0	0.0	0.0	0.0	0.0	0.0	0.0
OPERATIONS UTILITY WORKER - OPERATIONS	2.0	1.0	1.0	1.0	1.0	1.0	1.0
PARK REC AIDE	4.5	0.8	1.2	1.2	1.2	1.2	1.2
CUSTOMER SERVICE REP	0.0	1.0	1.0	1.0	1.0	1.0	1.0
PARK SUPPORT STAFF	0.4	2.9	3.4	3.4	3.4	3.4	3.4
COMMUNICATIONS STAFF SUPPORT	0.5	0.0	0.0	0.0	0.0	0.0	0.0
	8.4	5.7	6.6	6.6	6.6	6.6	6.6
<u>TOTAL STAFFING</u>							
	158.4	134.7	134.6	132.6	131.6	131.4	131.6
<u>TOTAL STAFFING EXCLUDING PARK</u>							
	142.5	120.0	119.0	117.0	116.0	115.0	115.0
<u>REDUCTIONS (EXCLUDING PARK)</u>							
		22.50	1.00	2.00	1.00	1.00	0.00
<u>CUMULATIVE REDUCTION (EXCLUDING PARK)</u>							
			1.00	3.00	4.00	5.00	5.00
<u>BOARD OF DIRECTORS</u>							
	5	5	5	5	5	5	5
<u>VOLUNTEER POSITIONS PARK</u>							
	7.5	7.5	7.5	7.5	7.5	7.5	7.5



## **EXHIBIT B**

### **CAPITAL EQUIPMENT BUDGET**

FIVE YEAR BUSINESS PLAN  
CAPITAL EQUIPMENT BUDGET  
FY '13 - FY '17

Capital Equipment Description	Life in Years	Department	CC	Budget Year 1	Budget Year 2	Budget Year 3	Budget Year 4	Budget Year 5	Budget TOTAL
CSC Color Copier/Printer	5	ADMIN	69	17,000	-				\$ 17,000
Replacement LCD for Backlit Projector	5	ADMIN	69	5,000					5,000
Board room streaming audio/video	5	ADMIN	69	-	15,000				15,000
2003 Ford F350 Supercab Truck	5	ENGINEERING	47	65,657					65,657
2003 Ford Explorer	5	ENGINEERING	34		30,303				30,303
2003 Ford Explorer	5	ENGINEERING	37		30,303				30,303
Copier	5	FINANCE	11	-	-	-	-	15,000	15,000
Imaging System (desktop scanners)	5	FINANCE	11	20,000	-	-	-	-	20,000
Printers	5	FINANCE	11	20,000	-	-	-	-	20,000
Data backup and recovery improvement	5	FINANCE	16	-	-	40,000	-	-	40,000
Storage Area Network (SAN) expansion (\$15k-\$50K)	5	FINANCE	16	50,000	-	-	-	-	50,000
VMware Host replacements	5	FINANCE	16	-	-	-	-	31,000	31,000
Phone system \$400-\$1000 per user	5	FINANCE	16	-	110,000	-	-	-	110,000
Backup Tape Library/loader	5	FINANCE	16	-	11,000	-	-	-	11,000
Computer equipment	5	FINANCE	16	40,000	42,500	42,500	42,500	42,500	210,000
HUMA alert software upgrades for CS	5	FINANCE	12	-	25,000	-	-	-	25,000
Repeater hydrant caps	10	OPS	13	20,000					20,000
Construct Meter Retro	10	OPS	13	10,000					10,000
Metal Lathe (new building)	5	OPS	47	9,500	-	-	-	-	9,500
Ball Valve Replacement - P4-P5 3	10	OPS	47	14,000	-	-	-	-	14,000
A/C Units	5	OPS	51	5,000		5,000	-	5,000	15,000
Pumps	5	OPS	51	30,500	27,000	35,000	27,000	143,000	262,500
Filter Sand	5	OPS	51	35,000	35,000	35,000	35,000		140,000
Meters and Analyzers	5	OPS	51	26,000	25,000	11,000	12,000	6,000	80,000
Valves & Equipment	5	OPS	51	10,000	5,000	10,000	5,000		30,000
Rag removal belt and motor	5	OPS	51	-		5,000			5,000
Chlorine Scrubber rehab	5	OPS	51	-		28,000			28,000
Mixers	5	OPS	51	5,000	10,000	5,000	5,000	13,500	38,500
SCADA System	5	OPS	51	44,500	8,400	8,400	51,500	24,500	137,300
Motors & Equipment	5	OPS	51	5,500	35,000	13,000	15,000	21,500	90,000
Plate settlers	5	OPS	51			25,000			25,000
Solar panel upgrade(flow to lake # 7)	5	OPS	51			8,500			8,500
Auto sampler	5	OPS	52	12,000					12,000
Casework-Lab Cabinet	5	OPS	52	25,000					25,000
Painting the Laboratory	5	OPS	52	25,000					25,000
Lab Flooring	5	OPS	52	25,000					25,000
Atomic Adsorption (metals)	5	OPS	52		60,000				60,000
UV/VIS Spectrophotometer	5	OPS	52		15,000				15,000
Auto Analyzer	5	OPS	52			50,000			50,000
Gas Chromatograph	5	OPS	52				150,000		150,000
Autoclave	5	OPS	52					12,000	12,000
JD Gator	5	OPS	61			-	18,000		18,000
Laptop Computers (add to duty trucks)	5	OPS	71	11,000		-	-	-	11,000
Backhoe John Deere	5	OPS	71		-	95,000	-	-	95,000
Backhoe John Deere	5	OPS	73		95,000	-	-	-	95,000
Autosampler	5	OPS	73	11,000	-	-	-	-	11,000
Light Tower	5	OPS	73	9,000		9,000			18,000
Arrow Board	5	OPS	73	5,000			5,000		10,000
Emission Control Systems	5	OPS	71/73	90,000	40,000	40,000			170,000
Tremac pneumatic breaker	5	OPS						15,000	15,000
2000 L7501 Vector Sewer Cleaning Truck	5	OPS	71	400,000					400,000
2003 Ford Explorer	5	OPS	37	30,808					30,808
1999 Ford F-150 Pickup	5	OPS	73	30,000					30,000
2000 Ford Ranger XLT supercab 4x2	5	OPS	73	30,000					30,000
2006 Ford Explorer	5	OPS	45	30,303					30,303
2008 DODGE DAKOTA (Lease - not disposed)	5	OPS	61	25,253					25,253
2001 Ford F250 Truck	5	OPS	43		44,444				44,444
2002 Ford F250 Truck	5	OPS	51		35,354				35,354
2003 Ford F-250 Truck	5	OPS	61		37,374				37,374
2003 Ford F-350 Truck	5	OPS	73		44,444				44,444
2004 Ford F250 Super Cab	5	OPS	47		44,444				44,444
2004 Ford F-150 supercab	5	OPS	79		31,313				31,313
2008 Ford Explorer Sporttrack	5	OPS	41		31,313				31,313
2008 Ford F-350 Duty Truck	5	OPS	73		50,000				50,000
1999 Ford F-150 Pickup	5	OPS	43			32,828			32,828
2004 Ford F-150 supercab	5	OPS	13			33,333			33,333
2004 Ford Explorer	5	OPS	79			30,808			30,808
2004 Ford Explorer	5	OPS	79			30,808			30,808
2004 Ford F-150 supercab	5	OPS	79			31,313			31,313
2003 Vector 2110 Jet Rodder	5	OPS	71				420,000		420,000
1999 Ford Windstar Van	5	OPS	69				30,303		30,303
2000 Ford Taurus LX 4-Door Sedan	5	OPS	69				20,202		20,202
2004 Ford F-350 Super Duty	5	OPS	45				50,000		50,000
2006 Ford F-150	5	OPS	49				31,818		31,818
2006 Ford F-350	5	OPS	45				37,374		37,374
2010 Ford F-350 Duty Truck	5	OPS	73				50,000		50,000
2007 DODGE DAKOTA	5	OPS	13					26,263	26,263
2007 DODGE DAKOTA	5	OPS	13					25,758	25,758
2007 Ford F-350	5	OPS	61					35,859	35,859
2010 Ford F-350	5	OPS	47					70,707	70,707
1999 Ford F-550 Dumptruck	5	OPS	73					50,505	50,505
2001 Ford F650 Utility Truck	5	OPS	73					126,263	126,263

FIVE YEAR BUSINESS PLAN  
CAPITAL EQUIPMENT BUDGET  
FY '13 - FY '17

Capital Equipment Description	Life in Years	Department	CC	Budget Year 1	Budget Year 2	Budget Year 3	Budget Year 4	Budget Year 5	Budget TOTAL
Ingersoll- Rand Air Compressor	5	OPS		18,000				-	18,000
Ingersoll- Rand Air Compressor (B-9)	5	OPS		18,000				-	18,000
Ingersoll Rand Air Compressor	5	OPS			18,000			-	18,000
Cat Forklift	5	OPS			60,000			-	60,000
Pump Control Valves PS 1, 3, 4, 5	50	OPS	47	9,200	13,000	19,000	32,000		73,200
Computer Server	5	PARK	62	10,000	7,500	-	7,500	-	25,000
Gator Maintenance Vehicle	5	PARK	62	-	-	10,000	-	-	10,000
Maintenance Yard Car Port	15	PARK	62	-	-	-	-	10,000	10,000
Peddle Boats	5	PARK	62	10,000	10,000	10,000	10,000	10,000	50,000
Pontoon Boat	5	PARK	62	-	-	20,000	-	-	20,000
Tractor (John Deer)	5	PARK	62	-	-	-	35,000	-	35,000
WiFi Systems	5	PARK	62	7,500	7,500	7,500	7,500	7,500	37,500
AC -Park Buildings	5	PARK	62	-	20,000			20,000	40,000
Dock Lake 1	15	PARK	62	20,000	-		15,000		35,000
Trash Receptacle Lids	5	PARK	62	-	10,000	-	-	-	10,000
Storage Unit\Container	15	PARK	62	10,000		10,000		10,000	30,000
Radio System Upgrade	5	PARK	62	6,500					6,500
Golf Cart Replacement	5	PARK	62	7,500	7,500	5,000	5,000	5,000	30,000
Copiers	5	PARK	62		10,000		10,000		20,000
Generator Installation	15	PARK	62	75,000					75,000
Cabins AC Units	5	PARK	67	7,500	7,500	5,000	5,000	5,000	30,000
2002 Ford F150 Truck	5	PARK	62	30,000					30,000
2003 Ford F-150 Truck	5	PARK	62	30,000					30,000
1992 Dodge Caravan	5	PARK	62			20,000			20,000
2003 Ford Explorer	5	PARK	62			30,000			30,000
TOTAL				\$ 1,451,220	\$ 1,109,193	\$ 760,991	\$ 1,132,697	\$ 731,853	\$ 5,185,953

TOTAL BY DEPARTMENT

OPERATIONS	\$ 1,019,564	\$ 765,087	\$ 560,991	\$ 995,197	\$ 575,853	\$ 3,916,691
ENGINEERING	65,657	60,606	-	-	-	126,263
PARK	214,000	80,000	117,500	95,000	67,500	574,000
FINANCE	130,000	188,500	82,500	42,500	88,500	532,000
ADMIN	22,000	15,000	-	-	-	37,000
TOTAL	\$ 1,451,220	\$ 1,109,193	\$ 760,991	\$ 1,132,697	\$ 731,853	\$ 5,185,953

TOTAL BY OPERATION

RETAIL WATER	\$ 312,466	\$ 463,447	\$ 156,700	\$ 188,716	\$ 241,150	\$ 1,362,478
SEWER	539,996	107,944	160,120	448,589	43,992	1,300,641
WATER RECYCLING	384,757	457,802	326,671	400,392	379,211	1,948,834
PARK	214,000	80,000	117,500	95,000	67,500	574,000
TOTAL	\$ 1,451,220	\$ 1,109,193	\$ 760,991	\$ 1,132,697	\$ 731,853	\$ 5,185,953

# **EXHIBIT C**

## **CAPITAL IMPROVEMENT PROGRAM (CIP) BUDGET**

PROPOSED CIP BUDGET 12/13 - 16/17  
SUMMARY OF EXPENDITURES AND FUNDING SOURCES (THOUSANDS)

	12/13	13/14	14/15	15/16	16/17	5 YEARS
<b>EXPENDITURES</b>						
<b>Project Costs</b>						
Capitalized Operations	\$ 1,363	\$ 1,094	\$ 1,103	\$ 1,167	\$ 1,308	\$ 6,036
Mandated by External Agencies	\$ 910	\$ 1,498	\$ 1,051	\$ 948	\$ 808	\$ 5,215
CIP General	\$ 4,970	\$ 4,805	\$ 3,766	\$ 5,928	\$ 7,482	\$ 26,951
Debt/External Financing Req'd	\$ 10,098	\$ 14,237	\$ 4,349	\$ 150	\$ 155	\$ 28,990
Developer Driven	\$ 128	\$ 479	\$ 176	\$ -	\$ -	\$ 783
<b>Subtotal Project Costs</b>	<b>\$ 17,469</b>	<b>\$ 22,113</b>	<b>\$ 10,445</b>	<b>\$ 8,193</b>	<b>\$ 9,755</b>	<b>\$ 67,975</b>
<b>Debt Service</b>	<b>\$ 878</b>	<b>\$ 917</b>	<b>\$ 921</b>	<b>\$ 912</b>	<b>\$ 908</b>	<b>\$ 4,537</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 18,347</b>	<b>\$ 23,031</b>	<b>\$ 11,366</b>	<b>\$ 9,106</b>	<b>\$ 10,663</b>	<b>\$ 72,512</b>
<b>FUNDING SOURCES</b>						
<b>Capital Replacement Fund</b>						
Water	\$ 4,477	\$ 4,461	\$ 5,548	\$ 6,886	\$ 9,394	\$ 30,766
Sewer	\$ 2,114	\$ 2,476	\$ 1,919	\$ 1,161	\$ 672	\$ 8,342
Recycled	\$ 698	\$ 605	\$ 250	\$ 209	\$ 67	\$ 1,829
<b>Subtotal CRF</b>	<b>\$ 7,289</b>	<b>\$ 7,542</b>	<b>\$ 7,717</b>	<b>\$ 8,256</b>	<b>\$ 10,133</b>	<b>\$ 40,938</b>
<b>Capital Expansion Fund</b>						
Water	\$ 1,273	\$ 2,134	\$ 1,699	\$ 519	\$ 258	\$ 5,884
Sewer	\$ 356	\$ 553	\$ 351	\$ 215	\$ 171	\$ 1,646
Recycled	\$ 314	\$ 169	\$ 63	\$ 10	\$ 4	\$ 561
<b>Subtotal CEF</b>	<b>\$ 1,944</b>	<b>\$ 2,856</b>	<b>\$ 2,114</b>	<b>\$ 745</b>	<b>\$ 433</b>	<b>\$ 8,091</b>
<b>Grants and External Financing</b>						
COP	\$ 6,775	\$ 9,673	\$ 1,454	\$ -	\$ -	\$ 17,902
Grants, Sale of Woodside, Misc	\$ 2,335	\$ 2,945	\$ 80	\$ 83	\$ 85	\$ 5,528
Park Participation	\$ 4	\$ -	\$ -	\$ 22	\$ 11	\$ 38
Other	\$ -	\$ 15	\$ -	\$ -	\$ -	\$ 15
<b>Subtotal Other Funding</b>	<b>\$ 9,115</b>	<b>\$ 12,633</b>	<b>\$ 1,534</b>	<b>\$ 105</b>	<b>\$ 97</b>	<b>\$ 23,483</b>
<b>TOTAL FUNDING</b>	<b>\$ 18,347</b>	<b>\$ 23,030</b>	<b>\$ 11,366</b>	<b>\$ 9,106</b>	<b>\$ 10,663</b>	<b>\$ 72,511</b>
<b>COP REMAINING</b>						
Anticipated start 12/13	\$ 17,902					
Anticipated end of year	\$ 11,127	\$ 1,454				

Notes:

- 1) Unless otherwise noted, costs include an inflation factor of 3.3% per year beginning FY 13/14.
- 2) 12/13 Costs are present value based on January 2012 ENR LA CCI of 10,092.
- 3) Amounts are rounded which may affect footing.

**PROPOSED CIP BUDGET 12/13 THRU 16/17  
PROJECT EXPENDITURES (THOUSANDS)**

**NOTES:**

- 1) Unless otherwise noted, costs include an inflation factor of 3.3% per year beginning FY 13/14.
- 2) 12/13 Costs are present value based on January 2012 ENR LA CCI of 10,092.
- 3) SRF Loan assumes 3% interest for 20 year term.
- 4) Amounts are rounded which may affect footing.

Project Name	Job No.	Estimated Completion	Est. Cost to Date 6/30/12	12/13	13/14	14/15	15/16	16/17	Future	Total Cost (Incl. Inflation)
<b>Capitalized Operations</b>										
Ops - Annual Raise Air Vacs (ESA)	202033	2016	\$ 325	\$ 25	\$ 26	\$ 27	\$ 28	\$ -	\$ -	\$ 430
Ops - Annual Raise Air Vacs (WSA)	98048	Annual	\$ 5	\$ 19	\$ 20	\$ 20	\$ 21	\$ 22	\$ 250	\$ 357
Ops - Annual Sewer Rehab		Annual	\$ -	\$ 30	\$ 31	\$ 32	\$ 33	\$ 68	\$ 497	\$ 691
Ops - Blowoff Installation	208015	Annual	\$ 273	\$ 50	\$ 52	\$ 53	\$ 83	\$ 85	\$ 207	\$ 803
Ops - ESA Poly Service Replacement	202032	Annual	\$ 55	\$ 45	\$ 46	\$ 48	\$ 50	\$ 68	\$ 799	\$ 1,112
Ops - SCADA Network/Comm Upgrades	208009	2013	\$ 110	\$ 165	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 275
Ops - SCADA Software Upgrades (Ops)	208003	2013	\$ 1,190	\$ 229	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,419
Ops - Security System Upgrades Ph 2	205002	2017	\$ 318	\$ 50	\$ 52	\$ 53	\$ 55	\$ 57	\$ 314	\$ 900
Ops - Sewer Manhole Rehabilitation	201004	Annual	\$ 10	\$ 50	\$ 52	\$ 53	\$ 55	\$ 85	\$ 984	\$ 1,290
Ops - Site Paving As Needed		Annual	\$ -	\$ 50	\$ 52	\$ 53	\$ 55	\$ 85	\$ 571	\$ 867
Ops - Valve Replacement Program (ESA)	202034	Annual	\$ 100	\$ 100	\$ 129	\$ 133	\$ 138	\$ 165	\$ 1,387	\$ 2,152
Ops - Valve Replacement Program (WSA)	99017	Annual	\$ 432	\$ 400	\$ 413	\$ 427	\$ 441	\$ 455	\$ 4,754	\$ 7,322
Ops - Vault Lid Replacement	211023	2013	\$ 25	\$ 25	\$ 26	\$ -	\$ -	\$ -	\$ -	\$ 76
Ops - WSA Poly Service Replacement	202008	Annual	\$ 167	\$ 75	\$ 52	\$ 53	\$ 55	\$ 57	\$ 2,583	\$ 3,042
WRF Treatment Equipment Repl Program	207006	Annual	\$ 59	\$ 50	\$ 145	\$ 149	\$ 154	\$ 159	\$ 808	\$ 1,524
<b>Subtotal</b>			<b>\$ 3,068</b>	<b>\$ 1,363</b>	<b>\$ 1,094</b>	<b>\$ 1,103</b>	<b>\$ 1,167</b>	<b>\$ 1,308</b>	<b>\$ 13,154</b>	<b>\$ 22,258</b>
<b>Mandated by External Agencies</b>										
City of Santee Atlas View Sidewalks Service Reloc.		2013	\$ -	\$ 25	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25
City of Santee Bridge Retrofits Util. Reloc.		2014	\$ -	\$ 50	\$ 52	\$ -	\$ -	\$ -	\$ -	\$ 102
City of Santee Buena Vista/Railroad Impr.		2013	\$ -	\$ 25	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25
City of Santee Carlton Oaks Bridge Retrofit		2014	\$ -	\$ 75	\$ 77	\$ -	\$ -	\$ -	\$ -	\$ 152
City of Santee Cottonwood Ave Util. Reloc		2014	\$ -	\$ -	\$ 26	\$ -	\$ -	\$ -	\$ -	\$ 26
City of Santee Cuyamaca/Miss Gorge Rt Turn Lanes		Not budgeted	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
City of Santee Magnolia Widening Util. Reloc.		2015	\$ -	\$ -	\$ -	\$ 27	\$ -	\$ -	\$ -	\$ 27
City of Santee Magnolia/Palm Glen Util. Reloc.		Not budgeted	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
City of Santee Mission Gorge Drainage Conflicts		2015	\$ -	\$ -	\$ -	\$ 107	\$ -	\$ -	\$ -	\$ 107
City of Santee Mission Gorge Median Util. Reloc.		2013	\$ -	\$ 25	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25
City of Santee Olive Lane Util. Reloc.		2014	\$ -	\$ -	\$ 26	\$ -	\$ -	\$ -	\$ -	\$ 26
City of Santee Pavement Repair Util. Reloc.		2015	\$ -	\$ 50	\$ 52	\$ 53	\$ -	\$ -	\$ -	\$ 155
City of Santee Prospect Ave East Util. Reloc.	211003	2014	\$ -	\$ 250	\$ 258	\$ -	\$ -	\$ -	\$ -	\$ 508
City of Santee Prospect Ave Sidewalks W. Util. Reloc.		2016	\$ -	\$ -	\$ 103	\$ 107	\$ 55	\$ -	\$ -	\$ 265
City of Santee Prospect Ave West Util. Reloc.		2015	\$ -	\$ -	\$ 258	\$ 267	\$ -	\$ -	\$ -	\$ 525
City of Santee Riverwalk/Park Center Dr		2012	\$ 25	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25
City of Santee Storm Drain Conflicts		2016	\$ -	\$ 75	\$ 77	\$ 80	\$ 55	\$ -	\$ -	\$ 288
City of Santee Woodside/Shadow Hill Util Reloc.		Not budgeted	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
County Alpine Blvd Service Relocations		2014	\$ -	\$ -	\$ 207	\$ -	\$ -	\$ -	\$ -	\$ 207

**PROPOSED CIP BUDGET 12/13 THRU 16/17  
PROJECT EXPENDITURES (THOUSANDS)**

Project Name	Job No.	Estimated Completion	Est. Cost to Date 6/30/12	12/13	13/14	14/15	15/16	16/17	Future	Total Cost (Incl. Inflation)
County Wing Avenue Sewer Relocation		2013	\$ -	\$ 220	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 220
Forester Creek Utility Relocation Participation	200006	2012	\$ 1,179	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,179
Lakeside Interceptor Replacement Participation	206007	Annual	\$ 1,242	\$ 15	\$ 207	\$ 213	\$ 220	\$ 228	\$ 1,495	\$ 3,620
Stage 2 DBPR System Improvements	206028	2022	\$ 33	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 74	\$ 107
Undefined External Mandates		Annual	\$ -	\$ -	\$ -	\$ -	\$ 551	\$ 569	\$ 3,141	\$ 4,262
Urban Water Management Plan 2015		2016	\$ -	\$ -	\$ -	\$ 53	\$ 55	\$ -	\$ -	\$ 108
WDR Sewer System Management Plan Update		2014	\$ -	\$ 25	\$ 77	\$ -	\$ -	\$ -	\$ -	\$ 102
WRF NPDES Permit Annual Updates		Annual	\$ -	\$ 10	\$ 10	\$ 11	\$ 11	\$ 11	\$ 63	\$ 116
WRF NPDES Permit Renewal 2014		2015	\$ -	\$ 65	\$ 67	\$ 133	\$ -	\$ -	\$ -	\$ 266
<b>Subtotal</b>			<b>\$ 2,479</b>	<b>\$ 910</b>	<b>\$ 1,498</b>	<b>\$ 1,051</b>	<b>\$ 948</b>	<b>\$ 808</b>	<b>\$ 4,773</b>	<b>\$ 12,467</b>
<b>CIP General</b>										
5 Res Retrofit Ph 4 - Blossom Valley	208027	2017	\$ 132	\$ -	\$ -	\$ -	\$ 3,307	\$ 5,693	\$ -	\$ 9,132
5 Res Retrofit Ph 4 - Blossom Valley Permitting		2015	\$ -	\$ -	\$ -	\$ 80	\$ -	\$ -	\$ -	\$ 80
Annual Post-Project Engineering		Annual	\$ -	\$ 10	\$ 5	\$ 5	\$ 6	\$ 6	\$ 31	\$ 63
Annual Sewer Assessment/Repl/Rehab		Annual	\$ -	\$ 300	\$ 258	\$ 213	\$ 110	\$ 57	\$ 628	\$ 1,567
Asset Management System/CMMS	2050000	2017	\$ -	\$ -	\$ -	\$ -	\$ 551	\$ 285	\$ -	\$ 836
Blossom Valley Res Drainage & Site Impr.		2016	\$ -	\$ 60	\$ -	\$ -	\$ 165	\$ -	\$ -	\$ 225
Braverman Sewer Cured in Place Repairs Ph 2		2013	\$ -	\$ 250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250
Capacity Fee Update 2014		2016	\$ -	\$ -	\$ -	\$ 110	\$ 114	\$ -	\$ -	\$ 223
Carlton Hills Diversion Structure Upgrade	2120000	2015	\$ -	\$ 75	\$ -	\$ 534	\$ -	\$ -	\$ -	\$ 609
CSC Elec Reliability & Consolidation	209004	2013	\$ 39	\$ 110	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 149
CSC Ph 2 - Verizon Relocation		2013	\$ -	\$ 30	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30
Emerg Generators Startup, Testing, and Permitting		2013	\$ -	\$ 50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50
Emergency Interconn Trailer Mounted Pumps		2016	\$ -	\$ -	\$ 21	\$ 213	\$ 52	\$ -	\$ -	\$ 286
Eng System Data Updates (Annual)	211015	Annual	\$ 5	\$ 5	\$ 5	\$ 5	\$ 6	\$ 6	\$ 31	\$ 63
ESA Sec. Supply Conn Legal Costs	203032	2013	\$ 1,156	\$ 75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,231
Facility Condition Assessment Sewer		2015	\$ -	\$ 15	\$ 15	\$ 16	\$ -	\$ -	\$ -	\$ 47
Facility Condition Assessment Water		2015	\$ -	\$ 35	\$ 36	\$ 37	\$ -	\$ -	\$ -	\$ 109
Financial Computer Syst Upgrade		2014	\$ 1,000	\$ 1,500	\$ 1,550	\$ -	\$ -	\$ -	\$ -	\$ 4,050
GIS Projects	209016		\$ 425	\$ 150	\$ 77	\$ 53	\$ 55	\$ -	\$ -	\$ 761
I-8 Crossing - Labrador Lane		2016	\$ -	\$ -	\$ 129	\$ 373	\$ 66	\$ -	\$ -	\$ 569
I-8 Crossing - Viewside Lane 8" Replacement	207024	2013	\$ -	\$ 50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50
IFP & Program EIR		2014	\$ -	\$ 100	\$ 413	\$ -	\$ -	\$ -	\$ -	\$ 513
IFP Annual Updates 2013-2022		Annual	\$ -	\$ 45	\$ 62	\$ 48	\$ 66	\$ 51	\$ 331	\$ 603
IPS Chopper Pumps	209013	2014	\$ 106	\$ 50	\$ 52	\$ -	\$ -	\$ -	\$ -	\$ 208
JWA NCCP Subarea Plan (PD + Otay share)	98046	2013	\$ 809	\$ 50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 859
JWA NCCP Subarea Plan (Ph 2)	2090000	2020	\$ -	\$ -	\$ 72	\$ 75	\$ 77	\$ 63	\$ 197	\$ 484
Magnolia Ave South Relief Sewer - Segment 1	204030	2016	\$ 39	\$ 75	\$ -	\$ 320	\$ 55	\$ -	\$ -	\$ 489
METRO Sewer Billing	210008	2014	\$ 200	\$ 30	\$ 15	\$ -	\$ -	\$ -	\$ -	\$ 246
Mission Gorge Rd 36" Valves	2100000	2017	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 399	\$ -	\$ 399
Northcote Pump Station Upgrade	2130000	2019	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 38	\$ 224	\$ 262
Pipe Evaluations - Bridge Crossings		2014	\$ -	\$ 50	\$ 103	\$ -	\$ -	\$ -	\$ -	\$ 153
Reservoir Refurbishing Ph 5	210017	2017	\$ 7	\$ -	\$ -	\$ 320	\$ 110	\$ 114	\$ 96	\$ 648
Rios Canyon PS Suction Rplc	211014	2014	\$ 150	\$ 650	\$ 258	\$ -	\$ -	\$ -	\$ -	\$ 1,058
Santee Basin Aquifer Study & Env. (PD Share)	210020	2015	\$ 207	\$ 200	\$ 52	\$ 53	\$ -	\$ -	\$ -	\$ 512

**PROPOSED CIP BUDGET 12/13 THRU 16/17  
PROJECT EXPENDITURES (THOUSANDS)**

Project Name	Job No.	Estimated Completion	Est. Cost to Date 6/30/12	12/13	13/14	14/15	15/16	16/17	Future	Total Cost (Incl. Inflation)
Sewer Flow Studies 5 Year Updates		2015	\$ -	\$ -	\$ -	\$ 107	\$ -	\$ -	\$ 126	\$ 232
Sewer Rehab Fanita Parkway		2015	\$ -	\$ -	\$ 103	\$ 107	\$ -	\$ -	\$ -	\$ 210
Sewer Trans-River Interceptor (Siphon) Assessment		2014	\$ -	\$ 30	\$ 103	\$ -	\$ -	\$ -	\$ -	\$ 133
Solar Energy Feasibility Study (CSC & WRF)		2014	\$ -	\$ -	\$ 15	\$ -	\$ -	\$ -	\$ -	\$ 15
Solar Power - Res/Ops/WRF Sites	211012	2022	\$ 35	\$ -	\$ 15	\$ 16	\$ 17	\$ 17	\$ 94	\$ 195
Steel Pipe Condition Assessment		2022	\$ -	\$ 150	\$ 155	\$ 213	\$ 220	\$ 228	\$ 1,256	\$ 2,223
Steel Pipe Replacement		Future	\$ -	\$ -	\$ -	\$ 320	\$ 386	\$ 455	\$ 3,141	\$ 4,303
Sunrise Reservoir Verizon Relocation		2013	\$ -	\$ 50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50
Sycamore Creek Flood Wall		2015	\$ -	\$ -	\$ 258	\$ 267	\$ -	\$ -	\$ -	\$ 525
Sycamore Creek Hydrology Study		2013	\$ 5	\$ 125	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 130
Walmart Sewer Diversion Structure	211022	2014	\$ 100	\$ 150	\$ 517	\$ -	\$ -	\$ -	\$ -	\$ 767
Water Pump Replacement Program (2011-2015)		2015	\$ -	\$ -	\$ 146	\$ 150	\$ -	\$ -	\$ -	\$ 296
Willowgrove Sewer, Phase 2 Assessment	209006	2016	\$ 40	\$ 30	\$ 31	\$ 32	\$ 165	\$ -	\$ -	\$ 299
WRF & Pond Valve Replacements	2090000	2016	\$ -	\$ -	\$ 57	\$ 86	\$ 331	\$ -	\$ -	\$ 473
WRF Aeration Panels	2110000	2017	\$ -	\$ -	\$ -	\$ -	\$ 69	\$ 72	\$ -	\$ 141
WRF Chlorine Trolley (CIP portion)	211025	2014	\$ -	\$ 350	\$ 77	\$ -	\$ -	\$ -	\$ -	\$ 427
WRF Demo Project RFP		2013	\$ -	\$ 45	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45
WRF Fence Replacement		2014	\$ -	\$ -	\$ 103	\$ -	\$ -	\$ -	\$ -	\$ 103
WRF Paving & Entry Gate	212002	2013	\$ 150	\$ 60	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 210
WRF SO2-Wet Scrubber	2060000	2015	\$ -	\$ 15	\$ 99	\$ 11	\$ -	\$ -	\$ -	\$ 125
<b>Subtotal</b>			<b>\$ 4,606</b>	<b>\$ 4,970</b>	<b>\$ 4,805</b>	<b>\$ 3,766</b>	<b>\$ 5,928</b>	<b>\$ 7,482</b>	<b>\$ 6,157</b>	<b>\$ 37,714</b>
<b>Debt &amp; External Financing Required</b>										
5 Res Retrofit Ph 3 - West Victoria	208026	2013	\$ 4,540	\$ 1,100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,640
CSC Ph 2 - OPS	205014	2014	\$ 914	\$ 1,773	\$ 2,963	\$ -	\$ -	\$ -	\$ -	\$ 5,650
El Monte GW / WRF Expansion Feasibility Study	205051	2012	\$ 338	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 338
Emergency Generator - Flinn Springs PS	209014	2013	\$ 248	\$ 800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,048
Emergency Generator - Rios Canyon PS	209019	2013	\$ 229	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 729
ESA Sec. Supply Conn (incl Los Coches PS)	203032	2013	\$ 10,021	\$ 50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,071
ESA Sec. Supply Conn Alt Site		2015	\$ 15	\$ 3,000	\$ 9,673	\$ 4,268	\$ -	\$ -	\$ -	\$ 16,956
ESA Sec. Supply Conn Land Acquisition (2011)	211009	2013	\$ 152	\$ 625	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 777
ESA Sec. Supply Conn Mitigation & Monitoring	210001	2020	\$ 1	\$ 250	\$ 1	\$ 1	\$ 68	\$ 70	\$ 97	\$ 486
Ops Security Gates (funded by Cell Phone Revenues)		2019	\$ -	\$ -	\$ -	\$ 80	\$ 83	\$ 85	\$ 137	\$ 385
Sunrise Reservoir Retaining Wall / Site Impr.	210026	2013	\$ 110	\$ 450	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 560
WRF Demo Project		2014	\$ -	\$ 1,500	\$ 1,550	\$ -	\$ -	\$ -	\$ -	\$ 3,050
WRF Studies	210014	2014	\$ 634	\$ 50	\$ 52	\$ -	\$ -	\$ -	\$ -	\$ 736
<b>Subtotal</b>			<b>\$ 17,203</b>	<b>\$ 10,098</b>	<b>\$ 14,237</b>	<b>\$ 4,349</b>	<b>\$ 150</b>	<b>\$ 155</b>	<b>\$ 234</b>	<b>\$ 46,427</b>
<b>Developer Driven</b>										
Alpine High School D/P	209021	2013	\$ 14	\$ 93	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 107
Alpine Ranch Estates West D/P	210012	2014	\$ 2	\$ -	\$ 309	\$ -	\$ -	\$ -	\$ -	\$ 311
El Cap Pipeline D/P (Rios Canyon, Pecan Park 24-in)	2070000	2015	\$ -	\$ -	\$ 170	\$ 176	\$ -	\$ -	\$ -	\$ 346
Grossmont College Privatization	205021	2013	\$ 67	\$ 35	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 102
Pebble Beach Relief Sewer (Castlerock) (12-in upsize)	203033	Future	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 818	\$ 818
<b>Subtotal</b>			<b>\$ 83</b>	<b>\$ 128</b>	<b>\$ 479</b>	<b>\$ 176</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 818</b>	<b>\$ 1,684</b>

**PROPOSED CIP BUDGET 12/13 THRU 16/17  
PROJECT EXPENDITURES (THOUSANDS)**

Project Name	Job No.	Estimated Completion	Est. Cost to Date 6/30/12	12/13	13/14	14/15	15/16	16/17	Future	Total Cost (Incl. Inflation)
<b>COP Financing</b>										
5 Res Retrofit Ph 3 - West Victoria	208026	2013	\$ (4,474)	\$ (1,100)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (5,574)
Emergency Generator - Flinn Springs PS		2013	\$ -	\$ (800)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (800)
Emergency Generator - Rios Canyon PS		2013	\$ -	\$ (500)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (500)
ESA Sec. Supply Conn (incl Los Coches)	203032	2013	\$ (10,416)	\$ (50)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (10,466)
ESA Sec. Supply Conn Alt Site		2015	\$ (15)	\$ (3,000)	\$ (9,673)	\$ (1,454)	\$ -	\$ -	\$ -	\$ (14,142)
ESA Sec. Supply Conn Land Acquisition (2011)	211009	2013	\$ (120)	\$ (625)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (745)
ESA Sec. Supply Conn Mitigation & Monitoring		2013	\$ -	\$ (250)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (250)
Sunrise Reservoir Retaining Wall / Site Impr.		2013	\$ -	\$ (450)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (450)
<i>Subtotal</i>			\$ (15,025)	\$ (6,775)	\$ (9,673)	\$ (1,454)	\$ -	\$ -	\$ -	\$ (32,927)
<b>Grants &amp; Other Financing</b>										
CSC Ph 2 - OPS (Sale of Woodside Property)	205014	2014	\$ (486)	\$ (835)	\$ (1,395)	\$ -	\$ -	\$ -	\$ -	\$ (2,717)
El Monte GW / WRF Study - ARRA grant (25%)	205051	2012	\$ (84)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (84)
Financial Computer Syst Upgrade, Ops Conting Fund		2012	\$ (100)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (100)
Ops - Security Gates, Cell Phone Revenues		2019	\$ -	\$ -	\$ -	\$ (80)	\$ (83)	\$ (85)	\$ (137)	\$ (385)
WRF Demo Project - Grants		2014	\$ -	\$ (1,500)	\$ (1,550)	\$ -	\$ -	\$ -	\$ -	\$ (3,050)
WRF Studies, ARRA Grants	210014		\$ (17)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (17)
<i>Subtotal</i>			\$ (687)	\$ (2,335)	\$ (2,945)	\$ (80)	\$ (83)	\$ (85)	\$ (137)	\$ (6,352)
<b>Debt Service</b>										
AMR Debt Service	207029	2020	\$ 1,759	\$ 704	\$ 704	\$ 704	\$ 704	\$ 704	\$ 1,759	\$ 7,037
COP Debt Service (CIP Share)		2040	\$ 256	\$ 174	\$ 214	\$ 217	\$ 208	\$ 204	\$ 33,853	\$ 35,127
<i>Subtotal</i>				\$ 878	\$ 917	\$ 921	\$ 912	\$ 908	\$ 35,612	\$ 42,164
<b>TOTAL BUDGETED</b>			<b>\$ 11,727</b>	<b>\$ 9,237</b>	<b>\$ 10,413</b>	<b>\$ 9,832</b>	<b>\$ 9,023</b>	<b>\$ 10,577</b>	<b>\$ 60,611</b>	<b>\$ 123,435</b>

**PROPOSED CIP BUDGET 12/13 THRU 16/17  
PROJECT EXPENDITURES (THOUSANDS)**

Project Name	Job No.	Estimated Completion	Est. Cost to Date 6/30/12	12/13	13/14	14/15	15/16	16/17	Future	Total Cost (Incl. Inflation)
<b>BELOW THE LINE - UNBUDGETED, EXTERNAL FINANCING REQUIRED</b>										
Cuyamaca/Carlton Oaks Interconn Upsize		2019	\$ 8	\$ -	\$ -	\$ -	\$ -	\$ 618	\$ 1,494	\$ 2,120
Willowgrove Sewer, Phase 2 Constr	209006	2018	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 959	\$ 959
WRF Ph 1 Design (incl IPS)	210014	2016	\$ -	\$ -	\$ -	\$ 2,134	\$ 2,205	\$ -	\$ -	\$ 4,339
WRF Ph 1 Constr (WRF & AWT)	210014	2018	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,279	\$ 26,113	\$ 51,392
WRF Ph 1 Recycled Water Dist System		2018	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 882	\$ 912	\$ 1,794
WRF Ph 1 Recycled Water Retrofit		2018	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 294	\$ 303	\$ 597
<b>Subtotal</b>			<b>\$ 8</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,134</b>	<b>\$ 2,205</b>	<b>\$ 27,073</b>	<b>\$ 29,781</b>	<b>\$ 61,201</b>
<b>SRF Financing</b>										
Cuyamaca/Carlton Oaks Interconnect		2019	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (618)	\$ (1,494)	\$ (2,112)
Willowgrove Sewer, Ph 2 Construction	209006	2018	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (959)	\$ (959)
WRF Ph 1 Design (incl IPS)	210014	2016	\$ -	\$ -	\$ -	\$ (2,134)	\$ (2,205)	\$ -	\$ -	\$ (4,339)
WRF Ph 1 Constr	210014	2018	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (25,279)	\$ (26,113)	\$ (51,392)
WRF Ph 1 Recycled Water Dist System		2018	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (882)	\$ (912)	\$ (1,794)
WRF Ph 1 Recycled Water Retrofit		2018	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (294)	\$ (303)	\$ (597)
<b>Subtotal</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (2,134)</b>	<b>\$ (2,205)</b>	<b>\$ (27,073)</b>	<b>\$ (29,781)</b>	<b>\$ (61,193)</b>
<b>Title 16 Grants</b>										
WRF Ph 1 Design		2019	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (1,000)	\$ (1,000)
WRF Ph 1 Constr.		2021	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (11,100)	\$ (11,100)
WRF Ph 1 Recycled Water Dist Syst		2021	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (129)	\$ (129)
WRF Ph 1 Recycled Water Retrofit		2021	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (387)	\$ (387)
<b>Subtotal</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (11,616)</b>	<b>\$ (11,616)</b>
<b>Debt Service</b>										
Cuyamaca/Carlton Oaks Interconnect		2040	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,770	\$ 2,770
Willowgrove Sewer, Phase 2	209006	2040	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,280	\$ 1,280
WRF Ph 1 Design (incl IPS)	210014	2038	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,740	\$ 5,740
WRF Ph 1 Constr,	210014	2040	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 67,960	\$ 67,960
WRF Ph 1 Recycled Water Dist System		2040	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,380	\$ 2,380
WRF Ph 1 Recycled Water Retrofit		2040	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 790	\$ 790
<b>Subtotal</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 80,920</b>	<b>\$ 80,920</b>
<b>TOTAL BELOW THE LINE</b>			<b>\$ 8</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 0</b>	<b>\$ 69,304</b>	<b>\$ 69,312</b>

**PROPOSED CIP BUDGET 12/13 THRU 16/17**  
**UNBUDGETED AND FUTURE PROJECTS (THOUSANDS)**

Costs are present value based on January 2012 ENR LA CCI of 10,092.

Project Name	Job No.	Total Project Budget	Estimated Cost to Date 6/30/12	Estimated Remaining 6/30/12
<b>FUTURE / BEYOND 5 YEARS - MOVE UP AS BUDGET ALLOWS</b>				
Crest Pipeline Upsizes TBD		\$944	\$0	\$944
Crest Reservoir #11, #12 Replacement (2 MG)	203020	\$5,522	\$39	\$5,483
East Victoria Interconnect (12-inch) D/P	2120000	\$459	\$0	\$459
El Capitan Liner Replacement Project	2200000	\$19,376	\$0	\$19,376
El Capitan Pipeline Purchase		\$600	\$0	\$600
Engineering Data Access		\$50	\$0	\$50
Galloway Valley Res. Inlet/Outlet Upsize		\$201	\$0	\$201
Graves Ave Relief Sewer (10-, 12-, 15-in)	2080000	\$1,425	\$0	\$1,425
Harbison Canyon Trans. Upgrade - Section 1 (14-in)	211001	\$111	\$18	\$92
I-8 Crossing - 30-in abandonment and replacement		\$2,347	\$0	\$2,347
I-8 Crossing - Old Hwy 80/Blossom Valley Rd Parallel 8-in		\$786	\$0	\$786
IPS Grinders		\$350	\$0	\$350
Mountain View Pipeline Repl (12-in)	211002	\$1,508	\$34	\$1,474
Oak Creek Pump Station Upgrade (625 gpm)	2090000	\$169	\$0	\$169
Ops - SCADA Upgrades IPS		\$375	\$0	\$375
Ops - SCADA Upgrades Operations 2017		\$1,000	\$0	\$1,000
Ops - SCADA Upgrades WRF Hardware & PLC		\$375	\$0	\$375
Quick Connect for Mobile Pump	2120000	\$11	\$0	\$11
Reservoir Refurbishing - Future	2080000	\$2,508	\$0	\$2,508
Undefined Replacement - Retail Water Mains (2015-2019)	2100000	\$719	\$0	\$719
Undefined Replacement - Sewer Mains (2015-2019)	2110000	\$4,000	\$0	\$4,000
Undefined Replacement - Sewer Pump Stations (2010-2014)	2070000	\$407	\$0	\$407
Undefined Replacement - Sewer Pump Stations (2015-2019)	2110000	\$1,033	\$0	\$1,033
Undefined Replacement - Water Pump Stations (2016-2020)	2100000	\$4,747	\$0	\$4,747
Undefined Replacement - Water Pumps( 2016-2020)		\$309	\$0	\$309
Urban Water Management Plan 2020		\$100	\$0	\$100
Vulnerability Assessment Implementation	2030000	\$2,109	\$0	\$2,109
Water Pump Station Replacement (2011-2015) - El Capitan Booste	2160000	\$1,136	\$0	\$1,136
Wholesale Res Seismic Actuator	210025	\$269	\$19	\$250
WRF NPDES Permit Renewal 2019		\$255	\$0	\$255
<b>Subtotal</b>		<b>\$53,200</b>	<b>\$110</b>	<b>\$53,090</b>
<b>FUTURE / BEYOND 10 YEARS</b>				
ADA - Alpine	2140000	\$35	\$0	\$35
ADA - Operations	2140000	\$46	\$0	\$46
ADA - WRF	2140000	\$59	\$0	\$59
Alpine/Viejas Trans Main Extension (16-in)	2160000	\$612	\$0	\$612
Bend St Sewer Relief	2150000	\$312	\$0	\$312
East Mast/Riverford Relief Sewer (12- and 15-in)	2200000	\$3,195	\$0	\$3,195
East Mission Gorge Interceptor Participation	204008	\$7,085	\$41	\$7,044
ESA Reliability - Alpine Heights Pump Station (1600 gpm)	2110000	\$2,464	\$0	\$2,464
ESA Reliability - Alpine South Pump Station (1500 gpm)		\$2,859	\$0	\$2,859
ESA Reliability - Alpine West Pump Station (5100 gpm)	2110000	\$5,229	\$0	\$5,229
ESA Reliability - Alpine West Reservoir (2 MG)	2110000	\$5,498	\$0	\$5,498
ESA Reliability - Alpine West Trans. Main (12- and 16-in)		\$343	\$0	\$343
ESA Reliability - Harbison Canyon Trans. Upgrade - Section 2 (16-in)		\$1,150	\$0	\$1,150
ESA Reliability - Mountain Top Interconnect (12-in)	2090000	\$2,719	\$0	\$2,719
ESA Reliability - Rios Canyon Pump Station #2 Upgrade	2200000	\$1,017	\$0	\$1,017
Flinn Springs Pump Station #3 Upgrade	2200000	\$1,967	\$0	\$1,967
Magnolia Ave North Relief Sewer - Segment 2	2080000	\$1,289	\$0	\$1,289
Magnolia Ave South Relief Sewer - Segment 2	2080000	\$2,071	\$0	\$2,071
Mission Gorge Rd Relief Sewer (12-, 15-, 18-in)	2080000	\$1,273	\$0	\$1,273

**PROPOSED CIP BUDGET 12/13 THRU 16/17**  
**UNBUDGETED AND FUTURE PROJECTS (THOUSANDS)**

<b>Project Name</b>	<b>Job No.</b>	<b>Total Project Budget</b>	<b>Estimated Cost to Date 6/30/12</b>	<b>Estimated Remaining 6/30/12</b>
Oak Creek East Pump Station (1400 gpm)	2200000	\$0	\$0	\$0
Oak Creek East Reservoir D/P (0.75 MG)	2200000	\$504	\$0	\$504
Oak Creek East Reservoir Trans. Main D/P (12-in)	2200000	\$315	\$0	\$315
Spanish Bit Reservoir North Loop (10-in)	2120000	\$331	\$0	\$331
Sunrise Conversion to Recycled Water		\$329	\$0	\$329
Undefined Repl - Recycled Water Pumps (2020-2024)		\$396	\$0	\$396
Undefined Repl - Retail Water Mains (2020-2029)		\$1,432	\$0	\$1,432
Undefined Repl - Sewer Mains (2020-2024)		\$11,188	\$0	\$11,188
Undefined Repl - Water Pump Stations (2021-2025)		\$3,441	\$0	\$3,441
Viejas Mtn South Res Expansion & Repl		\$2,135	\$0	\$2,135
Woodrose/Woodpark Sewer Relief	2130000	\$2,302	\$0	\$2,302
<i>Subtotal</i>		<b>\$61,596</b>	<b>\$41</b>	<b>\$61,556</b>
<b>TOTAL FUTURE</b>		<b>\$114,797</b>	<b>\$151</b>	<b>\$114,645</b>

## EXHIBIT D

2013-2017 Five Year Business Plan

(See Chapters 1-12)

**PADRE DAM MUNICIPAL WATER DISTRICT**  
**Job Classifications and Salary Grades**  
**Fiscal Year Budget 2012-2013**  
**HOURLY WAGES BY GRADE\***

SALARY GRADE	Min.	Mid.	Max.
5	\$ 10.91	\$ 13.67	\$ 16.43
6	\$ 11.79	\$ 14.77	\$ 17.75
7	\$ 12.66	\$ 15.86	\$ 19.06
8	\$ 13.53	\$ 16.96	\$ 20.38
9	\$ 14.40	\$ 18.05	\$ 21.69
10	\$ 15.15	\$ 18.99	\$ 22.82
11	\$ 16.15	\$ 20.24	\$ 24.32
12	\$ 17.17	\$ 21.51	\$ 25.85
13	\$ 17.90	\$ 22.43	\$ 26.95
14	\$ 18.86	\$ 23.63	\$ 28.40
15	\$ 19.94	\$ 24.98	\$ 30.02
16	\$ 20.60	\$ 25.81	\$ 31.02
17	\$ 21.65	\$ 27.13	\$ 32.60
18	\$ 22.61	\$ 28.33	\$ 34.05
19	\$ 23.15	\$ 29.00	\$ 34.85
20	\$ 24.41	\$ 30.58	\$ 36.75
21	\$ 24.94	\$ 31.25	\$ 37.55
22	\$ 25.42	\$ 31.85	\$ 38.28
23	\$ 26.81	\$ 33.59	\$ 40.37
24	\$ 27.43	\$ 34.37	\$ 41.30
25	\$ 28.64	\$ 35.89	\$ 43.13
26	\$ 29.26	\$ 36.66	\$ 44.06

SALARY GRADE	Min.	Mid.	Max.
27	\$ 30.51	\$ 38.23	\$ 45.95
28	\$ 30.85	\$ 38.65	\$ 46.45
29	\$ 32.02	\$ 40.12	\$ 48.22
30	\$ 33.13	\$ 41.51	\$ 49.89
31	\$ 33.60	\$ 42.10	\$ 50.60
32	\$ 34.47	\$ 43.20	\$ 51.92
33	\$ 35.58	\$ 44.58	\$ 53.58
34	\$ 36.22	\$ 45.39	\$ 54.55
35	\$ 37.27	\$ 46.70	\$ 56.12
36	\$ 38.23	\$ 47.90	\$ 57.57
37	\$ 38.98	\$ 48.84	\$ 58.70
38	\$ 39.71	\$ 49.76	\$ 59.80
39	\$ 40.58	\$ 50.85	\$ 61.12
40	\$ 41.14	\$ 51.55	\$ 61.95
41	\$ 42.33	\$ 53.04	\$ 63.75
42	\$ 43.20	\$ 54.13	\$ 65.06
43	\$ 44.08	\$ 55.23	\$ 66.37
44	\$ 44.95	\$ 56.32	\$ 67.69
45	\$ 46.22	\$ 57.91	\$ 69.60
46	\$ 46.30	\$ 58.02	\$ 69.73
47	\$ 47.57	\$ 59.60	\$ 71.63
48	\$ 48.12	\$ 60.30	\$ 72.47

\* This schedule is for Year 1 only. In accordance with the MOU each year will be based on the February San Diego CPI-W.

PADRE DAM MUNICIPAL WATER DISTRICT  
Fiscal Year Budget 2012-2013  
Job Classification Schedule for All Employees

CLASSIFICATION	Salary Grade	HOURLY PAY RANGE*			MONTHLY PAY RANGE			ANNUAL PAY RANGE		
		Min.	Mid.	Max.	Min.	Mid.	Max.	Min.	Mid.	Max.
<i>Accountant</i>	23	\$26.81	\$33.59	\$40.37	\$4,647	\$5,822	\$6,997	\$55,765	\$69,867	\$83,970
<i>Accountant, Senior</i>	29	\$32.02	\$40.12	\$48.22	\$5,550	\$6,954	\$8,358	\$66,602	\$83,450	\$100,298
<i>Accounting Manager</i>	38	\$39.71	\$49.76	\$59.80	\$6,883	\$8,625	\$10,365	\$82,597	\$103,501	\$124,384
<i>Accounting Specialist</i>	13	\$17.90	\$22.43	\$26.95	\$3,103	\$3,888	\$4,671	\$37,232	\$46,654	\$56,056
<i>Accounting Specialist</i>	15	\$19.94	\$24.98	\$30.02	\$3,456	\$4,330	\$5,203	\$41,475	\$51,958	\$62,442
<i>Accounting Specialist</i>	17	\$21.65	\$27.13	\$32.60	\$3,753	\$4,703	\$5,651	\$45,032	\$56,430	\$67,808
<i>Administrative Assistant</i>	11	\$16.15	\$20.24	\$24.32	\$2,799	\$3,508	\$4,215	\$33,592	\$42,099	\$50,586
<i>Administrative Assistant</i>	13	\$17.90	\$22.43	\$26.95	\$3,103	\$3,888	\$4,671	\$37,232	\$46,654	\$56,056
<i>Administrative Assistant</i>	15	\$19.94	\$24.98	\$30.02	\$3,456	\$4,330	\$5,203	\$41,475	\$51,958	\$62,442
<i>Administrative Assistant</i>	18	\$22.61	\$28.33	\$34.05	\$3,919	\$4,911	\$5,902	\$47,029	\$58,926	\$70,824
<i>Assistant Operations Manager</i>	40	\$41.14	\$51.55	\$61.95	\$7,131	\$8,935	\$10,738	\$85,571	\$107,224	\$128,856
<i>Board Secretary</i>	27	\$30.51	\$38.23	\$45.95	\$5,288	\$6,627	\$7,965	\$63,461	\$79,518	\$95,576
<i>Cathodic Protection Program Coordinator</i>	25	\$28.64	\$35.89	\$43.13	\$4,964	\$6,221	\$7,476	\$59,571	\$74,651	\$89,710
<i>Cathodic Protection Program Coordinator</i>	27	\$30.51	\$38.23	\$45.95	\$5,288	\$6,627	\$7,965	\$63,461	\$79,518	\$95,576
<i>Cathodic Protection Program Coordinator</i>	30	\$33.13	\$41.51	\$49.89	\$5,743	\$7,195	\$8,648	\$68,910	\$86,341	\$103,771
<i>Communications Coordinator</i>	25	\$28.64	\$35.89	\$43.13	\$4,964	\$6,221	\$7,476	\$59,571	\$74,651	\$89,710
<i>Communications Manager</i>	35	\$37.27	\$46.70	\$56.12	\$6,460	\$8,095	\$9,727	\$77,522	\$97,136	\$116,730
<i>Communications Officer</i>	30	\$33.13	\$41.51	\$49.89	\$5,743	\$7,195	\$8,648	\$68,910	\$86,341	\$103,771
<i>Construction &amp; Maintenance Supervisor</i>	27	\$30.51	\$38.23	\$45.95	\$5,288	\$6,627	\$7,965	\$63,461	\$79,518	\$95,576
<i>Construction Equipment Operator</i>	18	\$22.61	\$28.33	\$34.05	\$3,919	\$4,911	\$5,902	\$47,029	\$58,926	\$70,824
<i>Construction Equipment Operator</i>	20	\$24.41	\$30.58	\$36.75	\$4,231	\$5,301	\$6,370	\$50,773	\$63,606	\$76,440
<i>Construction Inspector</i>	18	\$22.61	\$28.33	\$34.05	\$3,919	\$4,911	\$5,902	\$47,029	\$58,926	\$70,824
<i>Construction Inspector</i>	20	\$24.41	\$30.58	\$36.75	\$4,231	\$5,301	\$6,370	\$50,773	\$63,606	\$76,440
<i>Construction Inspector</i>	23	\$26.81	\$33.59	\$40.37	\$4,647	\$5,822	\$6,997	\$55,765	\$69,867	\$83,970
<i>Construction Inspector</i>	25	\$28.64	\$35.89	\$43.13	\$4,964	\$6,221	\$7,476	\$59,571	\$74,651	\$89,710
<i>Custodian</i>	10	\$15.15	\$18.99	\$22.82	\$2,626	\$3,292	\$3,955	\$31,512	\$39,499	\$47,466
<i>Customer Service Manager</i>	28	\$30.85	\$38.65	\$46.45	\$5,347	\$6,699	\$8,051	\$64,168	\$80,392	\$96,616
<i>Customer Service Representative</i>	11	\$16.15	\$20.24	\$24.32	\$2,799	\$3,508	\$4,215	\$33,592	\$42,099	\$50,586
<i>Customer Service Representative</i>	13	\$17.90	\$22.43	\$26.95	\$3,103	\$3,888	\$4,671	\$37,232	\$46,654	\$56,056
<i>Customer Service Representative</i>	15	\$19.94	\$24.98	\$30.02	\$3,456	\$4,330	\$5,203	\$41,475	\$51,958	\$62,442
<i>Director of Engineering &amp; Planning</i>	Uncl.	\$57.87	\$71.70	\$85.52	\$10,031	\$12,428	\$14,823	\$120,370	\$149,136	\$177,882
<i>Director of Finance/Chief Financial Officer</i>	Uncl.	\$57.87	\$71.70	\$85.52	\$10,031	\$12,428	\$14,823	\$120,370	\$149,136	\$177,882
<i>Director of Human Resources</i>	Uncl.	\$44.68	\$55.36	\$66.03	\$7,745	\$9,596	\$11,445	\$92,934	\$115,149	\$137,342
<i>Director of Operations &amp; Water Quality</i>	Uncl.	\$57.87	\$71.70	\$85.52	\$10,031	\$12,428	\$14,823	\$120,370	\$149,136	\$177,882

PADRE DAM MUNICIPAL WATER DISTRICT  
Fiscal Year Budget 2012-2013  
Job Classification Schedule for All Employees

CLASSIFICATION	Salary Grade	HOURLY PAY RANGE*			MONTHLY PAY RANGE			ANNUAL PAY RANGE		
		Min.	Mid.	Max.	Min.	Mid.	Max.	Min.	Mid.	Max.
<i>Director of Park &amp; Recreation</i>	Uncl.	\$45.99	\$57.63	\$69.27	\$7,972	\$9,989	\$12,007	\$95,659	\$119,870	\$144,082
<i>Distribution Maintenance Supervisor</i>	27	\$30.51	\$38.23	\$45.95	\$5,288	\$6,627	\$7,965	\$63,461	\$79,518	\$95,576
<i>Distribution Supervisor</i>	30	\$33.13	\$41.51	\$49.89	\$5,743	\$7,195	\$8,648	\$68,910	\$86,341	\$103,771
<i>Electrician/Instrumentation &amp; Control Supervisor</i>	30	\$33.13	\$41.51	\$49.89	\$5,743	\$7,195	\$8,648	\$68,910	\$86,341	\$103,771
<i>Electrician/Instrumentation &amp; Control Technician</i>	18	\$22.61	\$28.33	\$34.05	\$3,919	\$4,911	\$5,902	\$47,029	\$58,926	\$70,824
<i>Electrician/Instrumentation &amp; Control Technician</i>	22	\$25.42	\$31.85	\$38.28	\$4,406	\$5,521	\$6,635	\$52,874	\$66,248	\$79,622
<i>Electrician/Instrumentation &amp; Control Technician</i>	26	\$29.26	\$36.66	\$44.06	\$5,072	\$6,354	\$7,637	\$60,861	\$76,253	\$91,645
<i>Engineer</i>	29	\$32.02	\$40.12	\$48.22	\$5,550	\$6,954	\$8,358	\$66,602	\$83,450	\$100,298
<i>Engineer</i>	33	\$35.58	\$44.58	\$53.58	\$6,167	\$7,727	\$9,287	\$74,006	\$92,726	\$111,446
<i>Engineer</i>	36	\$38.23	\$47.90	\$57.57	\$6,627	\$8,303	\$9,979	\$79,518	\$99,632	\$119,746
<i>Engineer</i>	41	\$42.33	\$53.04	\$63.75	\$7,337	\$9,194	\$11,050	\$88,046	\$110,323	\$132,600
<i>Engineering Manager</i>	44	\$44.95	\$56.32	\$67.69	\$7,791	\$9,762	\$11,733	\$93,496	\$117,146	\$140,795
<i>Engineering Manager</i>	48	\$48.12	\$60.30	\$72.47	\$8,341	\$10,452	\$12,561	\$100,090	\$125,424	\$150,738
<i>Engineering Staff Assistant</i>	18	\$22.61	\$28.33	\$34.05	\$3,919	\$4,911	\$5,902	\$47,029	\$58,926	\$70,824
<i>Engineering Supervisor</i>	29	\$32.02	\$40.12	\$48.22	\$5,550	\$6,954	\$8,358	\$66,602	\$83,450	\$100,298
<i>Engineering Technician</i>	18	\$22.61	\$28.33	\$34.05	\$3,919	\$4,911	\$5,902	\$47,029	\$58,926	\$70,824
<i>Engineering Technician</i>	20	\$24.41	\$30.58	\$36.75	\$4,231	\$5,301	\$6,370	\$50,773	\$63,606	\$76,440
<i>Engineering Technician</i>	23	\$26.81	\$33.59	\$40.37	\$4,647	\$5,822	\$6,997	\$55,765	\$69,867	\$83,970
<i>Engineering Technician</i>	25	\$28.64	\$35.89	\$43.13	\$4,964	\$6,221	\$7,476	\$59,571	\$74,651	\$89,710
<i>Equipment Mechanic</i>	20	\$24.41	\$30.58	\$36.75	\$4,231	\$5,301	\$6,370	\$50,773	\$63,606	\$76,440
<i>Equipment Mechanic</i>	25	\$28.64	\$35.89	\$43.13	\$4,964	\$6,221	\$7,476	\$59,571	\$74,651	\$89,710
<i>Facilities Maintenance Worker</i>	12	\$17.17	\$21.51	\$25.85	\$2,976	\$3,728	\$4,481	\$35,714	\$44,741	\$53,768
<i>Facilities Maintenance Worker</i>	14	\$18.86	\$23.63	\$28.40	\$3,269	\$4,096	\$4,923	\$39,229	\$49,150	\$59,072
<i>Facilities Maintenance Worker</i>	17	\$21.65	\$27.13	\$32.60	\$3,753	\$4,703	\$5,651	\$45,032	\$56,430	\$67,808
<i>Facilities Maintenance Specialist</i>	23	\$26.81	\$33.59	\$40.37	\$4,647	\$5,822	\$6,997	\$55,765	\$69,867	\$83,970
<i>GIS/Mapping Administrator</i>	33	\$35.58	\$44.58	\$53.58	\$6,167	\$7,727	\$9,287	\$74,006	\$92,726	\$111,446
<i>GIS/Mapping Specialist</i>	20	\$24.41	\$30.58	\$36.75	\$4,231	\$5,301	\$6,370	\$50,773	\$63,606	\$76,440
<i>GIS/Mapping Specialist</i>	22	\$25.42	\$31.85	\$38.28	\$4,406	\$5,521	\$6,635	\$52,874	\$66,248	\$79,622
<i>GIS/Mapping Specialist</i>	24	\$27.43	\$34.37	\$41.30	\$4,755	\$5,957	\$7,159	\$57,054	\$71,490	\$85,904
<i>Human Resources Specialist</i>	20	\$24.41	\$30.58	\$36.75	\$4,231	\$5,301	\$6,370	\$50,773	\$63,606	\$76,440
<i>Human Resources Specialist</i>	25	\$28.64	\$35.89	\$43.13	\$4,964	\$6,221	\$7,476	\$59,571	\$74,651	\$89,710
<i>Industrial Code Compliance Specialist</i>	20	\$24.41	\$30.58	\$36.75	\$4,231	\$5,301	\$6,370	\$50,773	\$63,606	\$76,440
<i>Industrial Code Compliance Specialist</i>	23	\$26.81	\$33.59	\$40.37	\$4,647	\$5,822	\$6,997	\$55,765	\$69,867	\$83,970

PADRE DAM MUNICIPAL WATER DISTRICT  
Fiscal Year Budget 2012-2013  
Job Classification Schedule for All Employees

CLASSIFICATION	Salary Grade	HOURLY PAY RANGE*			MONTHLY PAY RANGE			ANNUAL PAY RANGE		
		Min.	Mid.	Max.	Min.	Mid.	Max.	Min.	Mid.	Max.
<i>Information Systems Manager</i>	44	\$44.95	\$56.32	\$67.69	\$7,791	\$9,762	\$11,733	\$93,496	\$117,146	\$140,795
<i>Information Systems Technical Specialist</i>	20	\$24.41	\$30.58	\$36.75	\$4,231	\$5,301	\$6,370	\$50,773	\$63,606	\$76,440
<i>Information Systems Technical Specialist</i>	24	\$27.43	\$34.37	\$41.30	\$4,755	\$5,957	\$7,159	\$57,054	\$71,490	\$85,904
<i>Information Systems Technical Specialist</i>	30	\$33.13	\$41.51	\$49.89	\$5,743	\$7,195	\$8,648	\$68,910	\$86,341	\$103,771
<i>Laboratory Analyst</i>	14	\$18.86	\$23.63	\$28.40	\$3,269	\$4,096	\$4,923	\$39,229	\$49,150	\$59,072
<i>Laboratory Analyst</i>	20	\$24.41	\$30.58	\$36.75	\$4,231	\$5,301	\$6,370	\$50,773	\$63,606	\$76,440
<i>Laboratory Analyst</i>	22	\$25.42	\$31.85	\$38.28	\$4,406	\$5,521	\$6,635	\$52,874	\$66,248	\$79,622
<i>Laboratory Analyst, Senior</i>	31	\$33.60	\$42.10	\$50.60	\$5,824	\$7,297	\$8,771	\$69,888	\$87,568	\$105,248
<i>Meter Services Administrator</i>	29	\$32.02	\$40.12	\$48.22	\$5,550	\$6,954	\$8,358	\$66,602	\$83,450	\$100,298
<i>Meter Shop Supervisor</i>	25	\$28.64	\$35.89	\$43.13	\$4,964	\$6,221	\$7,476	\$59,571	\$74,651	\$89,710
<i>Meter Technician</i>	14	\$18.86	\$23.63	\$28.40	\$3,269	\$4,096	\$4,923	\$39,229	\$49,150	\$59,072
<i>Meter Technician</i>	16	\$20.60	\$25.81	\$31.02	\$3,571	\$4,474	\$5,377	\$42,848	\$53,685	\$64,522
<i>Meter Technician</i>	18	\$22.61	\$28.33	\$34.05	\$3,919	\$4,911	\$5,902	\$47,029	\$58,926	\$70,824
<i>Operations Manager</i>	45	\$46.22	\$57.91	\$69.60	\$8,011	\$10,038	\$12,064	\$96,138	\$120,453	\$144,768
<i>Park &amp; Recreation Coordinator</i>	10	\$15.15	\$18.99	\$22.82	\$2,626	\$3,292	\$3,955	\$31,512	\$39,499	\$47,466
<i>Park &amp; Recreation Coordinator</i>	12	\$17.17	\$21.51	\$25.85	\$2,976	\$3,728	\$4,481	\$35,714	\$44,741	\$53,768
<i>Park &amp; Recreation Coordinator</i>	14	\$18.86	\$23.63	\$28.40	\$3,269	\$4,096	\$4,923	\$39,229	\$49,150	\$59,072
<i>Park &amp; Recreation Manager</i>	36	\$38.23	\$47.90	\$57.57	\$6,627	\$8,303	\$9,979	\$79,518	\$99,632	\$119,746
<i>Park &amp; Recreation Supervisor</i>	19	\$23.15	\$29.00	\$34.85	\$4,013	\$5,027	\$6,041	\$48,152	\$60,320	\$72,488
<i>Park &amp; Recreation Aide</i>	5	\$10.91	\$13.67	\$16.43	\$1,891	\$2,369	\$2,848	\$22,693	\$28,434	\$34,174
<i>Plant Manager</i>	35	\$37.27	\$46.70	\$56.12	\$6,460	\$8,095	\$9,727	\$77,522	\$97,136	\$116,730
<i>Recycled Water Operations Supervisor</i>	27	\$30.51	\$38.23	\$45.95	\$5,288	\$6,627	\$7,965	\$63,461	\$79,518	\$95,576
<i>Recycled Water Operator</i>	14	\$18.86	\$23.63	\$28.40	\$3,269	\$4,096	\$4,923	\$39,229	\$49,150	\$59,072
<i>Recycled Water Operator</i>	17	\$21.65	\$27.13	\$32.60	\$3,753	\$4,703	\$5,651	\$45,032	\$56,430	\$67,808
<i>Recycled Water Operator</i>	20	\$24.41	\$30.58	\$36.75	\$4,231	\$5,301	\$6,370	\$50,773	\$63,606	\$76,440
<i>Recycled Water Operator</i>	23	\$26.81	\$33.59	\$40.37	\$4,647	\$5,822	\$6,997	\$55,765	\$69,867	\$83,970
<i>Recycled Water Operator/Instrumentation Technician</i>	25	\$28.64	\$35.89	\$43.13	\$4,964	\$6,221	\$7,476	\$59,571	\$74,651	\$89,710
<i>Recycled Water Technician</i>	20	\$24.41	\$30.58	\$36.75	\$4,231	\$5,301	\$6,370	\$50,773	\$63,606	\$76,440
<i>Right of Way Agent</i>	25	\$28.64	\$35.89	\$43.13	\$4,964	\$6,221	\$7,476	\$59,571	\$74,651	\$89,710
<i>Right of Way Agent</i>	27	\$30.51	\$38.23	\$45.95	\$5,288	\$6,627	\$7,965	\$63,461	\$79,518	\$95,576
<i>Right of Way Agent</i>	30	\$33.13	\$41.51	\$49.89	\$5,743	\$7,195	\$8,648	\$68,910	\$86,341	\$103,771
<i>Safety &amp; Risk Manager</i>	31	\$33.60	\$42.10	\$50.60	\$5,824	\$7,297	\$8,771	\$69,888	\$87,568	\$105,248
<i>Safety &amp; Risk Manager</i>	40	\$41.14	\$51.55	\$61.95	\$7,131	\$8,935	\$10,738	\$85,571	\$107,224	\$128,856

PADRE DAM MUNICIPAL WATER DISTRICT  
Fiscal Year Budget 2012-2013  
Job Classification Schedule for All Employees

CLASSIFICATION	Salary Grade	HOURLY PAY RANGE*			MONTHLY PAY RANGE			ANNUAL PAY RANGE		
		Min.	Mid.	Max.	Min.	Mid.	Max.	Min.	Mid.	Max.
SCADA Technician	28	\$30.85	\$38.65	\$46.45	\$5,347	\$6,699	\$8,051	\$64,168	\$80,392	\$96,616
SCADA Technician	30	\$33.13	\$41.51	\$49.89	\$5,743	\$7,195	\$8,648	\$68,910	\$86,341	\$103,771
Staff Support (Minimum Wage)	N/A	\$8.00	*	*	\$1,387	*	*	\$16,640	*	*
Systems Operator/Technician	18	\$22.61	\$28.33	\$34.05	\$3,919	\$4,911	\$5,902	\$47,029	\$58,926	\$70,824
Systems Operator/Technician	19	\$23.15	\$29.00	\$34.85	\$4,013	\$5,027	\$6,041	\$48,152	\$60,320	\$72,488
Systems Operator/Technician	21	\$24.94	\$31.25	\$37.55	\$4,323	\$5,417	\$6,509	\$51,875	\$65,000	\$78,104
Systems Operator/Technician	23	\$26.81	\$33.59	\$40.37	\$4,647	\$5,822	\$6,997	\$55,765	\$69,867	\$83,970
Utility Worker	14	\$18.86	\$23.63	\$28.40	\$3,269	\$4,096	\$4,923	\$39,229	\$49,150	\$59,072
Utility Worker	17	\$21.65	\$27.13	\$32.60	\$3,753	\$4,703	\$5,651	\$45,032	\$56,430	\$67,808
Warehouse Specialist	18	\$22.61	\$28.33	\$34.05	\$3,919	\$4,911	\$5,902	\$47,029	\$58,926	\$70,824
Warehouse Specialist	20	\$24.41	\$30.58	\$36.75	\$4,231	\$5,301	\$6,370	\$50,773	\$63,606	\$76,440
Warehouse Worker	16	\$20.60	\$25.81	\$31.02	\$3,571	\$4,474	\$5,377	\$42,848	\$53,685	\$64,522
Wastewater Collection Systems Worker	14	\$18.86	\$23.63	\$28.40	\$3,269	\$4,096	\$4,923	\$39,229	\$49,150	\$59,072
Wastewater Collection Systems Worker	17	\$21.65	\$27.13	\$32.60	\$3,753	\$4,703	\$5,651	\$45,032	\$56,430	\$67,808
Wastewater Collection Systems Worker	18	\$22.61	\$28.33	\$34.05	\$3,919	\$4,911	\$5,902	\$47,029	\$58,926	\$70,824
Wastewater Collection Systems Worker	20	\$24.41	\$30.58	\$36.75	\$4,231	\$5,301	\$6,370	\$50,773	\$63,606	\$76,440
Water Quality Compliance Specialist	23	\$26.81	\$33.59	\$40.37	\$4,647	\$5,822	\$6,997	\$55,765	\$69,867	\$83,970
Water Quality Specialist	23	\$26.81	\$33.59	\$40.37	\$4,647	\$5,822	\$6,997	\$55,765	\$69,867	\$83,970

After Hours Duty Pay:

\$231.56

\* This schedule is for Year 1 only. In accordance with the MOU each year will be based on the February San Diego CPI-W.

## **RESOLUTION 2013-20**

### **RESOLUTION OF THE BOARD OF DIRECTORS OF THE PADRE DAM MUNICIPAL WATER DISTRICT REAFFIRMING THE FIVE-YEAR BUSINESS PLAN AND APPROVING CARRYOVERS AND MODIFICATIONS FOR FISCAL YEARS 2012/13 THROUGH 2016/17**

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, on June 6, 2012 the Board of Directors adopted Resolution 2012-32 adopting a five-year Business Plan and Budget for the Padre Dam Municipal Water District for the fiscal years 2012/13 through 2016/17; and

WHEREAS, on August 15, 2012, in accordance with Proposition 218 requirements, the Board of Directors adopted water and sewer rates through fiscal year 2017 to generate a sufficient multi-year revenue stream necessary to fund the Business Plan and Budget; and

WHEREAS, on November 7, 2012 the Board of Directors adopted Resolution 2012-52 approving a revised operating budget for fiscal year 2012/13 through fiscal years 2016/17; and

WHEREAS, in 2012, the Governmental Accounting Standard Board (GASB) issued Statement Number 51 (GASB 51), "Accounting and Financial Reporting for Intangible Assets," resulting in a major change in how the District accounts for intangible assets in the Business Plan and Budget; and

WHEREAS, pursuant to GASB 51, staff identified all District intangible assets that do not meet the requirements for capitalization, including all studies, plans and preliminary project work, and reclassified \$7.3 million between the Capital Improvement Plan (CIP) budget and the Operating budget for fiscal years 2013 through 2017; and

WHEREAS, prior to July 1 each year, the Board must reaffirm the Business Plan, including reprioritized spending priorities and carryovers for each fiscal year within the five-year plan; and

WHEREAS, the reclassification required by GASB 51, carryovers from FY 2012/13 and reprioritized spending priorities for the remaining four years of the Business Plan and Budget have 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 reaffirm the Business Plan and Budget and approve carryovers and modifications for fiscal years 2012/13 through 2016/17 as presented for the sound financial operation of the District.

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 Summary of the Operating Budgets for Retail Water, Recycled Water, Sewer and Park, for the Padre Dam Municipal Water District, a copy of which is attached hereto as Exhibit 'A', is hereby incorporated into the District's Business Plan and Budget for fiscal years 2012/13 through 2016/17.

Section 3. The Summary of the Capital Equipment Budget of the Padre Dam Municipal Water District, a copy of which is attached hereto as Exhibit 'B', is hereby incorporated into the District's Business Plan and Budget for fiscal years 2012/13 through 2016/17.

Section 4. The Summary of the Capital Improvement Plan Budget of the Padre Dam Municipal Water District, a copy of which is attached hereto as Exhibit 'C', is hereby incorporated into the District's Business Plan and Budget for fiscal years 2012/13 through 2016/17.

Section 5. The District's Business Plan and Budget for fiscal years 2012/13 through 2016/17 as modified by Exhibits A, B, and C, and including any carryovers from fiscal year 2012/13, is hereby reaffirmed.


Section 6. This Resolution shall take effect on July 1, 2013.

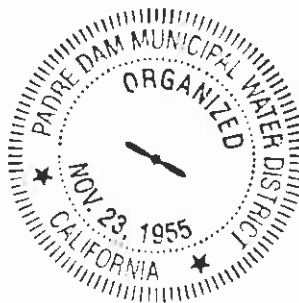
PASSED AND ADOPTED at a regular meeting of the Board of Directors of the Padre Dam Municipal Water District held on June 19, 2013, by the following vote:

AYES:	Caires, Peasley, Pommering, Scalzitti and Wilson
NOES:	None
ABSTAIN:	None
ABSENT:	None

ATTEST:

  
Board Secretary

  
Board President



**Padre Dam Municipal Water District**  
**Five Year Plan Budget, Year 2**  
**FY '13 - FY '17**  
**Combined Operations**

Exhibit A

	FY '13 Forecast YEAR 1	FY '14 Budget YEAR 2	FY '15 Budget YEAR 3	FY '16 Budget YEAR 4	FY '17 Budget YEAR 5	TOTAL
<b>Revenues:</b>						
Water Sales	\$ 25,127,175	\$ 26,294,230	\$ 27,970,864	\$ 29,212,315	\$ 30,498,436	\$ 139,103,020
Infrastructure Access Charge ("IAC")	821,364	834,843	841,113	841,113	841,113	4,179,546
Energy Billings	1,502,853	1,532,910	1,563,568	1,594,840	1,626,736	7,820,907
CWA/Metro Water Purchase Credits	288,698	288,698	288,698	288,698	288,698	1,443,490
Padre Dam Sewer Processing Revenue	1,959,038	2,056,989	2,159,839	2,267,831	2,381,222	10,824,919
Sewer Revenues	15,065,976	15,141,306	15,217,012	15,293,097	15,369,563	76,086,954
System Charges	7,361,385	7,866,103	8,243,957	8,636,814	9,045,691	41,153,950
Park Fees	4,602,246	4,548,937	4,659,090	4,846,859	4,965,628	23,622,760
Property Tax Subvention	2,325,000	2,348,250	2,371,733	2,395,450	2,419,404	11,859,837
Other Revenues	1,043,877	829,572	868,044	883,383	899,643	4,524,519
<b>Total Operating Revenues</b>	<b>60,097,612</b>	<b>61,741,838</b>	<b>64,183,918</b>	<b>66,260,400</b>	<b>68,336,134</b>	<b>320,619,902</b>
<b>Direct Costs:</b>						
Water Purchases	14,768,464	15,471,325	15,843,781	15,843,781	15,843,781	77,771,132
Infrastructure Access Charge ("IAC")	821,364	834,843	841,113	841,113	841,113	4,179,546
Energy Purchases	1,502,853	1,532,910	1,563,568	1,594,840	1,626,736	7,820,907
Sewer Metro Costs	3,977,520	3,731,659	3,731,659	3,731,659	3,731,659	18,904,156
Padre Dam Sewer Processing Fee	1,959,038	2,056,989	2,159,839	2,267,831	2,381,222	10,824,919
Fish Stocking	121,025	108,461	108,997	109,534	110,071	558,088
Park Purchases	149,411	144,836	144,836	144,836	144,836	728,755
<b>Total Direct Costs</b>	<b>23,299,675</b>	<b>23,881,023</b>	<b>24,393,793</b>	<b>24,533,594</b>	<b>24,679,418</b>	<b>120,787,503</b>
<b>Revenues Available for Operating Expenses</b>	<b>36,797,937</b>	<b>37,860,815</b>	<b>39,790,125</b>	<b>41,726,806</b>	<b>43,656,716</b>	<b>199,832,399</b>
<b>Operating Expenses:</b>						
Salary & Wages	11,242,551	11,982,135	12,532,362	12,942,380	13,557,001	62,256,429
Employee Benefits	6,763,673	7,142,969	7,550,241	8,054,716	8,865,676	38,377,275
Professional Services	1,320,314	3,147,434	2,274,660	2,293,985	2,046,268	11,082,661
Materials, Supplies, Vehicle & Building	3,701,165	4,444,200	4,414,816	4,490,462	4,594,735	21,645,378
Utilities	1,182,862	1,143,596	1,183,290	1,232,855	1,280,375	6,022,978
Administrative Expenses	1,043,491	1,300,614	1,342,638	1,377,470	1,411,641	6,475,854
Billing Credits	(2,903,162)	(3,219,983)	(2,714,172)	(2,698,191)	(2,930,178)	(14,465,686)
<b>Operating Expenses before Depreciation</b>	<b>22,350,894</b>	<b>25,940,965</b>	<b>26,583,835</b>	<b>27,693,677</b>	<b>28,825,518</b>	<b>131,394,889</b>
Depreciation and Amortization	6,527,035	7,627,703	8,533,427	9,008,504	9,293,994	40,990,663
<b>Operating Income (Loss)</b>	<b>7,920,008</b>	<b>4,292,147</b>	<b>4,672,863</b>	<b>5,024,625</b>	<b>5,537,204</b>	<b>27,446,847</b>
<b>Non-Operating Activity:</b>						
Interest Expense	(3,009,983)	(2,910,352)	(2,812,962)	(2,720,811)	(2,607,290)	(14,061,398)
Interest Income	202,042	142,154	224,260	243,730	402,474	1,214,660
Property Tax Debt	-	-	-	-	-	-
Gain (Loss) on Sale of Fixed Assets & Investments	-	-	-	-	-	-
Other Income	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-
<b>Total Non-Operating Activity</b>	<b>(2,807,941)</b>	<b>(2,768,198)</b>	<b>(2,588,702)</b>	<b>(2,477,081)</b>	<b>(2,204,816)</b>	<b>(12,846,738)</b>
<b>Revenues Over (Under) Expenses</b>	<b>5,112,067</b>	<b>1,523,949</b>	<b>2,084,161</b>	<b>2,547,544</b>	<b>3,332,388</b>	<b>14,600,109</b>
Interest Income - CEF	-	-	-	-	-	-
<b>Change in Net Assets</b>	<b>\$ 5,112,067</b>	<b>\$ 1,523,949</b>	<b>\$ 2,084,161</b>	<b>\$ 2,547,544</b>	<b>\$ 3,332,388</b>	<b>\$ 14,600,109</b>
<b>Fund Balances</b>						
<b>Add:</b>						
Depreciation and Amortization	6,527,035	7,627,703	8,533,427	9,008,504	9,293,994	40,990,663
Change in Payables/Receivables/ST Assets & Liabilities	-	-	-	-	-	-
Capacity Fees	1,393,325	700,000	700,000	700,000	700,000	4,193,325
2009 COP - Restricted	-	-	-	-	-	-
2009 COP - Transfers to CRF	-	-	-	-	-	-
2009 COP Funds Receivable / (Payable)	-	-	-	-	-	-
2009 COP Transfers / Woodside	5,008,810	12,774,368	4,316,631	-	-	22,099,809
Financing (Grants, SRF Loan, Other)	1,500,000	1,564,995	140,032	82,673	85,401	3,373,101
Contributed Capital	-	-	-	-	-	-
<b>Deduct:</b>						
Capital Improvements & Equipment	(12,094,410)	(24,082,535)	(14,911,133)	(8,468,346)	(10,004,475)	(69,560,899)
Debt Principal	(2,682,901)	(2,800,256)	(2,896,805)	(2,978,697)	(2,759,659)	(14,118,318)
Financing (Grants, SRF Loan, Woodside, Other)	(5,008,810)	(12,774,368)	(4,316,631)	-	-	(22,099,809)
Transfers between CRF and CEF	-	-	-	-	-	-
Capitalization of Contributed Capital	-	-	-	-	-	-
<b>Cash Generated (Used)</b>	<b>(244,884)</b>	<b>(15,466,144)</b>	<b>(6,350,318)</b>	<b>891,678</b>	<b>647,649</b>	<b>(20,522,019)</b>
<b>Beginning Fund Balance</b>	<b>59,202,639</b>	<b>58,957,755</b>	<b>43,491,611</b>	<b>37,141,293</b>	<b>38,032,971</b>	<b>59,202,639</b>
<b>Ending Fund Balance</b>	<b>\$ 58,957,755</b>	<b>\$ 43,491,611</b>	<b>\$ 37,141,293</b>	<b>\$ 38,032,971</b>	<b>\$ 38,680,620</b>	<b>\$ 38,680,620</b>

**Padre Dam Municipal Water District**  
**Five Year Plan Budget, Year 2**  
**FY '13 - FY '17**  
**Retail Water Operation**

Exhibit A

	FY '13 Forecast YEAR 1	FY '14 Budget YEAR 2	FY '15 Budget YEAR 3	FY '16 Budget YEAR 4	FY '17 Budget YEAR 5	TOTAL
<b>Revenues:</b>						
Water Sales	\$ 23,523,424	\$ 24,770,590	\$ 26,374,851	\$ 27,540,491	\$ 28,747,200	\$ 130,956,556
Infrastructure Access Charge ("IAC")	821,364	834,843	841,113	841,113	841,113	4,179,546
Energy Billings	1,502,853	1,532,910	1,563,568	1,594,840	1,626,736	7,820,907
CWA/Metro Water Purchase Credits	-	-	-	-	-	-
Padre Dam Sewer Processing Revenue	-	-	-	-	-	-
Sewer Revenues	-	-	-	-	-	-
System Charges	7,235,175	7,724,546	8,095,400	8,481,498	8,883,000	40,419,619
Park Fees	-	-	-	-	-	-
Property Tax Subvention	2,325,000	2,348,250	2,371,733	2,395,450	2,419,404	11,859,837
Other Revenues	1,028,877	814,572	853,044	868,383	884,643	4,449,519
<b>Total Operating Revenues</b>	<b>36,436,693</b>	<b>38,025,711</b>	<b>40,099,709</b>	<b>41,721,775</b>	<b>43,402,096</b>	<b>199,685,984</b>
<b>Direct Costs:</b>						
Water Purchases	14,768,464	15,471,325	15,843,781	15,843,781	15,843,781	77,771,132
Infrastructure Access Charge ("IAC")	821,364	834,843	841,113	841,113	841,113	4,179,546
Energy Purchases	1,502,853	1,532,910	1,563,568	1,594,840	1,626,736	7,820,907
Sewer Metro Costs	-	-	-	-	-	-
Padre Dam Sewer Processing Fee	-	-	-	-	-	-
Fish Stocking	-	-	-	-	-	-
Park Purchases	-	-	-	-	-	-
<b>Total Direct Costs</b>	<b>17,092,681</b>	<b>17,839,078</b>	<b>18,248,462</b>	<b>18,279,734</b>	<b>18,311,630</b>	<b>89,771,585</b>
<b>Revenues Available for Operating Expenses</b>	<b>19,344,012</b>	<b>20,186,633</b>	<b>21,851,247</b>	<b>23,442,041</b>	<b>25,090,466</b>	<b>109,914,399</b>
<b>Operating Expenses:</b>						
Salary & Wages	6,539,565	6,970,890	7,289,860	7,489,224	7,835,085	36,124,624
Employee Benefits	3,821,726	4,023,602	4,250,001	4,513,154	4,962,040	21,570,523
Professional Services	748,354	1,964,330	1,366,541	1,396,260	1,227,658	6,703,143
Materials, Supplies, Vehicle & Building	1,590,732	1,966,893	1,940,590	1,967,183	2,027,980	9,493,378
Utilities	101,035	100,179	103,493	107,198	110,863	522,768
Administrative Expenses	456,471	574,148	596,296	612,103	635,541	2,874,559
Billing Credits	(1,739,610)	(1,955,109)	(1,610,814)	(1,607,231)	(1,746,192)	(8,658,956)
<b>Operating Expenses before Depreciation</b>	<b>11,518,273</b>	<b>13,644,933</b>	<b>13,935,967</b>	<b>14,477,891</b>	<b>15,052,975</b>	<b>68,630,039</b>
Depreciation and Amortization	4,171,881	4,665,759	5,148,227	5,394,237	5,580,052	24,960,156
<b>Operating Income (Loss)</b>	<b>3,653,858</b>	<b>1,875,941</b>	<b>2,767,053</b>	<b>3,569,913</b>	<b>4,457,439</b>	<b>16,324,204</b>
<b>Non-Operating Activity:</b>						
Interest Expense	(2,044,905)	(2,009,340)	(1,877,568)	(1,809,963)	(1,751,722)	(9,493,498)
Interest Income	24,105	25,429	60,091	70,844	108,549	289,018
Property Tax Debt	-	-	-	-	-	-
Gain (Loss) on Sale of Fixed Assets & Investments	-	-	-	-	-	-
Other Income	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-
<b>Total Non-Operating Activity</b>	<b>(2,020,800)</b>	<b>(1,983,911)</b>	<b>(1,817,477)</b>	<b>(1,739,119)</b>	<b>(1,643,173)</b>	<b>(9,204,480)</b>
<b>Revenues Over (Under) Expenses</b>	<b>1,633,058</b>	<b>(107,970)</b>	<b>949,576</b>	<b>1,830,794</b>	<b>2,814,266</b>	<b>7,119,724</b>
Interest Income - CEF	-	-	-	-	-	-
<b>Change in Net Assets</b>	<b>\$ 1,633,058</b>	<b>\$ (107,970)</b>	<b>\$ 949,576</b>	<b>\$ 1,830,794</b>	<b>\$ 2,814,266</b>	<b>\$ 7,119,724</b>
<b>Fund Balances</b>						
<b>Add:</b>						
Depreciation and Amortization	4,171,881	4,665,759	5,148,227	5,394,237	5,580,052	24,960,156
Change in Payables/Receivables/ST Assets & Liabilities	-	-	-	-	-	-
Capacity Fees	595,930	379,534	379,534	379,534	379,534	2,114,066
2009 COP - Restricted	-	-	-	-	-	-
2009 COP - Transfers to CRF	-	-	-	-	-	-
2009 COP Funds Receivable / (Payable)	1,779,825	-	-	-	-	1,779,825
2009 COP Transfers / Woodside	4,172,312	8,093,142	2,710,466	-	-	14,975,920
Financing (Grants, SRF Loan, Other)	-	-	-	-	-	-
Contributed Capital	-	-	-	-	-	-
<b>Deduct:</b>						
Capital Improvements & Equipment	(7,126,284)	(11,799,745)	(6,761,597)	(5,751,309)	(8,448,702)	(39,887,637)
Debt Principal	(1,272,321)	(1,332,791)	(1,377,825)	(1,410,930)	(1,423,215)	(6,817,082)
Financing (Grants, SRF Loan, Woodside, Other)	-	-	-	-	-	-
Transfers between CRF and CEF	(419,028)	(1,314,590)	(2,101,590)	(664,503)	(506,445)	(5,006,156)
Capitalization of Contributed Capital	-	-	-	-	-	-
<b>Cash Generated (Used)</b>	<b>3,535,373</b>	<b>(1,416,661)</b>	<b>(1,053,209)</b>	<b>(222,177)</b>	<b>(1,604,510)</b>	<b>(761,184)</b>
<b>Beginning Fund Balance</b>	<b>7,359,038</b>	<b>10,894,411</b>	<b>9,477,750</b>	<b>8,424,541</b>	<b>8,202,364</b>	<b>7,359,038</b>
<b>Ending Fund Balance</b>	<b>\$ 10,894,411</b>	<b>\$ 9,477,750</b>	<b>\$ 8,424,541</b>	<b>\$ 8,202,364</b>	<b>\$ 6,597,854</b>	<b>\$ 6,597,854</b>

**Padre Dam Municipal Water District**  
**Five Year Plan Budget, Year 2**  
**FY '13 - FY '17**  
**Recycled Water Operation**

Exhibit A

	FY '13 Forecast YEAR 1	FY '14 Budget YEAR 2	FY '15 Budget YEAR 3	FY '16 Budget YEAR 4	FY '17 Budget YEAR 5	TOTAL
<b>Revenues:</b>						
Water Sales	\$ 1,603,751	\$ 1,523,640	\$ 1,596,013	\$ 1,671,824	\$ 1,751,236	\$ 8,146,464
Infrastructure Access Charge ("IAC")	-	-	-	-	-	-
Energy Billings	-	-	-	-	-	-
CWA/Metro Water Purchase Credits	288,698	288,698	288,698	288,698	288,698	1,443,490
Padre Dam Sewer Processing Revenue	1,959,038	2,056,989	2,159,839	2,267,831	2,381,222	10,824,919
Sewer Revenues	-	-	-	-	-	-
System Charges	126,210	141,557	148,557	155,316	162,691	734,331
Park Fees	-	-	-	-	-	-
Property Tax Subvention	-	-	-	-	-	-
Other Revenues	-	-	-	-	-	-
<b>Total Operating Revenues</b>	<b>3,977,697</b>	<b>4,010,884</b>	<b>4,193,107</b>	<b>4,383,669</b>	<b>4,583,847</b>	<b>21,149,204</b>
<b>Direct Costs:</b>						
Water Purchases	-	-	-	-	-	-
Infrastructure Access Charge ("IAC")	-	-	-	-	-	-
Energy Purchases	-	-	-	-	-	-
Sewer Metro Costs	-	-	-	-	-	-
Padre Dam Sewer Processing Fee	-	-	-	-	-	-
Fish Stocking	-	-	-	-	-	-
Park Purchases	-	-	-	-	-	-
<b>Total Direct Costs</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Revenues Available for Operating Expenses</b>	<b>3,977,697</b>	<b>4,010,884</b>	<b>4,193,107</b>	<b>4,383,669</b>	<b>4,583,847</b>	<b>21,149,204</b>
<b>Operating Expenses:</b>						
Salary & Wages	839,407	894,771	935,713	961,303	1,005,698	4,636,892
Employee Benefits	512,958	540,055	570,442	605,763	666,013	2,895,231
Professional Services	49,905	130,994	91,129	93,111	81,868	447,007
Materials, Supplies, Vehicle & Building	247,053	305,473	301,388	305,518	314,960	1,474,392
Utilities	170,183	168,741	174,322	180,564	186,736	880,546
Administrative Expenses	67,579	85,001	88,279	90,620	94,089	425,568
Billing Credits	(246,275)	(276,783)	(228,042)	(227,535)	(247,207)	(1,225,842)
<b>Operating Expenses before Depreciation</b>	<b>1,640,810</b>	<b>1,848,252</b>	<b>1,933,231</b>	<b>2,009,344</b>	<b>2,102,157</b>	<b>9,533,794</b>
Depreciation and Amortization	631,600	930,635	1,215,545	1,310,263	1,375,975	5,464,018
<b>Operating Income (Loss)</b>	<b>1,705,287</b>	<b>1,231,997</b>	<b>1,044,331</b>	<b>1,064,062</b>	<b>1,105,715</b>	<b>6,151,392</b>
<b>Non-Operating Activity:</b>						
Interest Expense	(154,941)	(132,243)	(108,407)	(83,029)	(55,501)	(534,121)
Interest Income	24,046	23,606	50,066	56,549	98,419	252,686
Property Tax Debt	-	-	-	-	-	-
Gain (Loss) on Sale of Fixed Assets & Investments	-	-	-	-	-	-
Other Income	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-
<b>Total Non-Operating Activity</b>	<b>(130,895)</b>	<b>(108,637)</b>	<b>(58,341)</b>	<b>(26,480)</b>	<b>42,918</b>	<b>(281,435)</b>
<b>Revenues Over (Under) Expenses</b>	<b>1,574,392</b>	<b>1,123,360</b>	<b>985,990</b>	<b>1,037,582</b>	<b>1,148,633</b>	<b>5,869,957</b>
Interest Income - CEF	-	-	-	-	-	-
<b>Change in Net Assets</b>	<b>\$ 1,574,392</b>	<b>\$ 1,123,360</b>	<b>\$ 985,990</b>	<b>\$ 1,037,582</b>	<b>\$ 1,148,633</b>	<b>\$ 5,869,957</b>
<b>Fund Balances</b>						
Add:						
Depreciation and Amortization	631,600	930,635	1,215,545	1,310,263	1,375,975	5,464,018
Change in Payables/Receivables/ST Assets & Liabilities	-	-	-	-	-	-
Capacity Fees	-	-	-	-	-	-
2009 COP - Restricted	-	-	-	-	-	-
2009 COP - Transfers to CRF	-	-	-	-	-	-
2009 COP Funds Receivable / (Payable)	-	-	-	-	-	-
2009 COP Transfers / Woodside	4,070	22,200	143,195	-	-	169,465
Financing (Grants, SRF Loan, Other)	-	-	-	-	-	-
Contributed Capital	-	-	-	-	-	-
Deduct:						
Capital Improvements & Equipment	(471,748)	(1,453,355)	(787,921)	(624,784)	(440,570)	(3,778,378)
Debt Principal	(752,899)	(778,674)	(801,890)	(825,664)	(666,346)	(3,825,473)
Financing (Grants, SRF Loan, Woodside, Other)	-	-	-	-	-	-
Transfers between CRF and CEF	(279,352)	(876,393)	(1,401,060)	(443,002)	(337,630)	(3,337,437)
Capitalization of Contributed Capital	-	-	-	-	-	-
<b>Cash Generated (Used)</b>	<b>706,063</b>	<b>(1,032,227)</b>	<b>(646,141)</b>	<b>454,395</b>	<b>1,080,062</b>	<b>562,152</b>
<b>Beginning Fund Balance</b>	<b>5,753,993</b>	<b>6,460,056</b>	<b>5,427,829</b>	<b>4,781,688</b>	<b>5,236,083</b>	<b>5,753,993</b>
<b>Ending Fund Balance</b>	<b>\$ 6,460,056</b>	<b>\$ 5,427,829</b>	<b>\$ 4,781,688</b>	<b>\$ 5,236,083</b>	<b>\$ 6,316,145</b>	<b>\$ 6,316,145</b>

**Padre Dam Municipal Water District**  
**Five Year Plan Budget, Year 2**  
**FY '13 - FY '17**  
**Sewer Operation**

Exhibit A

	FY '13 Forecast YEAR 1	FY '14 Budget YEAR 2	FY '15 Budget YEAR 3	FY '16 Budget YEAR 4	FY '17 Budget YEAR 5	TOTAL
<b>Revenues:</b>						
Water Sales	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Infrastructure Access Charge ("IAC")	-	-	-	-	-	-
Energy Billings	-	-	-	-	-	-
CWA/Metro Water Purchase Credits	-	-	-	-	-	-
Padre Dam Sewer Processing Revenue	-	-	-	-	-	-
Sewer Revenues	15,065,976	15,141,306	15,217,012	15,293,097	15,369,563	76,086,954
System Charges	-	-	-	-	-	-
Park Fees	-	-	-	-	-	-
Property Tax Subvention	-	-	-	-	-	-
Other Revenues	15,000	15,000	15,000	15,000	15,000	75,000
<b>Total Operating Revenues</b>	<b>15,080,976</b>	<b>15,156,306</b>	<b>15,232,012</b>	<b>15,308,097</b>	<b>15,384,563</b>	<b>76,161,954</b>
<b>Direct Costs:</b>						
Water Purchases	-	-	-	-	-	-
Infrastructure Access Charge ("IAC")	-	-	-	-	-	-
Energy Purchases	-	-	-	-	-	-
Sewer Metro Costs	3,977,520	3,731,659	3,731,659	3,731,659	3,731,659	18,904,156
Padre Dam Sewer Processing Fee	1,959,038	2,056,989	2,159,839	2,267,831	2,381,222	10,824,919
Fish Stocking	-	-	-	-	-	-
Park Purchases	-	-	-	-	-	-
<b>Total Direct Costs</b>	<b>5,936,558</b>	<b>5,788,648</b>	<b>5,891,498</b>	<b>5,999,490</b>	<b>6,112,881</b>	<b>29,729,075</b>
<b>Revenues Available for Operating Expenses</b>	<b>9,144,418</b>	<b>9,367,658</b>	<b>9,340,514</b>	<b>9,308,607</b>	<b>9,271,682</b>	<b>46,432,879</b>
<b>Operating Expenses:</b>						
Salary & Wages	2,895,286	3,086,248	3,227,467	3,315,732	3,468,856	15,993,589
Employee Benefits	1,875,465	1,974,534	2,085,636	2,214,775	2,435,060	10,585,470
Professional Services	298,552	783,659	545,174	557,031	489,768	2,674,184
Materials, Supplies, Vehicle & Building	1,277,633	1,579,755	1,558,629	1,579,988	1,628,818	7,624,823
Utilities	417,502	413,964	427,657	442,969	458,111	2,160,203
Administrative Expenses	372,222	468,179	486,239	499,129	518,241	2,344,010
Billing Credits	(918,305)	(1,032,063)	(850,316)	(848,425)	(921,779)	(4,570,888)
<b>Operating Expenses before Depreciation</b>	<b>6,218,355</b>	<b>7,274,276</b>	<b>7,480,486</b>	<b>7,761,199</b>	<b>8,077,075</b>	<b>36,811,391</b>
Depreciation and Amortization	984,097	1,150,327	1,237,951	1,336,950	1,348,642	6,057,967
<b>Operating Income (Loss)</b>	<b>1,941,966</b>	<b>943,055</b>	<b>622,077</b>	<b>210,458</b>	<b>(154,035)</b>	<b>3,563,521</b>
<b>Non-Operating Activity:</b>						
Interest Expense	(46,608)	(37,322)	(27,758)	(17,906)	(7,287)	(136,881)
Interest Income	49,153	48,449	97,518	102,550	170,023	467,693
Property Tax Debt	-	-	-	-	-	-
Gain (Loss) on Sale of Fixed Assets & Investments	-	-	-	-	-	-
Other Income	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-
<b>Total Non-Operating Activity</b>	<b>2,545</b>	<b>11,127</b>	<b>69,760</b>	<b>84,644</b>	<b>162,736</b>	<b>330,812</b>
<b>Revenues Over (Under) Expenses</b>	<b>1,944,511</b>	<b>954,182</b>	<b>691,837</b>	<b>295,102</b>	<b>8,701</b>	<b>3,894,333</b>
Interest Income - CEF	-	-	-	-	-	-
<b>Change in Net Assets</b>	<b>\$ 1,944,511</b>	<b>\$ 954,182</b>	<b>\$ 691,837</b>	<b>\$ 295,102</b>	<b>\$ 8,701</b>	<b>\$ 3,894,333</b>
<b>Fund Balances</b>						
<b>Add:</b>						
Depreciation and Amortization	984,097	1,150,327	1,237,951	1,336,950	1,348,642	6,057,967
Change in Payables/Receivables/ST Assets & Liabilities	-	-	-	-	-	-
Capacity Fees	312,664	210,097	210,097	210,097	210,097	1,153,052
2009 COP - Restricted	-	-	-	-	-	-
2009 COP - Transfers to CRF	-	-	-	-	-	-
2009 COP Funds Receivable / (Payable)	-	-	-	-	-	-
2009 COP Transfers / Woodside	14,080	76,800	495,378	-	-	586,258
Financing (Grants, SRF Loan, Other)	-	-	-	-	-	-
Contributed Capital	-	-	-	-	-	-
<b>Deduct:</b>						
Capital Improvements & Equipment	(1,140,959)	(2,998,360)	(2,365,363)	(1,480,531)	(648,681)	(8,633,894)
Debt Principal	(309,606)	(318,891)	(328,455)	(338,307)	(252,242)	(1,547,501)
Financing (Grants, SRF Loan, Woodside, Other)	-	-	-	-	-	-
Transfers between CRF and CEF	-	-	-	-	-	-
Capitalization of Contributed Capital	-	-	-	-	-	-
<b>Cash Generated (Used)</b>	<b>1,804,787</b>	<b>(925,845)</b>	<b>(58,555)</b>	<b>23,311</b>	<b>666,517</b>	<b>1,510,215</b>
<b>Beginning Fund Balance</b>	<b>10,552,997</b>	<b>12,357,784</b>	<b>11,431,939</b>	<b>11,373,384</b>	<b>11,396,695</b>	<b>10,552,997</b>
<b>Ending Fund Balance</b>	<b>\$ 12,357,784</b>	<b>\$ 11,431,939</b>	<b>\$ 11,373,384</b>	<b>\$ 11,396,695</b>	<b>\$ 12,063,212</b>	<b>\$ 12,063,212</b>

**Padre Dam Municipal Water District**  
**Five Year Plan Budget, Year 2**  
**FY '13 - FY '17**  
**Park Operation**

Exhibit A

	FY '13 Forecast YEAR 1	FY '14 Budget YEAR 2	FY '15 Budget YEAR 3	FY '16 Budget YEAR 4	FY '17 Budget YEAR 5	TOTAL
<b>Revenues:</b>						
Water Sales	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Infrastructure Access Charge ("IAC")	-	-	-	-	-	-
Energy Billings	-	-	-	-	-	-
CWA/Metro Water Purchase Credits	-	-	-	-	-	-
Padre Dam Sewer Processing Revenue	-	-	-	-	-	-
Sewer Revenues	-	-	-	-	-	-
System Charges	-	-	-	-	-	-
Park Fees	4,602,246	4,548,937	4,659,090	4,846,859	4,965,628	23,622,760
Property Tax Subvention	-	-	-	-	-	-
Other Revenues	-	-	-	-	-	-
<b>Total Operating Revenues</b>	<b>4,602,246</b>	<b>4,548,937</b>	<b>4,659,090</b>	<b>4,846,859</b>	<b>4,965,628</b>	<b>23,622,760</b>
<b>Direct Costs:</b>						
Water Purchases	-	-	-	-	-	-
Infrastructure Access Charge ("IAC")	-	-	-	-	-	-
Energy Purchases	-	-	-	-	-	-
Sewer Metro Costs	-	-	-	-	-	-
Padre Dam Sewer Processing Fee	-	-	-	-	-	-
Fish Stocking	121,025	108,461	108,997	109,534	110,071	558,088
Park Purchases	149,411	144,836	144,836	144,836	144,836	728,755
<b>Total Direct Costs</b>	<b>270,436</b>	<b>253,297</b>	<b>253,833</b>	<b>254,370</b>	<b>254,907</b>	<b>1,286,843</b>
<b>Revenues Available for Operating Expenses</b>	<b>4,331,810</b>	<b>4,295,640</b>	<b>4,405,257</b>	<b>4,592,489</b>	<b>4,710,721</b>	<b>22,335,917</b>
<b>Operating Expenses:</b>						
Salary & Wages	968,293	1,030,226	1,079,322	1,176,121	1,247,362	5,501,324
Employee Benefits	553,524	604,778	644,162	721,024	802,563	3,326,051
Professional Services	223,503	268,451	271,816	247,583	246,974	1,258,327
Materials, Supplies, Vehicle & Building	585,747	592,079	614,209	637,773	622,977	3,052,785
Utilities	494,142	460,712	477,818	502,124	524,665	2,459,461
Administrative Expenses	147,219	173,286	171,824	175,618	163,770	831,717
Billing Credits	1,028	43,972	(25,000)	(15,000)	(15,000)	(10,000)
<b>Operating Expenses before Depreciation</b>	<b>2,973,456</b>	<b>3,173,504</b>	<b>3,234,151</b>	<b>3,445,243</b>	<b>3,593,311</b>	<b>16,419,665</b>
Depreciation and Amortization	736,237	877,720	927,921	963,102	985,373	4,490,353
<b>Operating Income (Loss)</b>	<b>622,117</b>	<b>244,416</b>	<b>243,185</b>	<b>184,144</b>	<b>132,037</b>	<b>1,425,899</b>
<b>Non-Operating Activity:</b>						
Interest Expense	(250,043)	(211,809)	(197,615)	(182,568)	(166,615)	(1,008,650)
Interest Income	4,738	4,670	11,585	13,787	25,483	60,263
Property Tax Debt	-	-	-	-	-	-
Gain (Loss) on Sale of Fixed Assets & Investments	-	-	-	-	-	-
Other Income	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-
<b>Total Non-Operating Activity</b>	<b>(245,305)</b>	<b>(207,139)</b>	<b>(186,030)</b>	<b>(168,781)</b>	<b>(141,132)</b>	<b>(948,387)</b>
<b>Revenues Over (Under) Expenses</b>	<b>376,812</b>	<b>37,277</b>	<b>57,155</b>	<b>15,363</b>	<b>(9,095)</b>	<b>477,512</b>
Interest Income - CEF	-	-	-	-	-	-
<b>Change in Net Assets</b>	<b>\$ 376,812</b>	<b>\$ 37,277</b>	<b>\$ 57,155</b>	<b>\$ 15,363</b>	<b>\$ (9,095)</b>	<b>\$ 477,512</b>
<b>Fund Balances</b>						
<b>Add:</b>						
Depreciation and Amortization	736,237	877,720	927,921	963,102	985,373	4,490,353
Change in Payables/Receivables/ST Assets & Liabilities	-	-	-	-	-	-
Capacity Fees	-	-	-	-	-	-
2009 COP - Restricted	-	-	-	-	-	-
2009 COP - Transfers to CRF	-	-	-	-	-	-
2009 COP Funds Receivable / (Payable)	-	-	-	-	-	-
2009 COP Transfers / Woodside	-	-	-	-	-	-
Financing (Grants, SRF Loan, Other)	-	-	-	-	-	-
Contributed Capital	-	-	-	-	-	-
<b>Deduct:</b>						
Capital Improvements & Equipment	(495,725)	(588,675)	(407,500)	(310,000)	(207,500)	(2,009,400)
Debt Principal	(333,190)	(346,700)	(360,390)	(374,291)	(388,351)	(1,802,922)
Financing (Grants, SRF Loan, Woodside, Other)	-	-	-	-	-	-
Transfers between CRF and CEF	-	-	-	-	-	-
Capitalization of Contributed Capital	-	-	-	-	-	-
<b>Cash Generated (Used)</b>	<b>284,134</b>	<b>(20,378)</b>	<b>217,186</b>	<b>294,174</b>	<b>380,427</b>	<b>1,155,543</b>
<b>Beginning Fund Balance</b>	<b>1,050,643</b>	<b>1,334,777</b>	<b>1,314,399</b>	<b>1,531,585</b>	<b>1,825,759</b>	<b>1,050,643</b>
<b>Ending Fund Balance</b>	<b>\$ 1,334,777</b>	<b>\$ 1,314,399</b>	<b>\$ 1,531,585</b>	<b>\$ 1,825,759</b>	<b>\$ 2,206,186</b>	<b>\$ 2,206,186</b>

**Padre Dam Municipal Water District**  
**Five Year Plan Budget, Year 2**  
**FY '13 - FY '17**  
**CEF and Restricted Funds**

Exhibit A

	FY '13 <u>Forecast</u> YEAR 1	FY '14 <u>Budget</u> YEAR 2	FY '15 <u>Budget</u> YEAR 3	FY '16 <u>Budget</u> YEAR 4	FY '17 <u>Budget</u> YEAR 5	TOTAL
<b>Revenues:</b>						
Water Sales	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Infrastructure Access Charge ("IAC")	-	-	-	-	-	-
Energy Billings	-	-	-	-	-	-
CWA/Metro Water Purchase Credits	-	-	-	-	-	-
Padre Dam Sewer Processing Revenue	-	-	-	-	-	-
Sewer Revenues	-	-	-	-	-	-
System Charges	-	-	-	-	-	-
Park Fees	-	-	-	-	-	-
Property Tax Subvention	-	-	-	-	-	-
Other Revenues	-	-	-	-	-	-
<b>Total Operating Revenues</b>	-	-	-	-	-	-
<b>Direct Costs:</b>						
Water Purchases	-	-	-	-	-	-
Infrastructure Access Charge ("IAC")	-	-	-	-	-	-
Energy Purchases	-	-	-	-	-	-
Sewer Metro Costs	-	-	-	-	-	-
Padre Dam Sewer Processing Fee	-	-	-	-	-	-
Fish Stocking	-	-	-	-	-	-
Park Purchases	-	-	-	-	-	-
<b>Total Direct Costs</b>	-	-	-	-	-	-
<b>Revenues Available for Operating Expenses</b>	-	-	-	-	-	-
<b>Operating Expenses:</b>						
Salary & Wages	-	-	-	-	-	-
Employee Benefits	-	-	-	-	-	-
Professional Services	-	-	-	-	-	-
Materials, Supplies, Vehicle & Building	-	-	-	-	-	-
Utilities	-	-	-	-	-	-
Administrative Expenses	-	-	-	-	-	-
Billing Credits	-	-	-	-	-	-
<b>Operating Expenses before Depreciation</b>	-	-	-	-	-	-
Depreciation and Amortization	3,220	3,262	3,783	3,952	3,952	18,169
<b>Operating Income (Loss)</b>	(3,220)	(3,262)	(3,783)	(3,952)	(3,952)	(18,169)
<b>Non-Operating Activity:</b>						
Interest Expense	(513,486)	(519,638)	(601,614)	(627,345)	(626,165)	(2,888,248)
Interest Income	100,000	40,000	5,000	-	-	145,000
Property Tax Debt	-	-	-	-	-	-
Gain (Loss) on Sale of Fixed Assets & Investments	-	-	-	-	-	-
Other Income	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-
<b>Total Non-Operating Activity</b>	(413,486)	(479,638)	(596,614)	(627,345)	(626,165)	(2,743,248)
<b>Revenues Over (Under) Expenses</b>	(416,706)	(482,900)	(600,397)	(631,297)	(630,117)	(2,761,417)
Interest Income - CEF	-	-	-	-	-	-
<b>Change in Net Assets</b>	\$ (416,706)	\$ (482,900)	\$ (600,397)	\$ (631,297)	\$ (630,117)	\$ (2,761,417)
<b>Fund Balances</b>						
Add:						
Depreciation and Amortization	3,220	3,262	3,783	3,952	3,952	18,169
Change in Payables/Receivables/ST Assets & Liabilities	-	-	-	-	-	-
Capacity Fees	484,731	110,369	110,369	110,369	110,369	926,207
2009 COP - Restricted	-	-	-	-	-	-
2009 COP - Transfers to CRF	-	-	-	-	-	-
2009 COP Funds Receivable / (Payable)	(1,779,825)	-	-	-	-	(1,779,825)
2009 COP Transfers / Woodside	818,348	4,582,226	967,592	-	-	6,368,166
Financing (Grants, SRF Loan, Other)	1,500,000	1,564,995	140,032	82,673	85,401	3,373,101
Contributed Capital	-	-	-	-	-	-
Deduct:						
Capital Improvements & Equipment	(2,859,694)	(7,242,400)	(4,588,752)	(301,722)	(259,022)	(15,251,590)
Debt Principal	(14,885)	(23,200)	(28,245)	(29,505)	(29,505)	(125,340)
Financing (Grants, SRF Loan, Woodside, Other)	(5,008,810)	(12,774,368)	(4,316,631)	-	-	(22,099,809)
Transfers between CRF and CEF	698,380	2,190,983	3,502,650	1,107,505	844,075	8,343,593
Capitalization of Contributed Capital	-	-	-	-	-	-
<b>Cash Generated (Used)</b>	(6,575,241)	(12,071,033)	(4,809,599)	341,975	125,153	(22,988,745)
<b>Beginning Fund Balance</b>	34,485,968	27,910,727	15,839,694	11,030,095	11,372,070	34,485,968
<b>Ending Fund Balance</b>	\$ 27,910,727	\$ 15,839,694	\$ 11,030,095	\$ 11,372,070	\$ 11,497,223	\$ 11,497,223

PADRE DAM MUNICIPAL WATER DISTRICT  
DEPARTMENTAL BUDGET SUMMARIES  
FIVE YEAR PLAN, REFORECASTED YEAR 2

ADMINISTRATION	FORECAST YEAR 1	BUDGET YEAR 2	BUDGET YEAR 3	BUDGET YEAR 4	BUDGET YEAR 5	5-YEAR TOTALS
Salary and Wages	\$ 531,243	\$ 536,214	\$ 561,537	\$ 585,489	\$ 610,505	\$ 2,824,989
Employee Benefits	335,490	330,890	356,233	379,541	419,297	1,821,451
Professional Services	113,772	205,686	209,186	213,267	246,012	987,922
Materials and Supplies	56,941	88,482	64,042	59,595	68,434	337,495
Administrative Expenses	145,405	171,004	186,775	173,890	190,036	867,110
Utilities	128,148	139,132	146,193	153,741	161,438	728,652
Billing Credits	-	-	-	-	-	-
Total Expenditures	\$ 1,310,999	\$ 1,471,409	\$ 1,523,966	\$ 1,565,522	\$ 1,695,723	\$ 7,567,619

FINANCE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTALS
Salary and Wages	\$ 1,643,511	\$ 1,805,407	\$ 1,841,764	\$ 1,921,771	\$ 2,010,156	\$ 9,222,609
Employee Benefits	905,591	1,002,721	1,058,355	1,132,091	1,242,790	5,341,547
Professional Services	200,657	322,148	404,326	372,138	400,475	1,699,744
Materials and Supplies	171,172	371,076	205,852	210,746	297,675	1,256,522
Administrative Expenses	194,187	315,942	314,524	322,046	315,958	1,462,656
Utilities	37,014	17,263	17,501	17,747	17,989	107,515
Billing Credits	(278,162)	(1,112,647)	-	-	-	(1,390,809)
Total Expenditures	\$ 2,873,970	\$ 2,721,910	\$ 3,842,323	\$ 3,976,540	\$ 4,285,042	\$ 17,699,784

HUMAN RESOURCES	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTALS
Salary and Wages	\$ 321,255	\$ 341,103	\$ 356,372	\$ 370,699	\$ 386,368	\$ 1,775,798
Employee Benefits	383,433	200,870	162,909	176,660	195,750	1,119,622
Professional Services	21,225	35,232	29,482	26,452	27,299	139,690
Materials and Supplies	39,837	35,550	34,983	34,774	35,211	180,355
Administrative Expenses	282,640	325,240	345,943	369,463	417,730	1,741,015
Utilities	2,037	1,682	1,812	1,812	1,812	9,155
Billing Credits	-	-	-	-	-	-
Total Expenditures	\$ 1,050,427	\$ 939,677	\$ 931,502	\$ 979,860	\$ 1,064,169	\$ 4,965,635

ENGINEERING	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTALS
Salary and Wages	\$ 1,703,392	\$ 1,774,341	\$ 1,863,348	\$ 1,749,701	\$ 1,837,038	\$ 8,927,820
Employee Benefits	821,390	907,013	954,212	933,731	1,028,930	4,645,277
Professional Services	497,192	2,000,900	956,347	1,040,063	714,576	5,209,076
Materials and Supplies	150,927	96,556	81,227	83,407	84,747	496,864
Administrative Expenses	34,823	51,752	57,558	58,674	58,192	260,999
Utilities	8,030	10,824	9,020	9,416	9,800	47,090
Billing Credits	(1,020,034)	(497,134)	(985,372)	(928,277)	(1,107,617)	(4,538,433)
Total Expenditures	\$ 2,195,720	\$ 4,344,252	\$ 2,936,340	\$ 2,946,715	\$ 2,625,666	\$ 15,048,693

OPERATIONS	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTALS
Salary and Wages	\$ 6,137,069	\$ 6,559,976	\$ 6,898,430	\$ 7,210,156	\$ 7,540,487	\$ 34,346,117
Employee Benefits	3,809,054	4,132,765	4,409,635	4,749,500	5,218,222	22,319,175
Professional Services	266,896	318,542	407,054	398,218	414,885	1,805,595
Materials and Supplies	2,698,861	3,263,774	3,416,766	3,465,999	3,487,869	16,333,270
Administrative Expenses	242,036	267,547	270,128	281,730	270,249	1,331,691
Utilities	519,976	520,903	538,219	555,675	572,716	2,707,489
Billing Credits	(1,605,995)	(1,654,175)	(1,703,800)	(1,754,914)	(1,807,562)	(8,526,446)
Total Expenditures	\$ 12,067,898	\$ 13,409,333	\$ 14,236,431	\$ 14,906,364	\$ 15,696,866	\$ 70,316,891

PARK	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTALS
Salary and Wages	\$ 906,078	\$ 965,095	\$ 1,010,912	\$ 1,104,564	\$ 1,172,447	\$ 5,159,096
Employee Benefits	508,715	568,709	608,897	683,194	760,687	3,130,201
Professional Services	220,572	264,927	268,267	243,847	243,021	1,240,634
Materials and Supplies	583,426	588,762	611,945	635,941	620,799	3,040,873
Administrative Expenses	144,400	169,129	167,710	171,667	159,476	812,382
Utilities	487,658	453,792	470,544	494,464	516,620	2,423,078
Billing Credits	1,028	43,972	(25,000)	(15,000)	(15,000)	(10,000)
Total Expenditures	\$ 2,851,879	\$ 3,054,386	\$ 3,113,274	\$ 3,318,677	\$ 3,458,049	\$ 15,796,265

**PADRE DAM MUNICIPAL WATER DISTRICT  
DEPARTMENTAL ALLOCATIONS TO DIVISION BUDGETS  
FY 13, PROJECTED**

Department	Salary & Wages	Employee Benefits	Professional Services	Materials & Supplies	Admin. Expenses	Utilities	Billing Credits	Year 1 Total	Percent
Administration	\$ 531,243	\$ 335,490	\$ 113,772	\$ 56,941	\$ 145,405	\$ 128,148	\$ -	\$ 1,310,999	5.9%
Finance	1,643,511	905,591	200,657	171,172	194,187	37,014	(278,162)	2,873,970	12.9%
Human Resources	321,255	383,433	21,225	39,837	282,640	2,037	-	1,050,427	4.7%
Engineering	1,703,392	821,390	497,192	150,927	34,823	8,030	(1,020,034)	2,195,720	9.8%
Operations	6,137,069	3,809,054	266,896	2,698,861	242,036	519,976	(1,605,995)	12,067,898	54.0%
Park	906,078	508,715	220,572	583,426	144,400	487,658	1,028	2,851,879	12.8%
<b>Total</b>	<b>\$ 11,242,550</b>	<b>\$ 6,763,674</b>	<b>\$ 1,320,314</b>	<b>\$ 3,701,165</b>	<b>\$ 1,043,491</b>	<b>\$ 1,182,862</b>	<b>\$ (2,903,163)</b>	<b>\$ 22,350,893</b>	<b>100.0%</b>

Division	Salary & Wages	Employee Benefits	Professional Services	Materials & Supplies	Admin. Expenses	Utilities	Billing Credits	Year 1 Total	Percent
Retail Water	\$ 6,539,565	\$ 3,821,726	\$ 748,354	\$ 1,590,732	\$ 456,471	\$ 101,035	\$ (1,739,610)	\$ 11,518,274	51.5%
Water Recycling	839,407	512,958	49,905	247,053	67,579	170,183	(246,275)	1,640,809	7.3%
Sewer	2,895,286	1,875,465	298,552	1,277,633	372,222	417,502	(918,305)	6,218,355	27.8%
Park	968,293	553,524	223,503	585,747	147,219	494,142	1,028	2,973,456	13.3%
<b>Total</b>	<b>\$ 11,242,550</b>	<b>\$ 6,763,674</b>	<b>\$ 1,320,314</b>	<b>\$ 3,701,165</b>	<b>\$ 1,043,491</b>	<b>\$ 1,182,862</b>	<b>\$ (2,903,163)</b>	<b>\$ 22,350,893</b>	<b>100.0%</b>

**PADRE DAM MUNICIPAL WATER DISTRICT  
DEPARTMENTAL ALLOCATIONS TO DIVISION BUDGETS  
FY 14, REFORECAST**

Department	Salary & Wages	Employee Benefits	Professional Services	Materials & Supplies	Admin. Expenses	Utilities	Billing Credits	Year 2 Total	Percent
Administration	\$ 536,214	\$ 330,890	\$ 205,686	\$ 88,482	\$ 171,004	\$ 139,132	\$ -	\$ 1,471,409	5.7%
Finance	1,805,407	1,002,721	322,148	371,076	315,942	17,263	(1,112,647)	2,721,910	10.5%
Human Resources	341,103	200,870	35,232	35,550	325,240	1,682	-	939,677	3.6%
Engineering	1,774,341	907,013	2,000,900	96,556	51,752	10,824	(497,134)	4,344,252	16.7%
Operations	6,559,976	4,132,765	318,542	3,263,774	267,547	520,903	(1,654,175)	13,409,333	51.7%
Park	965,095	568,709	264,927	588,762	169,129	453,792	43,972	3,054,386	11.8%
<b>Total</b>	<b>\$ 11,982,135</b>	<b>\$ 7,142,969</b>	<b>\$ 3,147,434</b>	<b>\$ 4,444,201</b>	<b>\$ 1,300,614</b>	<b>\$ 1,143,597</b>	<b>\$ (3,219,984)</b>	<b>\$ 25,940,966</b>	<b>100.0%</b>

Division	Salary & Wages	Employee Benefits	Professional Services	Materials & Supplies	Admin. Expenses	Utilities	Billing Credits	Year 2 Total	Percent
Retail Water	\$ 6,970,890	\$ 4,023,602	\$ 1,964,330	\$ 1,966,893	\$ 574,148	\$ 100,179	\$ (1,955,109)	\$ 13,644,934	52.6%
Water Recycling	894,771	540,055	130,994	305,473	85,001	168,741	(276,783)	1,848,250	7.1%
Sewer	3,086,248	1,974,534	783,659	1,579,755	468,179	413,964	(1,032,063)	7,274,277	28.0%
Park	1,030,226	604,778	268,451	592,079	173,286	460,712	43,972	3,173,505	12.2%
<b>Total</b>	<b>\$ 11,982,135</b>	<b>\$ 7,142,969</b>	<b>\$ 3,147,434</b>	<b>\$ 4,444,201</b>	<b>\$ 1,300,614</b>	<b>\$ 1,143,597</b>	<b>\$ (3,219,984)</b>	<b>\$ 25,940,966</b>	<b>100.0%</b>

**PADRE DAM MUNICIPAL WATER DISTRICT  
DEPARTMENTAL ALLOCATIONS TO DIVISION BUDGETS  
FY 15, REFORECAST**

Department	Salary & Wages	Employee Benefits	Professional Services	Materials & Supplies	Admin. Expenses	Utilities	Billing Credits	Year 3 Total	Percent
Administration	\$ 561,537	\$ 356,233	\$ 209,186	\$ 64,042	\$ 186,775	\$ 146,193	\$ -	\$ 1,523,966	5.7%
Finance	1,841,764	1,058,355	404,326	205,852	314,524	17,501	-	3,842,323	14.5%
Human Resources	356,372	162,909	29,482	34,983	345,943	1,812	-	931,502	3.5%
Engineering	1,863,348	954,212	956,347	81,227	57,558	9,020	(985,372)	2,936,340	11.0%
Operations	6,898,430	4,409,635	407,054	3,416,766	270,128	538,219	(1,703,800)	14,236,431	53.6%
Park	1,010,912	608,897	268,267	611,945	167,710	470,544	(25,000)	3,113,274	11.7%
<b>Total</b>	<b>\$ 12,532,363</b>	<b>\$ 7,550,241</b>	<b>\$ 2,274,662</b>	<b>\$ 4,414,815</b>	<b>\$ 1,342,638</b>	<b>\$ 1,183,290</b>	<b>\$ (2,714,172)</b>	<b>\$ 26,583,836</b>	<b>100.0%</b>

Division	Salary & Wages	Employee Benefits	Professional Services	Materials & Supplies	Admin. Expenses	Utilities	Billing Credits	Year 3 Total	Percent
Retail Water	\$ 7,289,860	\$ 4,250,001	\$ 1,366,541	\$ 1,940,590	\$ 596,296	\$ 103,493	\$ (1,610,814)	\$ 13,935,966	52.4%
Water Recycling	935,713	570,442	91,129	301,388	88,279	174,322	(228,042)	1,933,233	7.3%
Sewer	3,227,467	2,085,636	545,174	1,558,629	486,239	427,657	(850,316)	7,480,486	28.1%
Park	1,079,322	644,162	271,816	614,209	171,824	477,818	(25,000)	3,234,151	12.2%
<b>Total</b>	<b>\$ 12,532,363</b>	<b>\$ 7,550,241</b>	<b>\$ 2,274,662</b>	<b>\$ 4,414,815</b>	<b>\$ 1,342,638</b>	<b>\$ 1,183,290</b>	<b>\$ (2,714,172)</b>	<b>\$ 26,583,836</b>	<b>100.0%</b>

**PADRE DAM MUNICIPAL WATER DISTRICT  
DEPARTMENTAL ALLOCATIONS TO DIVISION BUDGETS  
FY 16, REFORECAST**

Department	Salary & Wages	Employee Benefits	Professional Services	Materials & Supplies	Admin. Expenses	Utilities	Billing Credits	Year 4 Total	Percent
Administration	\$ 585,489	\$ 379,541	\$ 213,267	\$ 59,595	\$ 173,890	\$ 153,741	\$ -	\$ 1,565,522	5.7%
Finance	1,921,771	1,132,091	372,138	210,746	322,046	17,747	-	3,976,540	14.4%
Human Resources	370,699	176,660	26,452	34,774	369,463	1,812	-	979,860	3.5%
Engineering	1,749,701	933,731	1,040,063	83,407	58,674	9,416	(928,277)	2,946,715	10.6%
Operations	7,210,156	4,749,500	398,218	3,465,999	281,730	555,675	(1,754,914)	14,906,364	53.8%
Park	1,104,564	683,194	243,847	635,941	171,667	494,464	(15,000)	3,318,677	12.0%
<b>Total</b>	<b>\$ 12,942,380</b>	<b>\$ 8,054,717</b>	<b>\$ 2,293,984</b>	<b>\$ 4,490,463</b>	<b>\$ 1,377,470</b>	<b>\$ 1,232,855</b>	<b>\$ (2,698,191)</b>	<b>\$ 27,693,678</b>	<b>100.0%</b>

Division	Salary & Wages	Employee Benefits	Professional Services	Materials & Supplies	Admin. Expenses	Utilities	Billing Credits	Year 4 Total	Percent
Retail Water	\$ 7,489,224	\$ 4,513,154	\$ 1,396,260	\$ 1,967,183	\$ 612,103	\$ 107,198	\$ (1,607,231)	\$ 14,477,891	52.3%
Water Recycling	961,303	605,763	93,111	305,518	90,620	180,564	(227,535)	2,009,345	7.3%
Sewer	3,315,732	2,214,775	557,031	1,579,988	499,129	442,969	(848,425)	7,761,199	28.0%
Park	1,176,121	721,024	247,583	637,773	175,618	502,124	(15,000)	3,445,243	12.4%
<b>Total</b>	<b>\$ 12,942,380</b>	<b>\$ 8,054,717</b>	<b>\$ 2,293,984</b>	<b>\$ 4,490,463</b>	<b>\$ 1,377,470</b>	<b>\$ 1,232,855</b>	<b>\$ (2,698,191)</b>	<b>\$ 27,693,678</b>	<b>100.0%</b>

**PADRE DAM MUNICIPAL WATER DISTRICT  
DEPARTMENTAL ALLOCATIONS TO DIVISION BUDGETS  
FY 17, REFORECAST**

Department	Salary & Wages	Employee Benefits	Professional Services	Materials & Supplies	Admin. Expenses	Utilities	Billing Credits	Year 5 Total	Percent
Administration	\$ 610,505	\$ 419,297	\$ 246,012	\$ 68,434	\$ 190,036	\$ 161,438	\$ -	\$ 1,695,723	5.9%
Finance	2,010,156	1,242,790	400,475	297,675	315,958	17,989	-	4,285,042	14.9%
Human Resources	386,368	195,750	27,299	35,211	417,730	1,812	-	1,064,169	3.7%
Engineering	1,837,038	1,028,930	714,576	84,747	58,192	9,800	(1,107,617)	2,625,666	9.1%
Operations	7,540,487	5,218,222	414,885	3,487,869	270,249	572,716	(1,807,562)	15,696,866	54.5%
Park	1,172,447	760,687	243,021	620,799	159,476	516,620	(15,000)	3,458,049	12.0%
<b>Total</b>	<b>\$ 13,557,001</b>	<b>\$ 8,865,675</b>	<b>\$ 2,046,267</b>	<b>\$ 4,594,735</b>	<b>\$ 1,411,640</b>	<b>\$ 1,280,375</b>	<b>\$ (2,930,179)</b>	<b>\$ 28,825,515</b>	<b>100.0%</b>

Division	Salary & Wages	Employee Benefits	Professional Services	Materials & Supplies	Admin. Expenses	Utilities	Billing Credits	Year 5 Total	Percent
Retail Water	\$ 7,835,085	\$ 4,962,040	\$ 1,227,658	\$ 2,027,980	\$ 635,541	\$ 110,863	\$ (1,746,192)	\$ 15,052,974	52.2%
Water Recycling	1,005,698	666,013	81,868	314,960	94,089	186,736	(247,207)	2,102,157	7.3%
Sewer	3,468,856	2,435,060	489,768	1,628,818	518,241	458,111	(921,779)	8,077,075	28.0%
Park	1,247,362	802,563	246,974	622,977	163,770	524,665	(15,000)	3,593,309	12.5%
<b>Total</b>	<b>\$ 13,557,001</b>	<b>\$ 8,865,675</b>	<b>\$ 2,046,267</b>	<b>\$ 4,594,735</b>	<b>\$ 1,411,640</b>	<b>\$ 1,280,375</b>	<b>\$ (2,930,179)</b>	<b>\$ 28,825,515</b>	<b>100.0%</b>

**PADRE DAM MUNICIPAL WATER DISTRICT  
DEPARTMENTAL ALLOCATIONS TO DIVISION BUDGETS  
5 YEAR TOTAL, REFORECAST**

Department	Salary & Wages	Employee Benefits	Professional Services	Materials & Supplies	Admin. Expenses	Utilities	Billing Credits	5 Year Total	Percent
Administration	\$ 2,824,989	\$ 1,821,451	\$ 987,922	\$ 337,495	\$ 867,110	\$ 728,652	\$ -	\$ 7,567,619	5.8%
Finance	9,222,609	5,341,547	1,699,744	1,256,522	1,462,656	107,515	(1,390,809)	17,699,784	13.5%
Human Resources	1,775,798	1,119,622	139,690	180,355	1,741,015	9,155	-	4,965,635	3.8%
Engineering	8,927,820	4,645,277	5,209,076	496,864	260,999	47,090	(4,538,433)	15,048,693	11.5%
Operations	34,346,117	22,319,175	1,805,595	16,333,270	1,331,691	2,707,489	(8,526,446)	70,316,891	53.5%
Park	5,159,096	3,130,201	1,240,634	3,040,873	812,382	2,423,078	(10,000)	15,796,265	12.0%
<b>Total</b>	<b>\$ 62,256,429</b>	<b>\$ 38,377,275</b>	<b>\$ 11,082,662</b>	<b>\$ 21,645,378</b>	<b>\$ 6,475,854</b>	<b>\$ 6,022,978</b>	<b>\$ (14,465,688)</b>	<b>\$ 131,394,888</b>	<b>100.0%</b>

Division	Salary & Wages	Employee Benefits	Professional Services	Materials & Supplies	Admin. Expenses	Utilities	Billing Credits	5 Year Total	Percent
Retail Water	\$ 36,124,624	\$ 21,570,523	\$ 6,703,144	\$ 9,493,379	\$ 2,874,559	\$ 522,768	\$ (8,658,957)	\$ 68,630,040	52.2%
Water Recycling	4,636,892	2,895,231	447,007	1,474,393	425,568	880,545	(1,225,842)	9,533,794	7.3%
Sewer	15,993,588	10,585,470	2,674,184	7,624,823	2,344,010	2,160,204	(4,570,888)	36,811,391	28.0%
Total Park	5,501,324	3,326,051	1,258,327	3,052,784	831,716	2,459,461	(10,000)	16,419,664	12.5%
<b>Total</b>	<b>\$ 62,256,429</b>	<b>\$ 38,377,275</b>	<b>\$ 11,082,662</b>	<b>\$ 21,645,378</b>	<b>\$ 6,475,854</b>	<b>\$ 6,022,978</b>	<b>\$ (14,465,688)</b>	<b>\$ 131,394,888</b>	<b>100.0%</b>

## Exhibit B

Capital Equipment				Forecast	Budget	Budget	Budget	Budget	Total
Description	Life in Years	Department	CC	Year 1	Year 2	Year 3	Year 4	Year 5	Budget
Copier	5	FINANCE	11	-	-	-	-	15,000	15,000
Imaging System (desktop scanners)	5	FINANCE	11	-	20,000	-	-	-	20,000
Printers	5	FINANCE	11	-	20,000	-	-	-	20,000
Data backup and recovery improvement	5	FINANCE	16	-	-	40,000	-	-	40,000
Storage Area Network (SAN) expansion (\$15k-\$50K)	5	FINANCE	16	-	50,000	-	-	-	50,000
VMware Host replacements	5	FINANCE	16	-	-	-	-	31,000	31,000
Phone system \$400-\$1000 per user	5	FINANCE	16	-	-	110,000	-	-	110,000
Backup Tape Library/loader	5	FINANCE	16	-	11,000	-	-	-	11,000
Computer equipment	5	FINANCE	16	-	52,500	52,500	52,500	52,500	210,000
HUMA alert software upgrades for CS	5	FINANCE	12	-	25,000	-	-	-	25,000
CSC Copier	5	ADMIN	69	-	17,000	-	-	-	17,000
New Backlit Projector for Board Room - requested qu	5	ADMIN	69	-	5,000	-	-	-	5,000
Board room streaming audio/video	5	ADMIN	69	-	15,000	-	-	-	15,000
Repeater hydrant caps	10	OPS	13	-	20,000	-	-	-	20,000
Construct Meter Retro	10	OPS	13	-	10,000	-	-	-	10,000
Metal Lathe (new building)	5	OPS	47	-	-	9,500	-	-	9,500
Ball Valve Replacement - P4-PS 3	10	OPS	47	14,000	-	-	-	-	14,000
A/C Units	5	OPS	51	10,925	-	5,000	-	5,000	20,925
Pumps	5	OPS	51	-	37,000	37,000	37,000	143,000	254,000
Filter Sand	5	OPS	51	78,300	-	-	-	-	78,300
Meters and Analyzers	5	OPS	51	6,000	55,200	21,000	22,000	6,000	110,200
Valves & Equipment	5	OPS	51	-	22,885	18,000	5,000	-	45,885
Rag removal belt and motor	5	OPS	51	-	-	5,000	-	-	5,000
Chlorine Scrubber rehab	5	OPS	51	-	-	28,000	-	-	28,000
Mixers	5	OPS	51	-	10,000	10,000	5,000	13,500	38,500
SCADA System	5	OPS	51	6,632	27,400	19,400	51,500	24,500	129,432
Motors & Equipment	5	OPS	51	-	20,000	28,500	25,000	21,500	95,000
Plate settlers	5	OPS	51	-	-	25,000	-	-	25,000
Solar panel upgrade(flow to lake # 7)	5	OPS	51	-	-	8,500	-	-	8,500
Primary Tank Sed Cover	5	OPS	51	15,545	-	-	-	-	15,545
Asphalt Improvements	5	OPS	51	5,513	-	-	-	-	5,513
Auto sampler	5	OPS	52	-	12,000	-	-	-	12,000
Casework-Lab Cabinet	5	OPS	52	8,765	23,901	-	-	-	32,666
Painting the Laboratory	5	OPS	52	-	25,000	-	-	-	25,000
Lab Flooring	5	OPS	52	-	25,000	-	-	-	25,000
Atomic Adsorption (metals)	5	OPS	52	-	-	60,000	-	-	60,000
UV/VIS Spectrophotometer	5	OPS	52	7,334	-	-	-	-	7,334
Auto Analyzer	5	OPS	52	-	-	-	50,000	-	50,000
Gas Chromatograph	5	OPS	52	-	-	-	150,000	-	150,000
Autoclave	5	OPS	52	-	-	-	-	12,000	12,000
Bladder Tanks	5	OPS	47	16,600	-	-	-	-	16,600
JD Gator	5	OPS	61	-	-	-	18,000	-	18,000
Laptop Computers (add to duty trucks)	5	OPS	71	-	11,000	-	-	-	11,000
Backhoe John Deere	5	OPS	71	-	-	95,000	-	-	95,000
Backhoe John Deere	5	OPS	73	-	95,000	-	-	-	95,000
Autosampler	5	OPS	73	11,000	-	-	-	-	11,000
Light Tower (two purchased 6/30/12)	5	OPS	73	-	-	9,000	-	-	9,000
Arrow Board	5	OPS	73	-	5,000	-	5,000	-	10,000
Emission Control Systems	5	OPS	71	78,455	51,545	40,000	14,000	-	184,000
Tremac pneumatic breaker	5	OPS	73	-	-	-	-	15,000	15,000
Computer Server	5	PARK	62	-	17,500	-	7,500	-	25,000
Gator Maintenance Vehicle	5	PARK	62	-	-	10,000	-	-	10,000
Maintenance Yard Car Port	15	PARK	62	-	-	-	-	10,000	10,000
Peddle Boats	5	PARK	62	-	20,000	10,000	10,000	10,000	50,000
Pontoon Boat	5	PARK	62	-	-	20,000	-	-	20,000
Tractor (John Deer)	5	PARK	62	-	-	-	35,000	-	35,000
WiFi Systems	5	PARK	62	-	15,000	7,500	7,500	7,500	37,500
AC -Park Buildings	5	PARK	62	-	20,000	-	-	20,000	40,000
Dock Lake 1	15	PARK	62	-	20,000	-	15,000	-	35,000
Trash Receptacle Lids	5	PARK	62	-	10,000	-	-	-	10,000
Storage Unit\Container	15	PARK	62	-	10,000	10,000	-	10,000	30,000
Radio System Upgrade	5	PARK	62	-	6,500	-	-	-	6,500
Golf Cart Replacement	5	PARK	62	-	15,000	5,000	5,000	5,000	30,000
Copiers	5	PARK	62	-	10,000	-	10,000	-	20,000
Generator Installation	15	PARK	62	-	75,000	-	-	-	75,000
Oaks Hot Water Heater	5	PARK	67	5,325	-	-	-	-	5,325
Cabins AC Units	5	PARK	67	-	9,675	5,000	5,000	5,000	24,675
2000 L7501 Vactor Sewer Cleaning Truck	5	OPS	71	-	400,000	-	-	-	400,000
2002 Ford F150 Truck	5	PARK	62	30,000	-	-	-	-	30,000
2003 Ford F350 Supercab Truck	5	ENGINEERING	47	65,657	-	-	-	-	65,657
2003 Ford Explorer	5	OPS	37	-	30,808	-	-	-	30,808
1999 Ford F-150 Pickup	5	OPS	73	30,000	-	-	-	-	30,000
2000 Ford Ranger XLT supercab 4x2	5	OPS	73	30,000	-	-	-	-	30,000
2003 Ford F-150 Truck	5	PARK	62	-	30,000	-	-	-	30,000
2006 Ford Explorer	5	OPS	45	-	30,303	-	-	-	30,303
2008 DODGE DAKOTA (Lease - not disposed)	5	OPS	61	6,203	-	-	-	-	6,203
2001 Ford F250 Truck	5	OPS	43	-	44,444	-	-	-	44,444
2002 Ford F250 Truck	5	OPS	51	-	35,354	-	-	-	35,354
2003 Ford Explorer	5	ENGINEERING	34	-	30,303	-	-	-	30,303
2003 Ford Explorer	5	ENGINEERING	37	-	30,303	-	-	-	30,303
2003 Ford F-250 Truck	5	OPS	61	-	37,374	-	-	-	37,374

## Exhibit B

Capital Equipment				Forecast	Budget	Budget	Budget	Budget	Total
Description	Life in Years	Department	CC	Year 1	Year 2	Year 3	Year 4	Year 5	Budget
2003 Ford F-350 Truck	5	OPS	73		44,444				44,444
2004 Ford F250 Super Cab	5	OPS	47		44,444				44,444
2004 Ford F-150 supercab	5	OPS	79		31,313				31,313
2008 Ford Explorer Sporttrack	5	OPS	41		31,313				31,313
2008 Ford F-350 Duty Truck	5	OPS	73		50,000				50,000
1992 Dodge Caravan	5	PARK	62			20,000			20,000
1999 Ford F-150 Pickup	5	OPS	43			32,828			32,828
2003 Ford Explorer	5	PARK	62			30,000			30,000
2004 Ford F-150 supercab	5	OPS	13			33,333			33,333
2004 Ford Explorer	5	OPS	79			30,808			30,808
2004 Ford Explorer	5	OPS	79			30,808			30,808
2004 Ford F-150 supercab	5	OPS	79			31,313			31,313
2003 Vactor 2110 Jet Rodder	5	OPS	71				420,000		420,000
1999 Ford Windstar Van	5	OPS	69				30,303		30,303
2000 Ford Taurus LX 4-Door Sedan	5	OPS	69				20,202		20,202
2004 Ford F-350 Super Duty	5	OPS	45				50,000		50,000
2006 Ford F-150	5	OPS	49				31,818		31,818
2006 Ford F-350	5	OPS	45				37,374		37,374
2010 Ford F-350 Duty Truck	5	OPS	73				50,000		50,000
2007 DODGE DAKOTA	5	OPS	13					26,263	26,263
2007 DODGE DAKOTA	5	OPS	13					25,758	25,758
2007 Ford F-350	5	OPS	61					35,859	35,859
2010 Ford F-350	5	OPS	47					70,707	70,707
1999 Ford F-550 Dumptruck	5	OPS	73					50,505	50,505
2001 Ford F650 Utility Truck	5	OPS	73					126,263	126,263
Ingersoll- Rand Air Compressor	5	OPS	73	18,000				-	18,000
Ingersoll- Rand Air Compressor (B-9)	5	OPS	73	18,000				-	18,000
Ingersoll Rand Air Compressor	5	OPS	73		18,000			-	18,000
Cat Forklift	5	OPS	44		60,000			-	60,000
Pump Control Valves PS 1, 3, 4, 5	50	OPS	47	8,078	14,122	19,000	15,400	14,051	70,651
Diesel Generator (Board approved 10/2011)	10	OPS	61	97,062					97,062
									-
TOTAL				567,394	1,857,632	916,991	1,185,097	755,904	5,283,017
LESS DIESEL GENERATOR									(97,062)
ORIGINAL PLAN BUDGET									5,185,955

## TOTAL BY DEPARTMENT

OPERATIONS	\$ 466,412	\$ 1,322,851	\$ 596,991	\$ 1,037,597	\$ 589,904	\$ 4,013,754
ENGINEERING	65,657	60,606	-	-	-	126,263
PARK	35,325	258,675	117,500	95,000	67,500	574,000
FINANCE	-	178,500	202,500	52,500	98,500	532,000
ADMIN	-	37,000	-	-	-	37,000
TOTAL	\$ 567,394	\$ 1,857,632	\$ 916,991	\$ 1,185,097	\$ 755,904	\$ 5,283,017

## TOTAL BY OPERATION

WATER	\$ 201,487	\$ 521,649	\$ 239,199	\$ 171,424	\$ 237,239	\$ 1,370,998
SEWER	102,324	537,747	174,659	449,368	44,654	1,308,752
RECYCLED WATER	228,258	539,561	413,683	455,305	392,461	2,029,267
PARK	35,325	258,675	117,500	95,000	67,500	574,000
TOTAL	\$ 567,394	\$ 1,857,632	\$ 945,041	\$ 1,171,097	\$ 741,854	\$ 5,283,017

## Expenditures and Funding Sources (\$1,000s)

	Anticipated 2013	2014	2015	2016	2017	5 YEARS
<b>YEAR 1 REVISED BUDGET</b>						
<b>EXPENDITURES</b>						
Project Costs	\$ 11,921	\$ 24,615	\$ 14,900	\$ 8,658	\$ 9,997	\$ 70,092
Debt Service	\$ 878	\$ 917	\$ 921	\$ 912	\$ 908	\$ 4,537
<b>Total</b>	<b>\$ 12,799</b>	<b>\$ 25,533</b>	<b>\$ 15,821</b>	<b>\$ 9,570</b>	<b>\$ 10,905</b>	<b>\$ 74,628</b>
<b>FUNDING SOURCES</b>						
COP	\$ 4,957	\$ 12,492	\$ 2,494	\$ -	\$ -	\$ 19,943
Woodside	\$ 52	\$ 283	\$ 1,823	\$ -	\$ -	\$ 2,157
Grants & Misc.	\$ 1,500	\$ 1,565	\$ 140	\$ 83	\$ 85	\$ 3,373
Park Participation	\$ 4	\$ -	\$ -	\$ 22	\$ 11	\$ 38
Capital Replacement Funds						
Water	\$ 3,550	\$ 4,252	\$ 4,668	\$ 6,666	\$ 9,058	\$ 28,195
Sewer	\$ 1,025	\$ 2,384	\$ 1,695	\$ 1,031	\$ 604	\$ 6,739
Recycled	\$ 239	\$ 892	\$ 231	\$ 169	\$ 48	\$ 1,580
Capital Expansion Funds						
Water	\$ 471	\$ 995	\$ 2,722	\$ 158	\$ 108	\$ 4,455
Sewer	\$ 101	\$ 245	\$ 784	\$ 124	\$ 127	\$ 1,381
Recycled	\$ 29	\$ 70	\$ 40	\$ 0	\$ 0	\$ 139
Expensed						
Water	\$ 296	\$ 1,190	\$ 787	\$ 1,064	\$ 743	\$ 4,081
Sewer	\$ 333	\$ 763	\$ 319	\$ 206	\$ 98	\$ 1,719
Recycled	\$ 241	\$ 402	\$ 118	\$ 47	\$ 21	\$ 829
<b>Total</b>	<b>\$ 12,799</b>	<b>\$ 25,533</b>	<b>\$ 15,821</b>	<b>\$ 9,570</b>	<b>\$ 10,905</b>	<b>\$ 74,628</b>
<b>ORIGINAL 5 YEAR BUSINESS PLAN</b>						
<b>EXPENDITURES</b>						
Project Costs	\$ 17,469	\$ 22,114	\$ 10,445	\$ 8,193	\$ 9,755	\$ 67,976
Debt Service	\$ 878	\$ 917	\$ 921	\$ 912	\$ 908	\$ 4,537
<b>Total</b>	<b>\$ 18,347</b>	<b>\$ 23,031</b>	<b>\$ 11,366</b>	<b>\$ 9,106</b>	<b>\$ 10,663</b>	<b>\$ 72,513</b>
<b>FUNDING SOURCES</b>						
COP	\$ 6,775	\$ 9,673	\$ 1,454	\$ -	\$ -	\$ 17,902
Woodside	\$ 835	\$ 1,396	\$ -	\$ -	\$ -	\$ 2,231
Grants & Misc.	\$ 1,500	\$ 1,565	\$ 80	\$ 83	\$ 85	\$ 3,313
Park Participation	\$ 4	\$ -	\$ -	\$ 22	\$ 11	\$ 38
Capital Replacement Funds						
Water	\$ 4,477	\$ 4,461	\$ 5,548	\$ 6,886	\$ 9,394	\$ 30,767
Sewer	\$ 2,114	\$ 2,476	\$ 1,919	\$ 1,161	\$ 672	\$ 8,342
Recycled	\$ 698	\$ 605	\$ 250	\$ 209	\$ 67	\$ 1,829
Capital Expansion Funds						
Water	\$ 1,273	\$ 2,134	\$ 1,699	\$ 519	\$ 258	\$ 5,884
Sewer	\$ 356	\$ 553	\$ 351	\$ 215	\$ 171	\$ 1,646
Recycled	\$ 314	\$ 169	\$ 63	\$ 10	\$ 4	\$ 561
Expensed						
Water	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sewer	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Recycled	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 18,347</b>	<b>\$ 23,031</b>	<b>\$ 11,366</b>	<b>\$ 9,106</b>	<b>\$ 10,663</b>	<b>\$ 72,513</b>

## Expenditures and Funding Sources (\$1,000s)

	Anticipated 2013	2014	2015	2016	2017	5 YEARS
<b>VARIANCE</b>						
<b>EXPENDITURES</b>						
Project Costs	\$ (5,548)	\$ 2,501	\$ 4,455	\$ 465	\$ 242	\$ 2,116
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ (5,548)</b>	<b>\$ 2,501</b>	<b>\$ 4,455</b>	<b>\$ 465</b>	<b>\$ 242</b>	<b>\$ 2,116</b>
<b>FUNDING SOURCES</b>						
COP	\$ (1,818)	\$ 2,819	\$ 1,040	\$ -	\$ -	\$ 2,041
Woodside	\$ (783)	\$ (1,113)	\$ 1,823	\$ -	\$ -	\$ (74)
Grants & Misc.	\$ -	\$ -	\$ 60	\$ (0)	\$ (0)	\$ 60
Park Participation	\$ -	\$ -	\$ -	\$ 0	\$ (0)	\$ (0)
Capital Replacement Funds						
Water	\$ (926)	\$ (209)	\$ (881)	\$ (220)	\$ (336)	\$ (2,571)
Sewer	\$ (1,090)	\$ (92)	\$ (224)	\$ (130)	\$ (68)	\$ (1,603)
Recycled	\$ (459)	\$ 287	\$ (19)	\$ (40)	\$ (19)	\$ (250)
Capital Expansion Funds						
Water	\$ (802)	\$ (1,139)	\$ 1,022	\$ (361)	\$ (150)	\$ (1,430)
Sewer	\$ (255)	\$ (308)	\$ 433	\$ (92)	\$ (44)	\$ (265)
Recycled	\$ (286)	\$ (99)	\$ (23)	\$ (10)	\$ (4)	\$ (422)
Expensed						
Water	\$ 296	\$ 1,190	\$ 787	\$ 1,064	\$ 743	\$ 4,081
Sewer	\$ 333	\$ 763	\$ 319	\$ 206	\$ 98	\$ 1,719
Recycled	\$ 241	\$ 402	\$ 118	\$ 47	\$ 21	\$ 829
<b>Total</b>	<b>\$ (5,548)</b>	<b>\$ 2,501</b>	<b>\$ 4,455</b>	<b>\$ 465</b>	<b>\$ 242</b>	<b>\$ 2,116</b>

YEAR 1 REVISED CIP BUDGET  
PROJECT EXPENDITURES (\$1,000s)

EXHIBIT C

NOTES:

- 1) Unless otherwise noted, costs include an inflation factor of 3.3% per year.  
2) Amounts are rounded which may affect footing.

Project and Phase	Job No. or Work Order	Estimated Completion	Cost to 6/30/12	Anticipated 12/13	13/14	14/15	15/16	16/17	Future	Total	Total 5 Years 12/13 - 16/17
<b>Capitalized Operations</b>											
Annual Raise Air Vacs (ESA)	202033	Annual	\$ 324	\$ 25	\$ 26	\$ 27	\$ 28	\$ -	TBD	\$ 429	\$ 105
Annual Raise Air Vacs (WSA)	98048	Annual	\$ -	\$ 19	\$ 20	\$ 20	\$ 21	\$ 22	TBD	\$ 101	\$ 101
Annual Sewer Manhole Rehab.	201004	Annual	\$ 49	\$ 50	\$ 52	\$ 53	\$ 55	\$ 85	TBD	\$ 344	\$ 296
Annual Sewer Rehab		Annual	\$ -	\$ 30	\$ 31	\$ 32	\$ 33	\$ 68	TBD	\$ 194	\$ 194
Blowoff Installation	208015	Annual	\$ -	\$ 50	\$ 52	\$ 53	\$ 83	\$ 85	TBD	\$ 323	\$ 323
Poly Service Replacement (ESA)	202032	Annual	\$ -	\$ 80	\$ 46	\$ 48	\$ 50	\$ 68	TBD	\$ 292	\$ 292
Poly Service Replacement (WSA)	202008	Annual	\$ -	\$ 115	\$ 52	\$ 53	\$ 55	\$ 57	TBD	\$ 332	\$ 332
SCADA Network/Comm. Upgrades	208009	2013	\$ 110	\$ 165	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 275	\$ 165
SCADA Software Upgrades (Ops)	208003	2013	\$ 1,274	\$ 154	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,428	\$ 154
Security System Upgrades Ph 2	205002	2017	\$ 314	\$ 50	\$ 102	\$ 53	\$ 55	\$ 57	TBD	\$ 631	\$ 317
Site Paving As Needed		Annual	\$ -	\$ 50	\$ 102	\$ 53	\$ 55	\$ 85	TBD	\$ 346	\$ 346
Valve Replacement Contractor	99017	Annual	\$ -	\$ -	\$ 250	\$ 250	\$ 250	\$ 250	TBD	\$ 1,000	\$ 1,000
Valve Replacement Program (ESA)	202034	Annual	\$ -	\$ 100	\$ 129	\$ 133	\$ 138	\$ 165	TBD	\$ 665	\$ 665
Valve Replacement Program (WSA)	99017	Annual	\$ -	\$ 400	\$ 513	\$ 482	\$ 496	\$ 510	TBD	\$ 2,401	\$ 2,401
Vault Lid Replacement	211023	2014	\$ 16	\$ 25	\$ 26	\$ -	\$ -	\$ -	\$ -	\$ 67	\$ 51
WRF Treatment Equipment Repl. Program	207006	Annual	\$ 39	\$ -	\$ 70	\$ 149	\$ 154	\$ 159	TBD	\$ 571	\$ 533
<b>Subtotal</b>			<b>\$ 2,124</b>	<b>\$ 1,313</b>	<b>\$ 1,469</b>	<b>\$ 1,408</b>	<b>\$ 1,472</b>	<b>\$ 1,613</b>	<b>\$ -</b>	<b>\$ 9,400</b>	<b>\$ 7,276</b>
<b>Mandated by External Agencies</b>											
City of El Cajon Meter Box & Sidewalk Rplc		2014	\$ -	\$ 10	\$ 40	\$ -	\$ -	\$ -	\$ -	\$ 50	\$ 50
City of Santee											
Atlas View Sidewalks Service Reloc.		2013	\$ -	\$ 25	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25	\$ 25
Bridge Retrofits Util. Reloc.		2014	\$ -	\$ 50	\$ 52	\$ -	\$ -	\$ -	\$ -	\$ 102	\$ 102
Buena Vista/Railroad Impr.		2013	\$ -	\$ 25	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25	\$ 25
Carlton Oaks Bridge Retrofit		2014	\$ -	\$ 75	\$ 77	\$ -	\$ -	\$ -	\$ -	\$ 152	\$ 152
Cottonwood Ave Util. Reloc		2014	\$ -	\$ -	\$ 26	\$ -	\$ -	\$ -	\$ -	\$ 26	\$ 26
Cuyamaca/Mission Gorge Rt Turn Lanes		Not budgeted	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Magnolia Widening Util. Reloc.		2015	\$ -	\$ -	\$ -	\$ 27	\$ -	\$ -	\$ -	\$ 27	\$ 27
Magnolia/Palm Glen Median Util. Reloc.		Not budgeted	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Mission Gorge Drainage Conflicts		2015	\$ -	\$ -	\$ -	\$ 107	\$ -	\$ -	\$ -	\$ 107	\$ 107
Mission Gorge Median Install Util. Reloc.		2013	\$ -	\$ 25	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25	\$ 25
Olive Lane Util. Reloc.		2014	\$ -	\$ -	\$ 26	\$ -	\$ -	\$ -	\$ -	\$ 26	\$ 26
Pavement Repair Util. Reloc.		2015	\$ -	\$ 50	\$ 52	\$ 53	\$ -	\$ -	\$ -	\$ 155	\$ 155
Prospect Ave East Util. Reloc.		2015	\$ 0	\$ 15	\$ 258	\$ 235	\$ -	\$ -	\$ -	\$ 508	\$ 508
Prospect Ave Sidewalks West Util. Reloc.		2016	\$ -	\$ -	\$ 103	\$ 107	\$ 55	\$ -	\$ -	\$ 265	\$ 265
Prospect Ave West Util. Reloc.		2015	\$ -	\$ -	\$ 258	\$ 267	\$ -	\$ -	\$ -	\$ 525	\$ 525
Riverwalk/Park Center Dr		Not budgeted	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Storm Drain Conflicts		2016	\$ -	\$ 75	\$ 77	\$ 80	\$ 55	\$ -	\$ -	\$ 288	\$ 288
Woodside/Shadow Hill Util Reloc.		Not budgeted	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
County Alpine Blvd Service Relocations		2014	\$ -	\$ -	\$ 207	\$ -	\$ -	\$ -	\$ -	\$ 207	\$ 207
County Wing Avenue Sewer Relocation	212004	2014	\$ 0	\$ -	\$ 220	\$ -	\$ -	\$ -	\$ -	\$ 220	\$ 220
Lakeside Interceptor Replacement Particip.	206007	Annual	\$ -	\$ 15	\$ 207	\$ 213	\$ 220	\$ 228	\$ -	\$ 883	\$ 883
Salinity Nutrient Mgt Plan (PD share)	42876	2014	\$ -	\$ 40	\$ 45	\$ -	\$ -	\$ -	\$ -	\$ 85	\$ 85
Stage 2 DBPR System Improvements	206028	Not budgeted	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Undefined External Mandates		Annual	\$ -	\$ -	\$ -	\$ -	\$ 551	\$ 569	TBD	\$ 1,120	\$ 1,120
Urban Water Management Plan 2015		2016	\$ -	\$ -	\$ -	\$ 53	\$ 55	\$ -	\$ -	\$ 108	\$ 108

YEAR 1 REVISED CIP BUDGET  
PROJECT EXPENDITURES (\$1,000s)

EXHIBIT C

Project and Phase	Job No. or Work Order	Estimated Completion	Cost to 6/30/12	Anticipated 12/13	13/14	14/15	15/16	16/17	Future	Total	Total 5 Years 12/13 - 16/17
WDR Sewer System Management Plan Update		2014	\$ -	\$ 25	\$ 77	\$ -	\$ -	\$ -	\$ -	\$ 102	\$ 102
WRF NPDES Permit Annual Updates		Annual	\$ -	\$ 10	\$ 10	\$ 11	\$ 11	\$ 11	TBD	\$ 53	\$ 53
WRF NPDES Permit Renewal 2014		2015	\$ -	\$ 65	\$ 67	\$ 133	\$ -	\$ -	\$ -	\$ 266	\$ 266
<b>Subtotal</b>			<b>\$ 1</b>	<b>\$ 505</b>	<b>\$ 1,803</b>	<b>\$ 1,286</b>	<b>\$ 948</b>	<b>\$ 808</b>	<b>\$ -</b>	<b>\$ 5,351</b>	<b>\$ 5,350</b>
<b>CIP General</b>											
5 Res Retrofit Ph 4 - Blossom Valley											
Design	208027	Complete	\$ 124	\$ 1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 125	\$ 1
Permitting		2015	\$ -	\$ -	\$ -	\$ 80	\$ -	\$ -	\$ -	\$ 80	\$ 80
Construction	208027	2017	\$ -	\$ -	\$ -	\$ -	\$ 3,544	\$ 5,693	\$ -	\$ 9,237	\$ 9,237
Annual Post-Project Engineering	212007	Annual	\$ -	\$ 12	\$ 5	\$ 5	\$ 6	\$ 6	TBD	\$ 33	\$ 33
Annual Sewer Assessment		Annual	\$ -	\$ 30	\$ 26	\$ 21	\$ 11	\$ 6	TBD	\$ 94	\$ 94
Annual Sewer Replacment / Rehab		Annual	\$ -	\$ 170	\$ 232	\$ 192	\$ 99	\$ 51	TBD	\$ 745	\$ 745
Asset Management System/CMMS			\$ -	\$ -	\$ -	\$ -	\$ 551	\$ 285	\$ -	\$ 836	\$ 836
Blossom Valley Res Drainage & Site Impr.											
Study	43027	2013	\$ -	\$ 40	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40	\$ 40
Construction		2016	\$ -	\$ -	\$ -	\$ -	\$ 165	\$ -	\$ -	\$ 165	\$ 165
Braverman Sewer Cured in Place Repairs Ph 2	212011	2013	\$ -	\$ 250	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ 350	\$ 350
Capacity Fee Update 2014		2016	\$ -	\$ -	\$ -	\$ 110	\$ 114	\$ -	\$ -	\$ 223	\$ 223
Carlton Hills Diversion Structure Upgrade		2015	\$ -	\$ -	\$ 75	\$ 534	\$ -	\$ -	\$ -	\$ 609	\$ 609
Chocolate Summit Res Land Acq.		2014	\$ -	\$ 15	\$ 135	\$ -	\$ -	\$ -	\$ -	\$ 150	\$ 150
CSC Elec Reliability & Consolidation	209004	2013	\$ 29	\$ 110	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 139	\$ 110
CSC Ph 2 - Verizon Relocation	212014	2013	\$ -	\$ 30	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30	\$ 30
Emerg. Generators Startup, Testing, Permitting		2013	\$ -	\$ 50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50	\$ 50
Emergency Interconn Trailer Mounted Pumps		2016	\$ -	\$ -	\$ 21	\$ 213	\$ 52	\$ -	\$ -	\$ 286	\$ 286
Eng System Data Updates (Annual)		Annual	\$ -	\$ 5	\$ 5	\$ 5	\$ 6	\$ 6	TBD	\$ 27	\$ 27
Facility Condition Assessment Sewer		2015	\$ -	\$ 15	\$ 15	\$ 16	\$ -	\$ -	\$ -	\$ 47	\$ 47
Facility Condition Assessment Water		2015	\$ -	\$ 35	\$ 36	\$ 37	\$ -	\$ -	\$ -	\$ 109	\$ 109
Financial Computer Syst Upgrade											
CIS Software	212012	2014	\$ -	\$ 720	\$ 744	\$ -	\$ -	\$ -	\$ -	\$ 1,464	\$ 1,464
EDMS Implementation	212008	2014	\$ -	\$ 105	\$ 108	\$ -	\$ -	\$ -	\$ -	\$ 213	\$ 213
Finance & HR Software	212013	2014	\$ -	\$ 675	\$ 697	\$ -	\$ -	\$ -	\$ -	\$ 1,372	\$ 1,372
GIS Projects		2016	\$ -	\$ 150	\$ 77	\$ 53	\$ 55	\$ -	\$ -	\$ 336	\$ 336
HWD/Camino Canada Emerg. Conn.	204021	2014	\$ -	\$ -	\$ 80	\$ -	\$ -	\$ -	\$ -	\$ 80	\$ 80
I-8 Crossing - Labrador Lane											
Assessment		2014	\$ -	\$ -	\$ 57	\$ -	\$ -	\$ -	\$ -	\$ 57	\$ 57
Design & Construction		2016	\$ -	\$ -	\$ 72	\$ 373	\$ 66	\$ -	\$ -	\$ 512	\$ 512
I-8 Crossing - Viewside Lane 8" Assessment		2014	\$ -	\$ 20	\$ 30	\$ -	\$ -	\$ -	\$ -	\$ 50	\$ 50
IFP Annual Maint		Annual	\$ -	\$ 0	\$ -	\$ 48	\$ 66	\$ 51	TBD	\$ 166	\$ 166
IPS Chopper Pumps (IPS Screening)	209013	2014	\$ -	\$ 50	\$ 52	\$ -	\$ -	\$ -	\$ -	\$ 102	\$ 102
JWA NCCP Subarea Plan	(prev 98046)	2013	\$ -	\$ 50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50	\$ 50
JWA NCCP Subarea Plan (Ph 2)		2014	\$ -	\$ -	\$ 37	\$ 0	\$ 0	\$ 0	\$ -	\$ 37	\$ 37
Magnolia Ave South Relief Sewer - Segment 1											
Studies	204030	Complete	\$ 39	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 39	\$ -
Planning & Prelim. Design	42930	2014	\$ -	\$ 1	\$ 74	\$ -	\$ -	\$ -	\$ -	\$ 75	\$ 75
Design & Construction	204030	2016	\$ -	\$ -	\$ -	\$ 320	\$ 55	\$ -	\$ -	\$ 375	\$ 375
Master Plan & Program EIR	42913	2014	\$ -	\$ 15	\$ 755	\$ -	\$ -	\$ -	\$ -	\$ 770	\$ 770
METRO Sewer Billing	43140	2014	\$ -	\$ 30	\$ 15	\$ -	\$ -	\$ -	\$ -	\$ 45	\$ 45
Mission Gorge Rd 36" Valves		2017	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 399	\$ -	\$ 399	\$ 399
Northcote Pump Station Upgrade - Prelim Design		2017	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 38	\$ -	\$ 38	\$ 38
Pipe Evaluations - Bridge Crossings		2014	\$ -	\$ 50	\$ 103	\$ -	\$ -	\$ -	\$ -	\$ 153	\$ 153
Reservoir Refurbishing Ph 5	210017	2017	\$ -	\$ -	\$ -	\$ 320	\$ 110	\$ 114	\$ -	\$ 544	\$ 544

YEAR 1 REVISED CIP BUDGET  
PROJECT EXPENDITURES (\$1,000s)

EXHIBIT C

Project and Phase	Job No. or Work Order	Estimated Completion	Cost to 6/30/12	Anticipated 12/13	13/14	14/15	15/16	16/17	Future	Total	Total 5 Years 12/13 - 16/17
Rios Canyon PS Suction Rplc	211014	2014	\$ 110	\$ 300	\$ 33	\$ -	\$ -	\$ -	\$ -	\$ 443	\$ 333
Santee Basin Aquifer Study & Env. (PD Share)	43043	2015	\$ -	\$ 65	\$ 187	\$ 53	\$ -	\$ -	\$ -	\$ 305	\$ 305
Sewer Flow Studies 5 Year Updates		2015	\$ -	\$ -	\$ -	\$ 107	\$ -	\$ -	\$ -	\$ 107	\$ 107
Sewer Rehab Fanita Parkway		2015	\$ -	\$ -	\$ 103	\$ 107	\$ -	\$ -	\$ -	\$ 210	\$ 210
Sewer Trans-River Interceptor (Siphon) Assess.	43035	2014	\$ -	\$ 5	\$ 128	\$ -	\$ -	\$ -	\$ -	\$ 133	\$ 133
Solar Energy Feasibility Study (CSC & WRF)		2014	\$ -	\$ -	\$ 15	\$ -	\$ -	\$ -	\$ -	\$ 15	\$ 15
Solar Power - Res/Ops/WRF Sites	211012	2017	\$ -	\$ -	\$ 15	\$ 16	\$ 17	\$ 17	\$ -	\$ 65	\$ 65
Steel Pipe Condition Assessment		2017	\$ -	\$ -	\$ 155	\$ 213	\$ 220	\$ 228	\$ -	\$ 817	\$ 817
Steel Pipe Repl.		2017	\$ -	\$ -	\$ -	\$ 320	\$ 386	\$ 455	\$ -	\$ 1,161	\$ 1,161
Sunrise Reservoir Verizon Relocation		Complete	\$ -	\$ 50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50	\$ 50
Sycamore Creek Flood Wall		2015	\$ -	\$ -	\$ 258	\$ 267	\$ -	\$ -	\$ -	\$ 525	\$ 525
Sycamore Creek Hydrology Study	43051	2014	\$ -	\$ 30	\$ 95	\$ -	\$ -	\$ -	\$ -	\$ 125	\$ 125
Walmart Sewer Diversion Structure											
Studies	211022	Complete	\$ 12	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12	\$ -
Prelim. Design		2013	\$ -	\$ 110	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 110	\$ 110
Design & Construction	211022	2014	\$ -	\$ -	\$ 557	\$ -	\$ -	\$ -	\$ -	\$ 557	\$ 557
Water Pump Replacement Program		2015	\$ -	\$ -	\$ 146	\$ 150	\$ -	\$ -	\$ -	\$ 296	\$ 296
Willowgrove Sewer, Phase 2											
Assessment		2015	\$ -	\$ -	\$ 31	\$ 32	\$ -	\$ -	\$ -	\$ 63	\$ 63
Construction	209006	2016	\$ -	\$ -	\$ -	\$ -	\$ 165	\$ -	\$ -	\$ 165	\$ 165
WRF & Pond Valve Replacements		2016	\$ -	\$ -	\$ 57	\$ 86	\$ 331	\$ -	\$ -	\$ 473	\$ 473
WRF Aeration Panels		2017	\$ -	\$ -	\$ -	\$ -	\$ 69	\$ 72	\$ -	\$ 141	\$ 141
WRF Chlorine Trolley	211025	2014	\$ 26	\$ 60	\$ 367	\$ -	\$ -	\$ -	\$ -	\$ 453	\$ 427
WRF Fence Replacement		2014	\$ -	\$ -	\$ 103	\$ -	\$ -	\$ -	\$ -	\$ 103	\$ 103
WRF Imprvmts - General (prev SO2 Scrubber)		2015	\$ -	\$ 15	\$ 99	\$ 11	\$ -	\$ -	\$ -	\$ 125	\$ 125
WRF Mag Meter Install	213002	2014	\$ -	\$ -	\$ 125	\$ -	\$ -	\$ -	\$ -	\$ 125	\$ 125
WRF Paving Repair (paid by District)	212002	2015	\$ 70	\$ -	\$ -	\$ 60	\$ -	\$ -	\$ -	\$ 130	\$ 60
WRF Studies	42631, 42930	2014	\$ -	\$ 25	\$ 77	\$ -	\$ -	\$ -	\$ -	\$ 102	\$ 102
<b>Subtotal</b>			<b>\$ 410</b>	<b>\$ 3,289</b>	<b>\$ 6,106</b>	<b>\$ 3,751</b>	<b>\$ 6,087</b>	<b>\$ 7,420</b>	<b>\$ -</b>	<b>\$ 27,063</b>	<b>\$ 26,653</b>
<b>Debt &amp; External Financing Required</b>											
5 Res Retrofit Ph 2 - Mt Top & East Victoria	208025	2013	\$ 8,792	\$ 25	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,817	\$ 25
5 Res Retrofit Ph 3 - West Victoria		2013	\$ 3,707	\$ 2,200	\$ 10	\$ -	\$ -	\$ -	\$ -	\$ 5,917	\$ 2,210
CSC Ph 2 - Ops											
RFP Review & Negotiations	42235	Complete	\$ -	\$ 9	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9	\$ 9
Design & Construction	205014	2015	\$ 862	\$ 101	\$ 600	\$ 3,870	\$ -	\$ -	\$ -	\$ 5,433	\$ 4,572
Emergency Generator - Alpine PS	209001	2013	\$ 689	\$ 68	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 758	\$ 68
Emergency Generator - Flinn Springs PS	209014	2014	\$ 193	\$ 800	\$ 50	\$ -	\$ -	\$ -	\$ -	\$ 1,043	\$ 850
Emergency Generator - Rios Canyon PS	209019	2014	\$ 172	\$ 60	\$ 450	\$ -	\$ -	\$ -	\$ -	\$ 682	\$ 510
ESA Sec. Supply Connection											
Orig Site / Restoration (excl. sunk costs)	203032	2013	\$ 4,443	\$ 400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,843	\$ 400
Legal Costs		2013	\$ -	\$ 75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75	\$ 75
Mitigation & Monitoring	210001	2020	\$ -	\$ 250	\$ 1	\$ 1	\$ 68	\$ 70	\$ 97	\$ 486	\$ 389
Land Acq. 2011 & Vallone	211009, 212015	2013	\$ 24	\$ 711	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 735	\$ 711
Land Acq. El Dorado		2014	\$ -	\$ 40	\$ 260	\$ -	\$ -	\$ -	\$ -	\$ 300	\$ 300
Basis of Design	43473	2014	\$ -	\$ 20	\$ 350	\$ -	\$ -	\$ -	\$ -	\$ 370	\$ 370
Alt Site Design & Constr		2015	\$ -	\$ -	\$ 11,197	\$ 4,268	\$ -	\$ -	\$ -	\$ 15,465	\$ 15,465
Ops - Security Gates (from Cell Revenues)			\$ -	\$ -	\$ -	\$ 80	\$ 83	\$ 85	\$ -	\$ 248	\$ 248
Sunrise Reservoir Retaining Wall / Site Impr.	210026	2014	\$ 99	\$ 450	\$ 175	\$ -	\$ -	\$ -	\$ -	\$ 724	\$ 625
WRF Demo Project											
RFP	42884	2013	\$ -	\$ 45	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45	\$ 45

YEAR 1 REVISED CIP BUDGET  
PROJECT EXPENDITURES (\$1,000s)

EXHIBIT C

Project and Phase	Job No. or Work Order	Estimated Completion	Cost to 6/30/12	Anticipated 12/13	13/14	14/15	15/16	16/17	Future	Total	Total 5 Years 12/13 - 16/17
Demo Project		2014	\$ -	\$ 1,500	\$ 1,550	\$ -	\$ -	\$ -	\$ -	\$ 3,050	\$ 3,050
WRF Paving Repair (SDGE funded)	212002	2015	\$ -	\$ -	\$ -	\$ 60	\$ -	\$ -	\$ -	\$ 60	\$ 60
<b>Subtotal</b>			<b>\$ 18,980</b>	<b>\$ 6,754</b>	<b>\$ 14,642</b>	<b>\$ 8,279</b>	<b>\$ 150</b>	<b>\$ 155</b>	<b>\$ 97</b>	<b>\$ 49,058</b>	<b>\$ 29,981</b>
<b>Developer Driven</b>											
Alpine High School D/P	209021	2014	\$ 18	\$ 1	\$ 93	\$ -	\$ -	\$ -	\$ -	\$ 111	\$ 93
Alpine Ranch Estates West D/P	210012	2014	\$ 2	\$ 24	\$ 24	\$ -	\$ -	\$ -	\$ -	\$ 50	\$ 48
D/P General		2014	\$ -	\$ -	\$ 309	\$ -	\$ -	\$ -	\$ -	\$ 309	\$ 309
Grossmont College Privatization	205021	2013	\$ -	\$ 35	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 35	\$ 35
Pebble Beach Relief Sewer (Castlerock)	203033		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
El Cap Pipeline D/P (South Coast)		2015	\$ -	\$ -	\$ 170	\$ 176	\$ -	\$ -	\$ -	\$ 346	\$ 346
<b>Subtotal</b>		<b>2015</b>	<b>\$ 20</b>	<b>\$ 60</b>	<b>\$ 596</b>	<b>\$ 176</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 851</b>	<b>\$ 831</b>
<b>COP Financing</b>											
5 Res Retrofit Ph 2 - Mt Top & East Victoria		2013		\$ (25)	\$ -	\$ -	\$ -	\$ -	\$ -		\$ (25)
5 Res Retrofit Ph 3 - West Victoria	208026	2014		\$ (2,200)	\$ (10)	\$ -	\$ -	\$ -	\$ -		\$ (2,210)
5 Res Retrofit Ph 4 - Blossom Valley Design	208027	2013		\$ (1)	\$ -	\$ -	\$ -	\$ -	\$ -		\$ (1)
Emergency Generator - Flinn Springs PS	203032	2014		\$ (800)	\$ (50)	\$ -	\$ -	\$ -	\$ -		\$ (850)
Emergency Generator - Rios Canyon PS	209019	2014		\$ (60)	\$ (450)	\$ -	\$ -	\$ -	\$ -		\$ (510)
ESA Sec. Supply Conn											
Orig Site	203032	2013		\$ (400)	\$ -	\$ -	\$ -	\$ -	\$ -		\$ (400)
Mitigation & Monitoring	210001	2013		\$ (250)	\$ -	\$ -	\$ -	\$ -	\$ -		\$ (250)
Land Acq 2011 & Vallone	11009 & 21201	2013		\$ (711)	\$ -	\$ -	\$ -	\$ -	\$ -		\$ (711)
Land Acq El Dorado		2014		\$ (40)	\$ (260)	\$ -	\$ -	\$ -	\$ -		\$ (300)
Alt Site Basis of Design	43473	2014		\$ (20)	\$ (350)	\$ -	\$ -	\$ -	\$ -		\$ (370)
Alt Site Design & Construction		2015		\$ -	\$ (11,197)	\$ (2,494)	\$ -	\$ -	\$ -		\$ (13,691)
Sunrise Reservoir Retaining Wall / Site Impr.	210026	2014		\$ (450)	\$ (175)	\$ -	\$ -	\$ -	\$ -		\$ (625)
<b>Subtotal</b>			<b>\$ (25,057)</b>	<b>\$ (4,957)</b>	<b>\$ (12,492)</b>	<b>\$ (2,494)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (45,000)</b>	<b>\$ (19,943)</b>
<b>Grants &amp; Other Financing</b>											
CSC Ph 2 - OPS (Sale of Woodside Property)	205014	2015	\$ (560)	\$ (52)	\$ (283)	\$ (1,823)	\$ -	\$ -	\$ -	\$ (2,717)	\$ (2,157)
Ops - Security Gates, Cell Phone Revenues		2017	\$ -	\$ -	\$ -	\$ (80)	\$ (83)	\$ (85)	\$ -	\$ (248)	\$ (248)
Solar Energy Feasibility Study (CSC & WRF)		2014	\$ -	\$ -	\$ (15)	\$ -	\$ -	\$ -	\$ -	\$ (15)	\$ (15)
WRF Demo Project - Grants		2014	\$ -	\$ (1,500)	\$ (1,550)	\$ -	\$ -	\$ -	\$ -	\$ (3,050)	\$ (3,050)
WRF Paving, SDG&E Contribution		2015	\$ -	\$ -	\$ -	\$ (60)	\$ -	\$ -	\$ -	\$ (60)	\$ (60)
<b>Subtotal</b>			<b>\$ (560)</b>	<b>\$ (1,552)</b>	<b>\$ (1,848)</b>	<b>\$ (1,963)</b>	<b>\$ (83)</b>	<b>\$ (85)</b>	<b>\$ -</b>	<b>\$ (6,075)</b>	<b>\$ (5,530)</b>
<b>Debt Service</b>											
AMR Debt Service	207029	2020	\$ 1,759	\$ 704	\$ 704	\$ 704	\$ 704	\$ 704	\$ 1,759	\$ 7,037	\$ 3,519
COP Debt Service (CIP Share)		2040	\$ 256	\$ 174	\$ 214	\$ 217	\$ 208	\$ 204	\$ 33,853	\$ 35,127	\$ 1,018
<b>Subtotal</b>			<b>\$ 2,015</b>	<b>\$ 878</b>	<b>\$ 917</b>	<b>\$ 921</b>	<b>\$ 912</b>	<b>\$ 908</b>	<b>\$ 35,612</b>	<b>\$ 42,164</b>	<b>\$ 4,537</b>
<b>NET TOTAL</b>											
TOTAL PROJECTS				\$ 11,921	\$ 24,615	\$ 14,900	\$ 8,658	\$ 9,997	\$ 97	\$ 91,723	\$ 70,092
TOTAL FINANCING				\$ (6,509)	\$ (14,339)	\$ (4,457)	\$ (83)	\$ (85)	\$ -	\$ (51,075)	\$ (25,473)
DEBT SERVICE				\$ 878	\$ 917	\$ 921	\$ 912	\$ 908	\$ 35,612	\$ 42,164	\$ 4,537
NET				\$ 6,290	\$ 11,193	\$ 11,365	\$ 9,488	\$ 10,820	\$ 35,709	\$ 82,812	\$ 49,155

YEAR 1 REVISED CIP BUDGET  
PROJECT EXPENDITURES (\$1,000s)

EXHIBIT C

Project and Phase	Job No. or Work Order	Estimated Completion	Cost to 6/30/12	Anticipated 12/13	13/14	14/15	15/16	16/17	Future	Total	Total 5 Years 12/13 - 16/17
BELOW THE LINE - UNBUDGETED, EXTERNAL FINANCING REQUIRED											
Cuyamaca/Carlton Oaks Interconn Upsize		2019	\$ 8	\$ -	\$ -	\$ -	\$ -	\$ 618	\$ 1,494	\$ 2,120	
Willowgrove Sewer, Phase 2 Constr	209006	2018	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 959	\$ 959	\$ -
WRF Ph 1 Design (incl IPS)	210014	2016	\$ -	\$ -	\$ -	\$ 2,134	\$ 2,205	\$ -	\$ -	\$ 4,339	\$ 4,339
WRF Ph 1 Constr (WRF & AWT)	210014	2018	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,279	\$ 26,113	\$ 51,392	\$ 25,279
WRF Ph 1 Recycled Water Dist System		2018	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 882	\$ 912	\$ 1,794	\$ 882
WRF Ph 1 Recycled Water Retrofit		2018	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 294	\$ 303	\$ 597	\$ 294
Subtotal			\$ 8	\$ -	\$ -	\$ 2,134	\$ 2,205	\$ 27,073	\$ 29,781	\$ 61,201	\$ 31,412
SRF Financing											
Cuyamaca/Carlton Oaks Interconnect		2019	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (618)	\$ (1,494)	\$ (2,112)	\$ (618)
Willowgrove Sewer, Ph 2 Construction	209006	2018	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (959)	\$ (959)	\$ -
WRF Ph 1 Design (incl IPS)	210014	2016	\$ -	\$ -	\$ -	\$ (2,134)	\$ (2,205)	\$ -	\$ -	\$ (4,339)	\$ (4,339)
WRF Ph 1 Constr	210014	2018	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (25,279)	\$ (26,113)	\$ (51,392)	\$ (25,279)
WRF Ph 1 Recycled Water Dist System		2018	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (882)	\$ (912)	\$ (1,794)	\$ (882)
WRF Ph 1 Recycled Water Retrofit		2018	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (294)	\$ (303)	\$ (597)	\$ (294)
Subtotal			\$ -	\$ -	\$ -	\$ (2,134)	\$ (2,205)	\$ (27,073)	\$ (29,781)	\$ (61,193)	\$ (31,412)
Title 16 Grants											
WRF Ph 1 Design		2019	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (1,000)	\$ (1,000)	\$ -
WRF Ph 1 Constr.		2021	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (11,100)	\$ (11,100)	\$ -
WRF Ph 1 Recycled Water Dist Syst		2021	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (129)	\$ (129)	\$ -
WRF Ph 1 Recycled Water Retrofit		2021	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (387)	\$ (387)	\$ -
Subtotal			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (11,616)	\$ (11,616)	\$ -
Debt Service											
Cuyamaca/Carlton Oaks Interconnect		2040	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,770	\$ 2,770	\$ -
Willowgrove Sewer, Phase 2	209006	2040	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,280	\$ 1,280	\$ -
WRF Ph 1 Design (incl IPS)	210014	2038	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,740	\$ 5,740	\$ -
WRF Ph 1 Constr,	210014	2040	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 67,960	\$ 67,960	\$ -
WRF Ph 1 Recycled Water Dist System		2040	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,380	\$ 2,380	\$ -
WRF Ph 1 Recycled Water Retrofit		2040	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 790	\$ 790	\$ -
Subtotal			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 80,920	\$ 80,920	\$ -
TOTAL BELOW THE LINE											
			\$ 8	\$ -	\$ -	\$ -	\$ -	\$ 0	\$ 69,304	\$ 69,312	\$ 0

YEAR 1 REVISED CIP BUDGET  
FUTURE PROJECTS (\$1,000s)

EXHIBIT C

Costs are present value based on April, 2013 ENR LA CCI of 10,289.18, an increase of 2% from the original 5 YBP.

Project Name	Job No.	YEAR 1 UPDATE			ORIG. 5YBP	VARIANCE (inflation)	
		Total Project Budget	Cost to Date 6/30/13	Remaining 6/30/13	Remaining 6/30/12		
FUTURE / BEYOND 5 YEARS - MOVE UP AS BUDGET ALLOWS							
Crest Pipeline Upsizes TBD	203020	\$962	\$0	\$962	\$944	\$18	
Crest Reservoir #11, #12 Replacement (2 MG)		\$5,629	\$39	\$5,590	\$5,483	\$107	
East Victoria Interconnect (12-inch) D/P		\$468	\$0	\$468	\$459	\$9	
El Capitan Liner Replacement Project		\$19,754	\$0	\$19,754	\$19,376	\$379	
El Capitan Pipeline Purchase		\$612	\$0	\$612	\$600	\$12	
Engineering Data Access	211001	\$51	\$0	\$51	\$50	\$1	
Galloway Valley Res. Inlet/Outlet Upsize		\$205	\$0	\$205	\$201	\$4	
Graves Ave Relief Sewer (10-, 12-, 15-in)		\$1,453	\$0	\$1,453	\$1,425	\$28	
Harbison Canyon Trans. Upgrade - Section 1 (14-in)		\$112	\$18	\$94	\$92	\$2	
I-8 Crossing - 30-in abandonment and replacement		\$2,393	\$0	\$2,393	\$2,347	\$46	
I-8 Crossing - Old Hwy 80/Blossom Valley Rd Parallel 8-in		\$801	\$0	\$801	\$786	\$15	
IPS Grinders		\$357	\$0	\$357	\$350	\$7	
Mountain View Pipeline Repl (12-in)		211002	\$1,537	\$34	\$1,503	\$1,474	\$29
Oak Creek Pump Station Upgrade (625 gpm)		\$172	\$0	\$172	\$169	\$3	
Ops - SCADA Upgrades IPS		\$382	\$0	\$382	\$375	\$7	
Ops - SCADA Upgrades Operations 2017	\$1,020	\$0	\$1,020	\$1,000	\$20		
Ops - SCADA Upgrades WRF Hardware & PLC	\$382	\$0	\$382	\$375	\$7		
Quick Connect for Mobile Pump	\$12	\$0	\$12	\$11	\$0		
Reservoir Refurbishing - Future	\$2,557	\$0	\$2,557	\$2,508	\$49		
Undefined Replacement - Retail Water Mains (2015-2019)	\$733	\$0	\$733	\$719	\$14		
Undefined Replacement - Sewer Mains (2015-2019)	\$4,078	\$0	\$4,078	\$4,000	\$78		
Undefined Replacement - Sewer Pump Stations (2010-2014)	\$415	\$0	\$415	\$407	\$8		
Undefined Replacement - Sewer Pump Stations (2015-2019)	\$1,053	\$0	\$1,053	\$1,033	\$20		
Undefined Replacement - Water Pump Stations (2016-2020)	\$4,840	\$0	\$4,840	\$4,747	\$93		
Undefined Replacement - Water Pumps( 2016-2020)	\$315	\$0	\$315	\$309	\$6		
Urban Water Management Plan 2020	\$102	\$0	\$102	\$100	\$2		
Vulnerability Assessment Implementation	\$2,150	\$0	\$2,150	\$2,109	\$41		
Water Pump Station Replacement (2011-2015) - El Capitan Booster PS	\$1,159	\$0	\$1,159	\$1,136	\$22		
Wholesale Res Seismic Actuator	210025	\$274	\$19	\$255	\$250	\$5	
WRF NPDES Permit Renewal 2019	\$260	\$0	\$260	\$255	\$5		
Subtotal		\$54,238	\$110	\$54,127	\$53,090	\$1,037	
FUTURE / BEYOND 10 YEARS							
ADA - Alpine		\$35	\$0	\$35	\$35	\$1	
ADA - Operations		\$47	\$0	\$47	\$46	\$1	
ADA - WRF		\$60	\$0	\$60	\$59	\$1	

YEAR 1 REVISED CIP BUDGET  
FUTURE PROJECTS (\$1,000s)

EXHIBIT C

Project Name	Job No.	YEAR 1 UPDATE			ORIG. 5YBP	VARIANCE (inflation)
		Total Project Budget	Cost to Date 6/30/13	Remaining 6/30/13	Remaining 6/30/12	
Alpine/Viejas Trans Main Extension (16-in)	204008	\$624	\$0	\$624	\$612	\$12
Bend St Sewer Relief		\$318	\$0	\$318	\$312	\$6
East Mast/Riverford Relief Sewer (12- and 15-in)		\$3,257	\$0	\$3,257	\$3,195	\$62
East Mission Gorge Interceptor Participation		\$7,223	\$41	\$7,182	\$7,044	\$138
ESA Reliability - Alpine Heights Pump Station (1600 gpm)		\$2,512	\$0	\$2,512	\$2,464	\$48
ESA Reliability - Alpine South Pump Station (1500 gpm)		\$2,915	\$0	\$2,915	\$2,859	\$56
ESA Reliability - Alpine West Pump Station (5100 gpm)		\$5,331	\$0	\$5,331	\$5,229	\$102
ESA Reliability - Alpine West Reservoir (2 MG)		\$5,605	\$0	\$5,605	\$5,498	\$107
ESA Reliability - Alpine West Trans. Main (12- and 16-in)		\$349	\$0	\$349	\$343	\$7
ESA Reliability - Harbison Canyon Trans. Upgrade - Section 2 (16-in)		\$1,172	\$0	\$1,172	\$1,150	\$22
ESA Reliability - Mountain Top Interconnect (12-in)		\$2,773	\$0	\$2,773	\$2,719	\$53
ESA Reliability - Rios Canyon Pump Station #2 Upgrade		\$1,037	\$0	\$1,037	\$1,017	\$20
Flinn Springs Pump Station #3 Upgrade		\$2,006	\$0	\$2,006	\$1,967	\$38
Magnolia Ave North Relief Sewer - Segment 2		\$1,314	\$0	\$1,314	\$1,289	\$25
Magnolia Ave South Relief Sewer - Segment 2		\$2,111	\$0	\$2,111	\$2,071	\$40
Mission Gorge Rd Relief Sewer (12-, 15-, 18-in)		\$1,298	\$0	\$1,298	\$1,273	\$25
Oak Creek East Pump Station (1400 gpm)		\$0	\$0	\$0	\$0	\$0
Oak Creek East Reservoir D/P (0.75 MG)		\$514	\$0	\$514	\$504	\$10
Oak Creek East Reservoir Trans. Main D/P (12-in)		\$321	\$0	\$321	\$315	\$6
Spanish Bit Reservoir North Loop (10-in)		\$337	\$0	\$337	\$331	\$6
Sunrise Conversion to Recycled Water		\$336	\$0	\$336	\$329	\$6
Undefined Repl - Recycled Water Pumps (2020-2024)		\$404	\$0	\$404	\$396	\$8
Undefined Repl - Retail Water Mains (2020-2029)		\$1,460	\$0	\$1,460	\$1,432	\$28
Undefined Repl - Sewer Mains (2020-2024)		\$11,407	\$0	\$11,407	\$11,188	\$219
Undefined Repl - Water Pump Stations (2021-2025)		\$3,508	\$0	\$3,508	\$3,441	\$67
Viejas Mtn South Res Expansion & Repl		\$2,177	\$0	\$2,177	\$2,135	\$42
Woodrose/Woodpark Sewer Relief		\$2,347	\$0	\$2,347	\$2,302	\$45
<b>Subtotal</b>		<b>\$62,799</b>	<b>\$41</b>	<b>\$62,758</b>	<b>\$61,556</b>	<b>\$1,203</b>
<b>TOTAL FUTURE</b>		<b>\$117,037</b>	<b>\$151</b>	<b>\$116,885</b>	<b>\$114,645</b>	<b>\$2,240</b>

**RESOLUTION 2013-19**

**RESOLUTION OF THE BOARD OF DIRECTORS OF  
PADRE DAM MUNICIPAL WATER DISTRICT ADOPTING  
JOB CLASSIFICATIONS AND STANDARD RATES OF PAY  
FOR FISCAL YEAR 2013/2014**

WHEREAS, Memorandum of Understanding (MOUs) between the Padre Dam Employees' Association (PDEA) and Padre Dam Municipal Water District (District), and the Mid Management and Confidential Association (MMCA) and the District, containing salaries and working conditions for the period July 1, 2013 through June 30, 2014 were entered into in April 2012 following negotiations between the parties and approved by the Board at the April 18, 2012 meeting; and

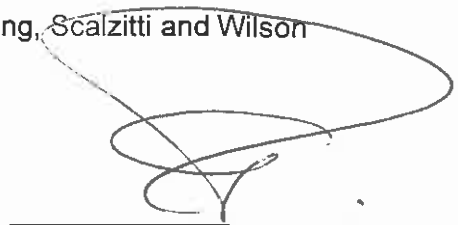
WHEREAS, the new Job Classifications and Standard Rates of Pay for employees represented by PDEA and MMCA and unrepresented employees, with the exception of the General Manager, have been presented to the Board; and

WHEREAS, applicable law requires that the Board publicly adopt a pay schedule which identifies all positions and their pay rate.

NOW, THEREFORE, IT IS HEREBY RESOLVED, DETERMINED AND ORDERED by the Board of Directors of Padre Dam Municipal Water District that the Job Classifications and Standard Rates of Pay for the operation of the District, are established, effective with the first pay period of fiscal year 2013/14, as set forth in Exhibit A attached hereto.

PASSED AND ADOPTED at a Regular Board Meeting of the Board of Directors of Padre Dam Municipal Water District held on June 19, 2013, by the following vote, to wit:

AYES:	Caires, Peasley, Pommering, Scalzitti and Wilson
NOES:	None
ABSENT:	None
ABSTAIN:	None

  
\_\_\_\_\_  
Board President

ATTEST:

  
\_\_\_\_\_  
Board Secretary



**PADRE DAM MUNICIPAL WATER DISTRICT**  
**Fiscal Year Budget 2013-2014**  
**Job Classification Schedule for All Employees**

RESO 2013-19  
Exhibit A

CLASSIFICATION	Salary Grade	HOURLY PAY RANGE*			MONTHLY PAY RANGE			ANNUAL PAY RANGE		
		Min.	Mid.	Max.	Min.	Mid.	Max.	Min.	Mid.	Max.
Accountant	23	\$26.81	\$33.91	\$41.02	\$4,647	\$5,878	\$7,109	\$55,765	\$70,533	\$85,313
Accountant, Senior	29	\$32.02	\$40.51	\$48.99	\$5,550	\$7,022	\$8,492	\$66,602	\$84,261	\$101,902
Accounting Manager	38	\$39.71	\$50.23	\$60.76	\$6,883	\$8,707	\$10,531	\$82,597	\$104,478	\$126,374
Accounting Specialist	13	\$17.90	\$22.64	\$27.38	\$3,103	\$3,924	\$4,746	\$37,232	\$47,091	\$56,953
Accounting Specialist	15	\$19.94	\$25.22	\$30.50	\$3,456	\$4,371	\$5,287	\$41,475	\$52,458	\$63,441
Accounting Specialist	17	\$21.65	\$27.39	\$33.12	\$3,753	\$4,748	\$5,741	\$45,032	\$56,971	\$68,893
Administrative Assistant	11	\$16.15	\$20.43	\$24.71	\$2,799	\$3,541	\$4,283	\$33,592	\$42,494	\$51,395
Administrative Assistant	13	\$17.90	\$22.64	\$27.38	\$3,103	\$3,924	\$4,746	\$37,232	\$47,091	\$56,953
Administrative Assistant	15	\$19.94	\$25.22	\$30.50	\$3,456	\$4,371	\$5,287	\$41,475	\$52,458	\$63,441
Administrative Assistant	18	\$22.61	\$28.60	\$34.59	\$3,919	\$4,957	\$5,996	\$47,029	\$59,488	\$71,957
Assistant Operations Manager	40	\$41.14	\$52.04	\$62.94	\$7,131	\$9,020	\$10,910	\$85,571	\$108,243	\$130,918
Board Secretary	27	\$30.51	\$38.60	\$46.69	\$5,288	\$6,691	\$8,092	\$63,461	\$80,288	\$97,105
Cathodic Protection Program Coordinator	25	\$28.64	\$36.23	\$43.82	\$4,964	\$6,280	\$7,595	\$59,571	\$75,358	\$91,146
Cathodic Protection Program Coordinator	27	\$30.51	\$38.60	\$46.69	\$5,288	\$6,691	\$8,092	\$63,461	\$80,288	\$97,105
Cathodic Protection Program Coordinator	30	\$33.13	\$41.91	\$50.69	\$5,743	\$7,264	\$8,786	\$68,910	\$87,173	\$105,432
Communications Coordinator	25	\$28.64	\$36.23	\$43.82	\$4,964	\$6,280	\$7,595	\$59,571	\$75,358	\$91,146
Communications Manager	35	\$37.27	\$47.14	\$57.02	\$6,460	\$8,171	\$9,883	\$77,522	\$98,051	\$118,597
Communications Officer	30	\$33.13	\$41.91	\$50.69	\$5,743	\$7,264	\$8,786	\$68,910	\$87,173	\$105,432
Construction & Maintenance Supervisor	27	\$30.51	\$38.60	\$46.69	\$5,288	\$6,691	\$8,092	\$63,461	\$80,288	\$97,105
Construction Equipment Operator	18	\$22.61	\$28.60	\$34.59	\$3,919	\$4,957	\$5,996	\$47,029	\$59,488	\$71,957
Construction Equipment Operator	20	\$24.41	\$30.87	\$37.34	\$4,231	\$5,351	\$6,472	\$50,773	\$64,210	\$77,663
Construction Inspector	18	\$22.61	\$28.60	\$34.59	\$3,919	\$4,957	\$5,996	\$47,029	\$59,488	\$71,957
Construction Inspector	20	\$24.41	\$30.87	\$37.34	\$4,231	\$5,351	\$6,472	\$50,773	\$64,210	\$77,663
Construction Inspector	23	\$26.81	\$33.91	\$41.02	\$4,647	\$5,878	\$7,109	\$55,765	\$70,533	\$85,313
Construction Inspector	25	\$28.64	\$36.23	\$43.82	\$4,964	\$6,280	\$7,595	\$59,571	\$75,358	\$91,146
Custodian	10	\$15.15	\$19.17	\$23.19	\$2,626	\$3,323	\$4,019	\$31,512	\$39,874	\$48,225
Customer Service Manager	28	\$30.85	\$39.02	\$47.19	\$5,347	\$6,763	\$8,180	\$64,168	\$81,162	\$98,162
Customer Service Representative	11	\$16.15	\$20.43	\$24.71	\$2,799	\$3,541	\$4,283	\$33,592	\$42,494	\$51,395
Customer Service Representative	13	\$17.90	\$22.64	\$27.38	\$3,103	\$3,924	\$4,746	\$37,232	\$47,091	\$56,953
Customer Service Representative	15	\$19.94	\$25.22	\$30.50	\$3,456	\$4,371	\$5,287	\$41,475	\$52,458	\$63,441
Director of Engineering & Planning	Uncl.	\$57.87	\$72.38	\$86.89	\$10,031	\$12,546	\$15,061	\$120,370	\$150,550	\$180,728
Director of Finance/Chief Financial Officer	Uncl.	\$57.87	\$72.38	\$86.89	\$10,031	\$12,546	\$15,061	\$120,370	\$150,550	\$180,728
Director of Human Resources	Uncl.	\$44.68	\$55.88	\$67.09	\$7,745	\$9,686	\$11,628	\$92,934	\$116,230	\$139,540
Director of Operations & Water Quality	Uncl.	\$57.87	\$72.38	\$86.89	\$10,031	\$12,428	\$14,823	\$120,370	\$149,136	\$180,728

**PADRE DAM MUNICIPAL WATER DISTRICT**  
**Fiscal Year Budget 2013-2014**  
**Job Classification Schedule for All Employees**

RESO 2013-19  
Exhibit A

CLASSIFICATION	Salary Grade	HOURLY PAY RANGE*			MONTHLY PAY RANGE			ANNUAL PAY RANGE		
		Min.	Mid.	Max.	Min.	Mid.	Max.	Min.	Mid.	Max.
<i>Director of Park &amp; Recreation</i>	Uncl.	\$45.99	\$58.18	\$70.38	\$7,972	\$10,085	\$12,199	\$95,659	\$121,014	\$146,387
<i>Distribution Maintenance Manager</i>	35	\$37.27	\$47.14	\$57.02	\$6,460	\$8,171	\$9,883	\$77,522	\$98,051	\$118,597
<i>Distribution Maintenance Supervisor</i>	27	\$30.51	\$38.60	\$46.69	\$5,288	\$6,691	\$8,092	\$63,461	\$80,288	\$97,105
<i>Distribution Supervisor</i>	30	\$33.13	\$41.91	\$50.69	\$5,743	\$7,264	\$8,786	\$68,910	\$87,173	\$105,432
<i>Electrician/Instrumentation &amp; Control Supervisor</i>	30	\$33.13	\$41.91	\$50.69	\$5,743	\$7,264	\$8,786	\$68,910	\$87,173	\$105,432
<i>Electrician/Instrumentation &amp; Control Technician</i>	18	\$22.61	\$28.60	\$34.59	\$3,919	\$4,957	\$5,996	\$47,029	\$59,488	\$71,957
<i>Electrician/Instrumentation &amp; Control Technician</i>	22	\$25.42	\$32.16	\$38.89	\$4,406	\$5,574	\$6,741	\$52,874	\$66,893	\$80,896
<i>Electrician/Instrumentation &amp; Control Technician</i>	26	\$29.26	\$37.01	\$44.76	\$5,072	\$6,415	\$7,759	\$60,861	\$76,981	\$93,111
<i>Engineer</i>	29	\$32.02	\$40.51	\$48.99	\$5,550	\$7,022	\$8,492	\$66,602	\$84,261	\$101,902
<i>Engineer</i>	33	\$35.58	\$45.01	\$54.44	\$6,167	\$7,802	\$9,436	\$74,006	\$93,621	\$113,230
<i>Engineer</i>	36	\$38.23	\$48.36	\$58.49	\$6,627	\$8,382	\$10,138	\$79,518	\$100,589	\$121,662
<i>Engineer</i>	41	\$42.33	\$53.55	\$64.77	\$7,337	\$9,282	\$11,227	\$88,046	\$111,384	\$134,722
<i>Engineering Manager</i>	44	\$44.95	\$56.86	\$68.77	\$7,791	\$9,856	\$11,921	\$93,496	\$118,269	\$143,048
<i>Engineering Manager</i>	48	\$48.12	\$60.87	\$73.63	\$8,341	\$10,551	\$12,762	\$100,090	\$126,610	\$153,149
<i>Engineering Staff Assistant</i>	18	\$22.61	\$28.60	\$34.59	\$3,919	\$4,957	\$5,996	\$47,029	\$59,488	\$71,957
<i>Engineering Supervisor</i>	29	\$32.02	\$40.51	\$48.99	\$5,550	\$7,022	\$8,492	\$66,602	\$84,261	\$101,902
<i>Engineering Technician</i>	18	\$22.61	\$28.60	\$34.59	\$3,919	\$4,957	\$5,996	\$47,029	\$59,488	\$71,957
<i>Engineering Technician</i>	20	\$24.41	\$30.87	\$37.34	\$4,231	\$5,351	\$6,472	\$50,773	\$64,210	\$77,663
<i>Engineering Technician</i>	23	\$26.81	\$33.91	\$41.02	\$4,647	\$5,878	\$7,109	\$55,765	\$70,533	\$85,313
<i>Engineering Technician</i>	25	\$28.64	\$36.23	\$43.82	\$4,964	\$6,280	\$7,595	\$59,571	\$75,358	\$91,146
<i>Equipment Mechanic</i>	20	\$24.41	\$30.87	\$37.34	\$4,231	\$5,351	\$6,472	\$50,773	\$64,210	\$77,663
<i>Equipment Mechanic</i>	25	\$28.64	\$36.23	\$43.82	\$4,964	\$6,280	\$7,595	\$59,571	\$75,358	\$91,146
<i>Facilities Maintenance Worker</i>	12	\$17.17	\$21.72	\$26.26	\$2,976	\$3,765	\$4,552	\$35,714	\$45,178	\$54,628
<i>Facilities Maintenance Worker</i>	14	\$18.86	\$23.86	\$28.85	\$3,269	\$4,136	\$5,001	\$39,229	\$49,629	\$60,017
<i>Facilities Maintenance Worker</i>	17	\$21.65	\$27.39	\$33.12	\$3,753	\$4,748	\$5,741	\$45,032	\$56,971	\$68,893
<i>Facilities Maintenance Specialist</i>	23	\$26.81	\$33.91	\$41.02	\$4,647	\$5,878	\$7,109	\$55,765	\$70,533	\$85,313
<i>GIS/Mapping Administrator</i>	33	\$35.58	\$45.01	\$54.44	\$6,167	\$7,802	\$9,436	\$74,006	\$93,621	\$113,230
<i>GIS/Mapping Specialist</i>	20	\$24.41	\$30.87	\$37.34	\$4,231	\$5,351	\$6,472	\$50,773	\$64,210	\$77,663
<i>GIS/Mapping Specialist</i>	22	\$25.42	\$32.16	\$38.89	\$4,406	\$5,574	\$6,741	\$52,874	\$66,893	\$80,896
<i>GIS/Mapping Specialist</i>	24	\$27.43	\$34.70	\$41.96	\$4,755	\$6,015	\$7,273	\$57,054	\$72,176	\$87,278
<i>Human Resources Specialist</i>	20	\$24.41	\$30.87	\$37.34	\$4,231	\$5,351	\$6,472	\$50,773	\$64,210	\$77,663
<i>Human Resources Specialist</i>	25	\$28.64	\$36.23	\$43.82	\$4,964	\$6,280	\$7,595	\$59,571	\$75,358	\$91,146
<i>Industrial Code Compliance Specialist</i>	20	\$24.41	\$30.87	\$37.34	\$4,231	\$5,351	\$6,472	\$50,773	\$64,210	\$77,663
<i>Industrial Code Compliance Specialist</i>	23	\$26.81	\$33.91	\$41.02	\$4,647	\$5,878	\$7,109	\$55,765	\$70,533	\$85,313

**PADRE DAM MUNICIPAL WATER DISTRICT**  
**Fiscal Year Budget 2013-2014**  
**Job Classification Schedule for All Employees**

RESO 2013-19  
Exhibit A

CLASSIFICATION	Salary Grade	HOURLY PAY RANGE*			MONTHLY PAY RANGE			ANNUAL PAY RANGE		
		Min.	Mid.	Max.	Min.	Mid.	Max.	Min.	Mid.	Max.
Information Systems Manager	44	\$44.95	\$56.32	\$68.77	\$7,791	\$9,762	\$11,733	\$93,496	\$117,146	\$143,048
Information Systems Technical Specialist	20	\$24.41	\$30.87	\$37.34	\$4,231	\$5,351	\$6,472	\$50,773	\$64,210	\$77,663
Information Systems Technical Specialist	24	\$27.43	\$34.70	\$41.96	\$4,755	\$6,015	\$7,273	\$57,054	\$72,176	\$87,278
Information Systems Technical Specialist	30	\$33.13	\$41.91	\$50.69	\$5,743	\$7,264	\$8,786	\$68,910	\$87,173	\$105,432
Laboratory Analyst	14	\$18.86	\$23.86	\$28.85	\$3,269	\$4,136	\$5,001	\$39,229	\$49,629	\$60,017
Laboratory Analyst	20	\$24.41	\$30.87	\$37.34	\$4,231	\$5,351	\$6,472	\$50,773	\$64,210	\$77,663
Laboratory Analyst	22	\$25.42	\$32.16	\$38.89	\$4,406	\$5,574	\$6,741	\$52,874	\$66,893	\$80,896
Laboratory Analyst, Senior	31	\$33.60	\$42.50	\$51.41	\$5,824	\$7,367	\$8,911	\$69,888	\$88,400	\$106,932
Meter Services Administrator	29	\$32.02	\$40.51	\$48.99	\$5,550	\$7,022	\$8,492	\$66,602	\$84,261	\$101,902
Meter Shop Supervisor	25	\$28.64	\$36.23	\$43.82	\$4,964	\$6,280	\$7,595	\$59,571	\$75,358	\$91,146
Meter Technician	14	\$18.86	\$23.86	\$28.85	\$3,269	\$4,136	\$5,001	\$39,229	\$49,629	\$60,017
Meter Technician	16	\$20.60	\$26.06	\$31.52	\$3,571	\$4,517	\$5,463	\$42,848	\$54,205	\$65,554
Meter Technician	18	\$22.61	\$28.60	\$34.59	\$3,919	\$4,957	\$5,996	\$47,029	\$59,488	\$71,957
Operations Manager	45	\$46.22	\$57.91	\$70.71	\$8,011	\$10,038	\$12,257	\$96,138	\$120,453	\$147,084
Park & Recreation Coordinator	10	\$15.15	\$19.17	\$23.19	\$2,626	\$3,323	\$4,019	\$31,512	\$39,874	\$48,225
Park & Recreation Coordinator	12	\$17.17	\$21.72	\$26.26	\$2,976	\$3,765	\$4,552	\$35,714	\$45,178	\$54,628
Park & Recreation Coordinator	14	\$18.86	\$23.86	\$28.85	\$3,269	\$4,136	\$5,001	\$39,229	\$49,629	\$60,017
Park & Recreation Manager	36	\$38.23	\$48.36	\$58.49	\$6,627	\$8,382	\$10,138	\$79,518	\$100,589	\$121,662
Park & Recreation Supervisor	19	\$23.15	\$29.28	\$35.41	\$4,013	\$5,075	\$6,137	\$48,152	\$60,902	\$73,648
Park & Recreation Aide	5	\$10.91	\$13.80	\$16.69	\$1,891	\$2,392	\$2,893	\$22,693	\$28,704	\$34,721
Plant Manager	35	\$37.27	\$47.14	\$57.02	\$6,460	\$8,171	\$9,883	\$77,522	\$98,051	\$118,597
Recycled Water Operations Supervisor	27	\$30.51	\$38.60	\$46.69	\$5,288	\$6,691	\$8,092	\$63,461	\$80,288	\$97,105
Recycled Water Operator	14	\$18.86	\$23.86	\$28.85	\$3,269	\$4,136	\$5,001	\$39,229	\$49,629	\$60,017
Recycled Water Operator	17	\$21.65	\$27.39	\$33.12	\$3,753	\$4,748	\$5,741	\$45,032	\$56,971	\$68,893
Recycled Water Operator	20	\$24.41	\$30.87	\$37.34	\$4,231	\$5,351	\$6,472	\$50,773	\$64,210	\$77,663
Recycled Water Operator	23	\$26.81	\$33.91	\$41.02	\$4,647	\$5,878	\$7,109	\$55,765	\$70,533	\$85,313
Recycled Water Operator/Instrumentation Technician	25	\$28.64	\$36.23	\$43.82	\$4,964	\$6,280	\$7,595	\$59,571	\$75,358	\$91,146
Recycled Water Technician	20	\$24.41	\$30.87	\$37.34	\$4,231	\$5,351	\$6,472	\$50,773	\$64,210	\$77,663
Right of Way Agent	25	\$28.64	\$36.23	\$43.82	\$4,964	\$6,280	\$7,595	\$59,571	\$75,358	\$91,146
Right of Way Agent	27	\$30.51	\$38.60	\$46.69	\$5,288	\$6,691	\$8,092	\$63,461	\$80,288	\$97,105
Right of Way Agent	30	\$33.13	\$41.91	\$50.69	\$5,743	\$7,264	\$8,786	\$68,910	\$87,173	\$105,432
Safety & Risk Manager	31	\$33.60	\$42.50	\$51.41	\$5,824	\$7,367	\$8,911	\$69,888	\$88,400	\$106,932
Safety & Risk Manager	40	\$41.14	\$52.04	\$62.94	\$7,131	\$9,020	\$10,910	\$85,571	\$108,243	\$130,918

**PADRE DAM MUNICIPAL WATER DISTRICT**  
**Fiscal Year Budget 2013-2014**  
**Job Classification Schedule for All Employees**

RESO 2013-19  
Exhibit A

CLASSIFICATION	Salary Grade	HOURLY PAY RANGE*			MONTHLY PAY RANGE			ANNUAL PAY RANGE		
		Min.	Mid.	Max.	Min.	Mid.	Max.	Min.	Mid.	Max.
SCADA Technician	28	\$30.85	\$39.02	\$47.19	\$5,347	\$6,763	\$8,180	\$64,168	\$81,162	\$98,162
SCADA Technician	30	\$33.13	\$41.91	\$50.69	\$5,743	\$7,264	\$8,786	\$68,910	\$87,173	\$105,432
Staff Support (Minimum Wage)	N/A	\$8.00	*	*	\$1,387	*	*	\$16,640	*	\$0
Systems Operator/Technician	18	\$22.61	\$28.60	\$34.59	\$3,919	\$4,957	\$5,996	\$47,029	\$59,488	\$71,957
Systems Operator/Technician	19	\$23.15	\$29.28	\$35.41	\$4,013	\$5,075	\$6,137	\$48,152	\$60,902	\$73,648
Systems Operator/Technician	21	\$24.94	\$31.55	\$38.15	\$4,323	\$5,469	\$6,613	\$51,875	\$65,624	\$79,354
Systems Operator/Technician	23	\$26.81	\$33.91	\$41.02	\$4,647	\$5,878	\$7,109	\$55,765	\$70,533	\$85,313
Utility Worker	14	\$18.86	\$23.86	\$28.85	\$3,269	\$4,136	\$5,001	\$39,229	\$49,629	\$60,017
Utility Worker	17	\$21.65	\$27.39	\$33.12	\$3,753	\$4,748	\$5,741	\$45,032	\$56,971	\$68,893
Warehouse Specialist	18	\$22.61	\$28.60	\$34.59	\$3,919	\$4,957	\$5,996	\$47,029	\$59,488	\$71,957
Warehouse Specialist	20	\$24.41	\$30.87	\$37.34	\$4,231	\$5,351	\$6,472	\$50,773	\$64,210	\$77,663
Warehouse Worker	16	\$20.60	\$26.06	\$31.52	\$3,571	\$4,517	\$5,463	\$42,848	\$54,205	\$65,554
Wastewater Collection Systems Worker	14	\$18.86	\$23.86	\$28.85	\$3,269	\$4,136	\$5,001	\$39,229	\$49,629	\$60,017
Wastewater Collection Systems Worker	17	\$21.65	\$27.39	\$33.12	\$3,753	\$4,748	\$5,741	\$45,032	\$56,971	\$68,893
Wastewater Collection Systems Worker	18	\$22.61	\$28.60	\$34.59	\$3,919	\$4,957	\$5,996	\$47,029	\$59,488	\$71,957
Wastewater Collection Systems Worker	20	\$24.41	\$30.87	\$37.34	\$4,231	\$5,351	\$6,472	\$50,773	\$64,210	\$77,663
Water Quality Compliance Specialist	23	\$26.81	\$33.91	\$41.02	\$4,647	\$5,878	\$7,109	\$55,765	\$70,533	\$85,313
Water Quality Specialist	23	\$26.81	\$33.91	\$41.02	\$4,647	\$5,878	\$7,109	\$55,765	\$70,533	\$85,313

After Hours Duty Pay:

\$235.26

\* This schedule is for Year 2 only. In accordance with the MOU each year will be based on the February San Diego CPI-W.

**PADRE DAM MUNICIPAL WATER DISTRICT**  
**Job Classifications and Salary Grades**  
**Fiscal Year Budget 2013-2014**  
**HOURLY WAGES BY GRADE\***

SALARY GRADE	Min.	Mid.	Max.
5	\$ 10.91	\$ 13.80	\$ 16.69
6	\$ 11.79	\$ 14.91	\$ 18.03
7	\$ 12.66	\$ 16.01	\$ 19.36
8	\$ 13.53	\$ 17.12	\$ 20.71
9	\$ 14.40	\$ 18.22	\$ 22.04
10	\$ 15.15	\$ 19.17	\$ 23.19
11	\$ 16.15	\$ 20.43	\$ 24.71
12	\$ 17.17	\$ 21.72	\$ 26.26
13	\$ 17.90	\$ 22.64	\$ 27.38
14	\$ 18.86	\$ 23.86	\$ 28.85
15	\$ 19.94	\$ 25.22	\$ 30.50
16	\$ 20.60	\$ 26.06	\$ 31.52
17	\$ 21.65	\$ 27.39	\$ 33.12
18	\$ 22.61	\$ 28.60	\$ 34.59
19	\$ 23.15	\$ 29.28	\$ 35.41
20	\$ 24.41	\$ 30.88	\$ 37.34
21	\$ 24.94	\$ 31.55	\$ 38.15
22	\$ 25.42	\$ 32.16	\$ 38.89
23	\$ 26.81	\$ 33.92	\$ 41.02
24	\$ 27.43	\$ 34.70	\$ 41.96
25	\$ 28.64	\$ 36.23	\$ 43.82
26	\$ 29.26	\$ 37.01	\$ 44.76

SALARY GRADE	Min.	Mid.	Max.
27	\$ 30.51	\$ 37.20	\$ 46.69
28	\$ 30.85	\$ 39.02	\$ 47.19
29	\$ 32.02	\$ 40.51	\$ 48.99
30	\$ 33.13	\$ 41.91	\$ 50.69
31	\$ 33.60	\$ 42.51	\$ 51.41
32	\$ 34.47	\$ 43.61	\$ 52.75
33	\$ 35.58	\$ 45.01	\$ 54.44
34	\$ 36.22	\$ 45.82	\$ 55.42
35	\$ 37.27	\$ 47.15	\$ 57.02
36	\$ 38.23	\$ 48.36	\$ 58.49
37	\$ 38.98	\$ 49.31	\$ 59.64
38	\$ 39.71	\$ 50.24	\$ 60.76
39	\$ 40.58	\$ 51.34	\$ 62.10
40	\$ 41.14	\$ 52.04	\$ 62.94
41	\$ 42.33	\$ 53.55	\$ 64.77
42	\$ 43.20	\$ 54.65	\$ 66.10
43	\$ 44.08	\$ 55.76	\$ 67.43
44	\$ 44.95	\$ 56.86	\$ 68.77
45	\$ 46.22	\$ 58.47	\$ 70.71
46	\$ 46.30	\$ 58.58	\$ 70.85
47	\$ 47.57	\$ 60.18	\$ 72.78
48	\$ 48.12	\$ 60.88	\$ 73.63

\* This schedule is for Year 2 only. In accordance with the MOU each year will be based on the February San Diego CPI-W.

## **RESOLUTION 2014-18**

### **RESOLUTION OF THE BOARD OF DIRECTORS OF THE PADRE DAM MUNICIPAL WATER DISTRICT REAFFIRMING THE FIVE-YEAR BUSINESS PLAN AND APPROVING CARRYOVERS AND MODIFICATIONS FOR FISCAL YEARS 2013/14 THROUGH 2016/17**

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, on June 6, 2012 the Board of Directors adopted Resolution 2012-32 adopting a five-year Business Plan and Budget for the Padre Dam Municipal Water District for the fiscal years 2012/13 through 2016/17; and

WHEREAS, on August 15, 2012, in accordance with Proposition 218 requirements, the Board of Directors adopted water and sewer rates through fiscal year 2017 to generate a sufficient multi-year revenue stream necessary to fund the Business Plan and Budget; and

WHEREAS, on November 7, 2012 the Board of Directors adopted Resolution 2012-52 approving a revised operating budget for fiscal year 2012/13 through fiscal years 2016/17; and

WHEREAS, in 2012, the Governmental Accounting Standard Board (GASB) issued Statement Number 51 (GASB 51), "Accounting and Financial Reporting for Intangible Assets," resulting in a major change in how the District accounts for intangible assets in the Business Plan and Budget; and

WHEREAS, on June 19, 2013 the Board of Directors adopted Resolution 2013-20, reaffirming the Five-Year Business Plan and approving carryovers and modifications for fiscal years 2012/13 through 2016/17 which included a reclassification of \$7.3 million for fiscal year 2013 between the Capital Improvement Plan (CIP) budget and the Operating budget; the reclassification included all District intangible assets identified by staff that did not meet the requirements for capitalization, including all studies, plans and preliminary project work, pursuant to GASB 51; and

WHEREAS, based on an ongoing analysis of District projects and the requirements of GASB 51, staff identified additional intangible assets that do not meet the requirements for capitalization and reclassified \$1.1 million between the CIP budget and the Operating budget for fiscal year 2014; and

WHEREAS, prior to July 1 each year, the Board must reaffirm the Business Plan, including reprioritized spending priorities and carryovers for each fiscal year within the five-year plan; and

WHEREAS, the reclassification required by GASB 51, carryovers from FY 2013/14 and reprioritized spending priorities for the remaining three years of the Business Plan and Budget have 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 reaffirm the Business Plan and Budget and approve carryovers and modifications for fiscal years 2013/14 through 2016/17 as presented for the sound financial operation of the District.

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 Summary of the Operating Budgets for Retail Water, Recycled Water, Sewer and Park, for the Padre Dam Municipal Water District, a copy of which is attached hereto as Exhibit 'A', is hereby incorporated into the District's Business Plan and Budget for fiscal years 2013/14 through 2016/17.

Section 3. The Summary of the Capital Equipment Budget of the Padre Dam Municipal Water District, a copy of which is attached hereto as Exhibit 'B', is hereby incorporated into the District's Business Plan and Budget for fiscal years 2013/14 through 2016/17.

Section 4. The Summary of the Capital Improvement Plan Budget of the Padre Dam Municipal Water District, a copy of which is attached hereto as Exhibit 'C', is hereby incorporated into the District's Business Plan and Budget for fiscal years 2013/14 through 2016/17.

Section 5. The District's Business Plan and Budget for fiscal years 2013/14 through 2016/17 as modified by Exhibits A, B, and C, and including any carryovers from fiscal year 2013/14, is hereby reaffirmed.

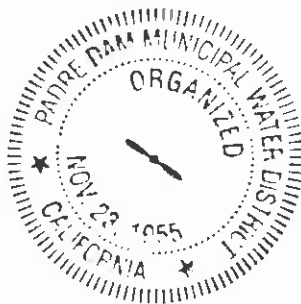
Section 6. This Resolution shall take effect on July 1, 2014.

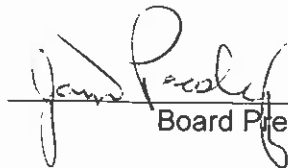
PASSED AND ADOPTED at a regular meeting of the Board of Directors of the Padre Dam Municipal Water District held on June 18, 2014, by the following vote:

AYES:	Caires, Peasley, Pommering, Scalzitti and Wilson
NOES:	None
ABSTAIN:	None
ABSENT:	None

ATTEST:

  
Board Secretary



  
Board President

**Padre Dam Municipal Water District  
Five Year Plan Budget, Year 3  
FY '13 - FY '17  
Combined Operations**

Exhibit A

	FY '13 <u>Actual</u> YEAR 1	FY '14 <u>Forecast</u> YEAR 2	FY '15 <u>Budget</u> YEAR 3	FY '16 <u>Budget</u> YEAR 4	FY '17 <u>Budget</u> YEAR 5	TOTAL
<b>Revenues:</b>						
Water Sales	\$ 26,055,917	\$ 27,958,677	\$ 28,503,226	\$ 30,184,188	\$ 31,539,930	\$ 144,241,939
Infrastructure Access Charge ("IAC")	819,467	835,350	849,576	862,776	862,776	4,229,945
Energy Billings	1,435,618	1,492,522	1,522,372	1,552,820	1,583,876	7,587,209
CWA/Metro Water Purchase Credits	337,441	331,455	331,455	331,455	331,455	1,663,262
Padre Dam Sewer Processing Revenue	1,959,038	2,056,989	2,159,839	2,267,831	2,381,222	10,824,919
Sewer Revenues	15,529,545	15,915,110	16,074,261	16,235,003	16,397,353	80,151,272
System Charges	7,515,126	7,866,103	8,243,678	8,636,815	9,045,691	41,307,413
Park Fees	4,692,526	4,776,169	4,800,000	4,846,859	4,965,628	24,081,182
Property Tax Subvention	2,612,562	2,663,246	2,689,879	2,716,778	2,743,945	13,426,410
Other Revenues	1,092,120	1,279,137	925,786	944,883	965,110	5,207,036
<b>Total Operating Revenues</b>	<b>62,049,360</b>	<b>65,174,758</b>	<b>66,100,072</b>	<b>68,579,408</b>	<b>70,816,988</b>	<b>332,720,587</b>
<b>Direct Costs:</b>						
Water Purchases	14,809,293	15,361,190	16,089,364	16,448,276	16,448,276	79,156,398
Infrastructure Access Charge ("IAC")	821,364	835,350	849,576	862,776	862,776	4,231,842
Energy Purchases	1,251,043	1,492,522	1,522,372	1,552,820	1,583,876	7,402,634
Sewer Metro Costs	3,964,591	3,782,940	3,540,940	3,540,940	3,540,940	18,370,351
Padre Dam Sewer Processing Fee	1,959,038	2,056,990	2,159,839	2,267,831	2,381,223	10,824,922
Fish Stocking	131,056	142,828	144,263	147,085	154,238	719,470
Park Purchases	163,053	144,836	144,836	144,836	144,836	742,397
<b>Total Direct Costs</b>	<b>23,099,438</b>	<b>23,816,656</b>	<b>24,451,191</b>	<b>24,964,564</b>	<b>25,116,165</b>	<b>121,448,014</b>
<b>Revenues Available for Operating Expenses</b>	<b>38,949,922</b>	<b>41,358,102</b>	<b>41,648,881</b>	<b>43,614,844</b>	<b>45,700,823</b>	<b>211,272,573</b>
<b>Operating Expenses:</b>						
Salary & Wages	11,128,337	11,238,747	11,692,242	12,224,356	12,674,782	58,958,464
Employee Benefits	6,673,559	6,613,171	7,135,915	7,804,209	8,769,859	36,996,713
Professional Services	1,141,340	2,444,436	3,367,608	2,960,177	2,779,329	12,692,890
Materials, Supplies, Vehicle & Building	3,760,782	4,089,194	5,457,837	5,435,914	5,576,154	24,319,881
Utilities	1,220,827	1,218,310	1,303,597	1,354,661	1,404,079	6,501,475
Administrative Expenses	1,034,503	1,110,292	1,654,808	1,653,297	1,666,670	7,119,571
Billing Credits	(2,272,766)	(3,056,770)	(2,991,986)	(2,991,282)	(2,764,799)	(14,077,604)
<b>Operating Expenses before Depreciation</b>	<b>22,686,582</b>	<b>23,657,380</b>	<b>27,620,021</b>	<b>28,441,332</b>	<b>30,106,074</b>	<b>132,511,390</b>
Depreciation and Amortization	6,653,192	6,929,300	7,973,264	8,432,431	8,735,659	38,723,846
<b>Operating Income (Loss)</b>	<b>9,610,148</b>	<b>10,771,422</b>	<b>6,055,596</b>	<b>6,741,081</b>	<b>6,859,091</b>	<b>40,037,337</b>
<b>Non-Operating Activity:</b>						
Interest Expense	(2,980,215)	(2,910,352)	(2,812,962)	(2,720,811)	(2,607,290)	(14,031,631)
Interest Income	129,189	145,470	150,339	142,411	147,897	715,307
Property Tax Debt	-	-	-	-	-	-
Gain (Loss) on Sale of Fixed Assets & Investmts	(105,649)	-	-	-	-	(105,649)
Other Income	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-
<b>Total Non-Operating Activity</b>	<b>(2,956,675)</b>	<b>(2,764,882)</b>	<b>(2,662,623)</b>	<b>(2,578,400)</b>	<b>(2,459,392)</b>	<b>(13,421,973)</b>
<b>Revenues Over (Under) Expenses</b>	<b>6,653,474</b>	<b>8,006,539</b>	<b>3,392,973</b>	<b>4,162,680</b>	<b>4,399,698</b>	<b>26,615,364</b>
Interest Income - CEF	145,241	128,464	117,734	92,292	65,253	548,983
<b>Change in Net Assets</b>	<b>\$ 6,798,715</b>	<b>\$ 8,135,003</b>	<b>\$ 3,510,706</b>	<b>\$ 4,254,972</b>	<b>\$ 4,464,951</b>	<b>\$ 27,164,348</b>
<b>Fund Balances</b>						
<b>Add:</b>						
Depreciation and Amortization	6,653,192	6,929,300	7,973,264	8,432,431	8,735,659	38,723,846
Change in Payables/Rec/ST Assets & Liab.	(959,301)	-	-	-	-	(959,301)
Capacity Fees	1,517,546	4,077,591	700,000	700,000	700,000	7,695,136
2009 COP Funds Receivable / (Payable)	-	-	-	-	-	-
2009 COP Transfers / Woodside	4,492,475	2,622,418	3,117,361	7,465,124	4,915,545	22,612,923
Financing (Grants, Woodside, Other)	-	724,194	2,140,032	432,673	85,401	3,382,300
Contributed Capital	4,526,580	-	-	-	-	4,526,580
<b>Deduct:</b>						
CIP	(7,879,133)	(9,669,677)	(16,344,719)	(17,077,753)	(13,094,436)	(64,065,717)
Capital Equipment	(608,206)	(1,363,092)	(1,337,930)	(1,206,494)	(761,802)	(5,277,525)
Debt Principal	(2,608,648)	(2,800,256)	(2,896,806)	(2,978,697)	(2,759,659)	(14,044,065)
Financing (Grants, Woodside, Other)	(4,492,476)	(2,622,418)	(3,117,361)	(7,465,124)	(4,915,545)	(22,612,924)
Transfers between CRF and CEF	-	-	-	-	-	-
Capitalization of Contributed Capital	(3,640,865)	-	-	-	-	(3,640,865)
<b>Cash Generated (Used)</b>	<b>3,799,879</b>	<b>6,033,063</b>	<b>(6,255,452)</b>	<b>(7,442,868)</b>	<b>(2,629,886)</b>	<b>(6,495,264)</b>
<b>Beginning Fund Balance</b>	<b>59,202,637</b>	<b>63,002,516</b>	<b>69,035,579</b>	<b>62,780,127</b>	<b>55,337,259</b>	<b>59,202,637</b>
<b>Ending Fund Balance</b>	<b>\$ 63,002,516</b>	<b>\$ 69,035,579</b>	<b>\$ 62,780,127</b>	<b>\$ 55,337,259</b>	<b>\$ 52,707,373</b>	<b>\$ 52,707,373</b>

**Padre Dam Municipal Water District**  
**Five Year Plan Budget, Year 3**  
**FY '13 - FY '17**  
**Potable Water Operation**

Exhibit A

	FY '13 <u>Actual</u> YEAR 1	FY '14 <u>Forecast</u> YEAR 2	FY '15 <u>Budget</u> YEAR 3	FY '16 <u>Budget</u> YEAR 4	FY '17 <u>Budget</u> YEAR 5	TOTAL
<b>Revenues:</b>						
Water Sales	\$ 24,320,190	\$ 26,113,383	\$ 26,545,971	\$ 28,114,883	\$ 29,380,289	\$ 134,474,717
Infrastructure Access Charge ("IAC")	819,467	835,350	849,576	862,776	862,776	4,229,945
Energy Billings	1,435,618	1,492,522	1,522,372	1,552,820	1,583,876	7,587,209
CWA/Metro Water Purchase Credits	-	-	-	-	-	-
Padre Dam Sewer Processing Revenue	-	-	-	-	-	-
Sewer Revenues	-	-	-	-	-	-
System Charges	7,383,474	7,724,546	8,095,400	8,481,498	8,883,000	40,567,919
Park Fees	-	-	-	-	-	-
Property Tax Subvention	2,612,562	2,663,246	2,689,879	2,716,778	2,743,945	13,426,410
Other Revenues	1,077,126	1,264,137	910,786	929,883	950,110	5,132,042
<b>Total Operating Revenues</b>	<b>37,648,437</b>	<b>40,093,185</b>	<b>40,613,985</b>	<b>42,658,638</b>	<b>44,403,997</b>	<b>205,418,242</b>
<b>Direct Costs:</b>						
Water Purchases	14,809,293	15,361,190	16,089,364	16,448,276	16,448,276	79,156,398
Infrastructure Access Charge ("IAC")	821,364	835,350	849,576	862,776	862,776	4,231,842
Energy Purchases	1,251,043	1,492,522	1,522,372	1,552,820	1,583,876	7,402,634
Sewer Metro Costs	-	-	-	-	-	-
Padre Dam Sewer Processing Fee	-	-	-	-	-	-
Fish Stocking	-	-	-	-	-	-
Park Purchases	-	-	-	-	-	-
<b>Total Direct Costs</b>	<b>16,881,700</b>	<b>17,689,062</b>	<b>18,461,312</b>	<b>18,863,871</b>	<b>18,894,928</b>	<b>90,790,874</b>
<b>Revenues Available for Operating Expenses</b>	<b>20,766,737</b>	<b>22,404,122</b>	<b>22,152,673</b>	<b>23,794,767</b>	<b>25,509,070</b>	<b>114,627,368</b>
<b>Operating Expenses:</b>						
Salary & Wages	6,475,257	6,427,498	6,696,358	6,999,099	7,250,035	33,848,246
Employee Benefits	3,765,123	3,743,971	4,046,235	4,426,374	4,972,016	20,953,719
Professional Services	663,207	1,442,349	1,965,753	1,823,687	1,702,217	7,597,214
Materials, Supplies, Vehicle & Building	1,598,044	1,985,223	2,706,652	2,681,207	2,768,762	11,739,887
Utilities	95,603	90,404	100,117	103,750	107,399	497,272
Administrative Expenses	451,700	625,533	961,904	958,439	974,776	3,972,352
Billing Credits	(1,352,239)	(1,835,149)	(1,796,693)	(1,796,294)	(1,660,124)	(8,440,499)
<b>Operating Expenses before Depreciation</b>	<b>11,696,694</b>	<b>12,479,830</b>	<b>14,680,326</b>	<b>15,196,260</b>	<b>16,115,081</b>	<b>70,168,192</b>
Depreciation and Amortization	4,318,368	4,563,053	4,957,498	5,205,625	5,459,455	24,503,999
<b>Operating Income (Loss)</b>	<b>4,751,674</b>	<b>5,361,239</b>	<b>2,514,848</b>	<b>3,392,881</b>	<b>3,934,534</b>	<b>19,955,177</b>
<b>Non-Operating Activity:</b>						
Interest Expense	(2,024,353)	(2,009,340)	(1,877,568)	(1,809,963)	(1,751,722)	(9,472,945)
Interest Income	38,104	51,937	55,126	49,199	48,274	242,639
Property Tax Debt	-	-	-	-	-	-
Gain (Loss) on Sale of Fixed Assets & Investmts	-	-	-	-	-	-
Other Income	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-
<b>Total Non-Operating Activity</b>	<b>(1,986,249)</b>	<b>(1,957,404)</b>	<b>(1,822,442)</b>	<b>(1,760,764)</b>	<b>(1,703,448)</b>	<b>(9,230,306)</b>
<b>Revenues Over (Under) Expenses</b>	<b>2,765,426</b>	<b>3,403,836</b>	<b>692,406</b>	<b>1,632,117</b>	<b>2,231,086</b>	<b>10,724,871</b>
Interest Income - CEF	-	-	-	-	-	-
<b>Change in Net Assets</b>	<b>\$ 2,765,426</b>	<b>\$ 3,403,836</b>	<b>\$ 692,406</b>	<b>\$ 1,632,117</b>	<b>\$ 2,231,086</b>	<b>\$ 10,724,871</b>
<b>Fund Balances</b>						
<b>Add:</b>						
Depreciation and Amortization	4,318,368	4,563,053	4,957,498	5,205,625	5,459,455	24,503,999
Change in Payables/Rec/ST Assets & Liab.	(754,169)	-	-	-	-	(754,169)
Capacity Fees	666,500	1,849,418	379,534	379,534	379,534	3,654,520
2009 COP Funds Receivable / (Payable)	-	-	-	-	-	-
2009 COP Transfers / Woodside	3,860,413	2,275,945	1,604,800	4,568,656	3,008,314	15,318,127
Financing (Grants, Woodside, Other)	-	-	-	-	-	-
Contributed Capital	2,970,395	-	-	-	-	2,970,395
<b>Deduct:</b>						
CIP	(5,667,484)	(5,348,761)	(7,076,092)	(9,739,685)	(8,828,466)	(36,660,488)
Capital Equipment	(374,108)	(296,071)	(509,750)	(176,539)	(287,457)	(1,643,925)
Debt Principal	(1,364,701)	(1,332,791)	(1,377,825)	(1,410,930)	(1,423,215)	(6,909,462)
Financing (Grants, Woodside, Other)	-	-	-	-	-	-
Transfers between CRF and CEF	(948,807)	(408,220)	(1,334,768)	(668,593)	(859,651)	(4,220,038)
Capitalization of Contributed Capital	(2,450,900)	-	-	-	-	(2,450,900)
<b>Cash Generated (Used)</b>	<b>3,020,933</b>	<b>4,706,408</b>	<b>(2,664,197)</b>	<b>(209,815)</b>	<b>(320,399)</b>	<b>4,532,930</b>
<b>Beginning Fund Balance</b>	<b>7,359,064</b>	<b>10,379,997</b>	<b>15,086,405</b>	<b>12,422,208</b>	<b>12,212,393</b>	<b>7,359,064</b>
<b>Ending Fund Balance</b>	<b>\$ 10,379,997</b>	<b>\$ 15,086,405</b>	<b>\$ 12,422,208</b>	<b>\$ 12,212,393</b>	<b>\$ 11,891,994</b>	<b>\$ 11,891,994</b>

**Padre Dam Municipal Water District**  
**Five Year Plan Budget, Year 3**  
**FY '13 - FY '17**  
**Recycled Water Operation**

Exhibit A

	FY '13 <u>Actual</u> YEAR 1	FY '14 <u>Forecast</u> YEAR 2	FY '15 <u>Budget</u> YEAR 3	FY '16 <u>Budget</u> YEAR 4	FY '17 <u>Budget</u> YEAR 5	TOTAL
<b>Revenues:</b>						
Water Sales	\$ 1,735,727	\$ 1,845,294	\$ 1,957,255	\$ 2,069,305	\$ 2,159,641	\$ 9,767,221
Infrastructure Access Charge ("IAC")	-	-	-	-	-	-
Energy Billings	-	-	-	-	-	-
CWA/Metro Water Purchase Credits	337,441	331,455	331,455	331,455	331,455	1,663,262
Padre Dam Sewer Processing Revenue	1,959,038	2,056,989	2,159,839	2,267,831	2,381,222	10,824,919
Sewer Revenues	-	-	-	-	-	-
System Charges	131,652	141,557	148,278	155,316	162,691	739,495
Park Fees	-	-	-	-	-	-
Property Tax Subvention	-	-	-	-	-	-
Other Revenues	-	-	-	-	-	-
<b>Total Operating Revenues</b>	<b>4,163,858</b>	<b>4,375,295</b>	<b>4,596,827</b>	<b>4,823,908</b>	<b>5,035,009</b>	<b>22,994,897</b>
<b>Direct Costs:</b>						
Water Purchases	-	-	-	-	-	-
Infrastructure Access Charge ("IAC")	-	-	-	-	-	-
Energy Purchases	-	-	-	-	-	-
Sewer Metro Costs	-	-	-	-	-	-
Padre Dam Sewer Processing Fee	-	-	-	-	-	-
Fish Stocking	-	-	-	-	-	-
Park Purchases	-	-	-	-	-	-
<b>Total Direct Costs</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Revenues Available for Operating Expenses</b>	<b>4,163,858</b>	<b>4,375,295</b>	<b>4,596,827</b>	<b>4,823,908</b>	<b>5,035,009</b>	<b>22,994,897</b>
<b>Operating Expenses:</b>						
Salary & Wages	831,152	916,747	955,095	998,274	1,034,065	4,735,334
Employee Benefits	505,361	515,575	557,199	609,548	684,687	2,872,370
Professional Services	44,227	99,871	136,113	126,276	117,865	524,353
Materials, Supplies, Vehicle & Building	248,188	241,912	329,822	326,722	337,391	1,484,034
Utilities	161,033	162,888	180,387	186,933	193,508	884,748
Administrative Expenses	66,873	65,841	101,245	100,880	102,600	437,439
Billing Credits	(191,435)	(266,291)	(260,694)	(260,627)	(240,847)	(1,219,894)
<b>Operating Expenses before Depreciation</b>	<b>1,665,398</b>	<b>1,736,543</b>	<b>1,999,168</b>	<b>2,088,006</b>	<b>2,229,269</b>	<b>9,718,383</b>
Depreciation and Amortization	636,548	641,231	840,450	893,055	922,437	3,933,721
<b>Operating Income (Loss)</b>	<b>1,861,912</b>	<b>1,997,521</b>	<b>1,757,209</b>	<b>1,842,847</b>	<b>1,883,304</b>	<b>9,342,793</b>
<b>Non-Operating Activity:</b>						
Interest Expense	(153,384)	(132,243)	(108,407)	(83,029)	(55,501)	(532,563)
Interest Income	28,077	28,472	27,865	27,466	30,174	142,053
Property Tax Debt	-	-	-	-	-	-
Gain (Loss) on Sale of Fixed Assets & Investmts	-	-	-	-	-	-
Other Income	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-
<b>Total Non-Operating Activity</b>	<b>(125,307)</b>	<b>(103,771)</b>	<b>(80,542)</b>	<b>(55,563)</b>	<b>(25,327)</b>	<b>(390,510)</b>
<b>Revenues Over (Under) Expenses</b>	<b>1,736,605</b>	<b>1,893,750</b>	<b>1,676,667</b>	<b>1,787,284</b>	<b>1,857,977</b>	<b>8,952,283</b>
Interest Income - CEF	-	-	-	-	-	-
<b>Change in Net Assets</b>	<b>\$ 1,736,605</b>	<b>\$ 1,893,750</b>	<b>\$ 1,676,667</b>	<b>\$ 1,787,284</b>	<b>\$ 1,857,977</b>	<b>\$ 8,952,283</b>
<b>Fund Balances</b>						
<b>Add:</b>						
Depreciation and Amortization	636,548	641,231	840,450	893,055	922,437	3,933,721
Change in Payables/Rec/ST Assets & Liab.	(12,852)	-	-	-	-	(12,852)
Capacity Fees	-	-	-	-	-	-
2009 COP Funds Receivable / (Payable)	-	-	-	-	-	-
2009 COP Transfers / Woodside	12,553	18,915	226,751	-	-	258,219
Financing (Grants, Woodside, Other)	-	650,000	2,000,000	350,000	-	3,000,000
Contributed Capital	1,547	-	-	-	-	1,547
<b>Deduct:</b>						
CIP	(125,299)	(733,191)	(893,372)	(594,017)	(110,341)	(2,456,219)
Capital Equipment	(54,843)	(355,774)	(531,557)	(447,213)	(358,078)	(1,747,466)
Debt Principal	(807,565)	(778,674)	(801,890)	(825,664)	(666,346)	(3,880,138)
Financing (Grants, Woodside, Other)	-	-	-	-	-	-
Transfers between CRF and CEF	(407,080)	(272,146)	(889,845)	(445,729)	(573,100)	(2,587,901)
Capitalization of Contributed Capital	4,441	-	-	-	-	4,441
<b>Cash Generated (Used)</b>	<b>984,055</b>	<b>1,064,112</b>	<b>1,627,204</b>	<b>717,716</b>	<b>1,072,548</b>	<b>5,465,635</b>
<b>Beginning Fund Balance</b>	<b>5,753,979</b>	<b>6,738,034</b>	<b>7,802,146</b>	<b>9,429,350</b>	<b>10,147,066</b>	<b>5,753,979</b>
<b>Ending Fund Balance</b>	<b>\$ 6,738,034</b>	<b>\$ 7,802,146</b>	<b>\$ 9,429,350</b>	<b>\$ 10,147,066</b>	<b>\$ 11,219,614</b>	<b>\$ 11,219,614</b>

**Padre Dam Municipal Water District**  
**Five Year Plan Budget, Year 3**  
**FY '13 - FY '17**  
**Sewer Operation**

Exhibit A

	FY '13 <u>Actual</u> YEAR 1	FY '14 <u>Forecast</u> YEAR 2	FY '15 <u>Budget</u> YEAR 3	FY '16 <u>Budget</u> YEAR 4	FY '17 <u>Budget</u> YEAR 5	TOTAL
Revenues:						
Water Sales	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Infrastructure Access Charge ("IAC")	-	-	-	-	-	-
Energy Billings	-	-	-	-	-	-
CWA/Metro Water Purchase Credits	-	-	-	-	-	-
Padre Dam Sewer Processing Revenue	-	-	-	-	-	-
Sewer Revenues	15,529,545	15,915,110	16,074,261	16,235,003	16,397,353	80,151,272
System Charges	-	-	-	-	-	-
Park Fees	-	-	-	-	-	-
Property Tax Subvention	-	-	-	-	-	-
Other Revenues	14,617	15,000	15,000	15,000	15,000	74,617
Total Operating Revenues	15,544,162	15,930,110	16,089,261	16,250,003	16,412,353	80,225,889
Direct Costs:						
Water Purchases	-	-	-	-	-	-
Infrastructure Access Charge ("IAC")	-	-	-	-	-	-
Energy Purchases	-	-	-	-	-	-
Sewer Metro Costs	3,964,591	3,782,940	3,540,940	3,540,940	3,540,940	18,370,351
Padre Dam Sewer Processing Fee	1,959,038	2,056,990	2,159,839	2,267,831	2,381,223	10,824,922
Fish Stocking	-	-	-	-	-	-
Park Purchases	-	-	-	-	-	-
Total Direct Costs	5,923,629	5,839,930	5,700,779	5,808,771	5,922,163	29,195,273
Revenues Available for Operating Expenses	9,620,533	10,090,180	10,388,481	10,441,232	10,490,190	51,030,616
Operating Expenses:						
Salary & Wages	2,866,814	2,921,683	3,043,896	3,181,510	3,295,576	15,309,480
Employee Benefits	1,847,688	1,792,410	1,937,118	2,119,108	2,380,332	10,076,656
Professional Services	264,583	600,943	819,015	759,824	709,215	3,153,581
Materials, Supplies, Vehicle & Building	1,283,505	1,289,024	1,757,454	1,740,932	1,797,783	7,868,698
Utilities	395,055	412,915	457,275	473,869	490,536	2,229,651
Administrative Expenses	368,331	272,713	419,360	417,849	424,972	1,903,225
Billing Credits	(713,820)	(949,556)	(929,599)	(929,361)	(858,829)	(4,381,165)
Operating Expenses before Depreciation	6,312,157	6,340,132	7,504,519	7,763,732	8,239,584	36,160,125
Depreciation and Amortization	963,001	975,364	1,348,135	1,494,381	1,510,270	6,291,150
Operating Income (Loss)	2,345,376	2,774,683	1,535,827	1,183,119	740,336	8,579,341
Non-Operating Activity:						
Interest Expense	(46,140)	(37,322)	(27,758)	(17,906)	(7,287)	(136,414)
Interest Income	56,255	57,868	59,611	57,068	60,195	290,997
Property Tax Debt	-	-	-	-	-	-
Gain (Loss) on Sale of Fixed Assets & Investmts	-	-	-	-	-	-
Other Income	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-
Total Non-Operating Activity	10,115	20,546	31,853	39,161	52,909	154,584
Revenues Over (Under) Expenses	2,355,491	2,795,229	1,567,680	1,222,281	793,244	8,733,925
Interest Income - CEF	-	-	-	-	-	-
Change in Net Assets	\$ 2,355,491	\$ 2,795,229	\$ 1,567,680	\$ 1,222,281	\$ 793,244	\$ 8,733,925
Fund Balances						
Add:						
Depreciation and Amortization	963,001	975,364	1,348,135	1,494,381	1,510,270	6,291,150
Change in Payables/Rec/ST Assets & Liab.	(364,145)	-	-	-	-	(364,145)
Capacity Fees	329,414	805,818	210,097	210,097	210,097	1,765,523
2009 COP Funds Receivable / (Payable)	-	-	-	-	-	-
2009 COP Transfers / Woodside	42,006	74,893	897,810	-	-	1,014,709
Financing (Grants, Woodside, Other)	-	-	-	-	-	-
Contributed Capital	1,294,137	-	-	-	-	1,294,137
Deduct:						
CIP	(598,433)	(1,916,353)	(4,623,728)	(2,200,991)	(647,746)	(9,987,250)
Capital Equipment	(148,207)	(482,572)	(229,123)	(487,742)	(48,767)	(1,396,411)
Debt Principal	(332,086)	(318,891)	(328,455)	(338,307)	(252,242)	(1,569,981)
Financing (Grants, Woodside, Other)	-	-	-	-	-	-
Transfers between CRF and CEF	-	-	-	-	-	-
Capitalization of Contributed Capital	(1,196,004)	-	-	-	-	(1,196,004)
Cash Generated (Used)	2,345,174	1,933,488	(1,157,584)	(100,281)	1,564,856	4,585,653
Beginning Fund Balance	10,553,004	12,898,178	14,831,666	13,674,082	13,573,801	10,553,004
Ending Fund Balance	\$ 12,898,178	\$ 14,831,666	\$ 13,674,082	\$ 13,573,801	\$ 15,138,657	\$ 15,138,657

**Padre Dam Municipal Water District**  
**Five Year Plan Budget, Year 3**  
**FY '13 - FY '17**  
**Park Operations**

Exhibit A

	FY '13 <u>Actual</u> YEAR 1	FY '14 <u>Forecast</u> YEAR 2	FY '15 <u>Budget</u> YEAR 3	FY '16 <u>Budget</u> YEAR 4	FY '17 <u>Budget</u> YEAR 5	TOTAL
Revenues:						
Water Sales	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Infrastructure Access Charge ("IAC")	-	-	-	-	-	-
Energy Billings	-	-	-	-	-	-
CWA/Metro Water Purchase Credits	-	-	-	-	-	-
Padre Dam Sewer Processing Revenue	-	-	-	-	-	-
Sewer Revenues	-	-	-	-	-	-
System Charges	-	-	-	-	-	-
Park Fees	4,692,526	4,776,169	4,800,000	4,846,859	4,965,628	24,081,182
Property Tax Subvention	-	-	-	-	-	-
Other Revenues	377	-	-	-	-	377
Total Operating Revenues	4,692,903	4,776,169	4,800,000	4,846,859	4,965,628	24,081,559
Direct Costs:						
Water Purchases	-	-	-	-	-	-
Infrastructure Access Charge ("IAC")	-	-	-	-	-	-
Energy Purchases	-	-	-	-	-	-
Sewer Metro Costs	-	-	-	-	-	-
Padre Dam Sewer Processing Fee	-	-	-	-	-	-
Fish Stocking	131,056	142,828	144,263	147,085	154,238	719,470
Park Purchases	163,053	144,836	144,836	144,836	144,836	742,397
Total Direct Costs	294,109	287,664	289,099	291,921	299,074	1,461,867
Revenues Available for Operating Expenses	4,398,794	4,488,505	4,510,901	4,554,938	4,666,554	22,619,692
Operating Expenses:						
Salary & Wages	955,114	972,819	996,893	1,045,473	1,095,107	5,065,405
Employee Benefits	555,387	561,215	595,362	649,179	732,825	3,093,968
Professional Services	169,323	301,272	446,726	250,390	250,031	1,417,743
Materials, Supplies, Vehicle & Building	631,045	573,035	663,909	687,054	672,219	3,227,262
Utilities	569,136	552,103	565,819	590,109	612,637	2,889,803
Administrative Expenses	147,599	146,206	172,298	176,129	164,322	806,555
Billing Credits	(15,272)	(5,774)	(5,000)	(5,000)	(5,000)	(36,046)
Operating Expenses before Depreciation	3,012,333	3,100,875	3,436,008	3,393,335	3,522,140	16,464,690
Depreciation and Amortization	735,275	746,389	823,399	835,419	839,545	3,980,028
Operating Income (Loss)	651,186	641,241	251,494	326,185	304,869	2,174,974
Non-Operating Activity:						
Interest Expense	(242,854)	(211,809)	(197,615)	(182,568)	(166,615)	(1,001,460)
Interest Income	6,754	7,193	7,737	8,679	9,254	39,617
Property Tax Debt	-	-	-	-	-	-
Gain (Loss) on Sale of Fixed Assets & Investmts	-	-	-	-	-	-
Other Income	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-
Total Non-Operating Activity	(236,100)	(204,615)	(189,878)	(173,889)	(157,361)	(961,844)
Revenues Over (Under) Expenses	415,086	436,626	61,616	152,296	147,507	1,213,131
Interest Income - CEF	-	-	-	-	-	-
Change in Net Assets	\$ 415,086	\$ 436,626	\$ 61,616	\$ 152,296	\$ 147,507	\$ 1,213,131
Fund Balances						
Add:						
Depreciation and Amortization	735,275	746,389	823,399	835,419	839,545	3,980,028
Change in Payables/Rec/ST Assets & Liab.	-	-	-	-	-	-
Capacity Fees	-	-	-	-	-	-
2009 COP Funds Receivable / (Payable)	-	-	-	-	-	-
2009 COP Transfers / Woodside	-	-	-	-	-	-
Financing (Grants, Woodside, Other)	-	58,699	-	-	-	58,699
Contributed Capital	260,501	-	-	-	-	260,501
Deduct:						
CIP	(425,869)	(555,130)	(292,483)	(215,000)	(541,118)	(2,029,599)
Capital Equipment	(31,048)	(228,675)	(67,500)	(95,000)	(67,500)	(489,723)
Debt Principal	(333,190)	(346,700)	(360,390)	(374,291)	(388,351)	(1,802,921)
Financing (Grants, Woodside, Other)	-	-	-	-	-	-
Transfers between CRF and CEF	-	-	-	-	-	-
Capitalization of Contributed Capital	1,598	-	-	-	-	1,598
Cash Generated (Used)	622,354	111,209	164,642	303,424	(9,916)	1,191,713
Beginning Fund Balance	1,050,630	1,672,984	1,784,193	1,948,835	2,252,259	1,050,630
Ending Fund Balance	\$ 1,672,984	\$ 1,784,193	\$ 1,948,835	\$ 2,252,259	\$ 2,242,343	\$ 2,242,343

**Padre Dam Municipal Water District**  
**Five Year Plan Budget, Year 3**  
**FY '13 - FY '17**  
**CEF and Other Restricted Funds**

Exhibit A

	FY '13 <u>Actual</u> YEAR 1	FY '14 <u>Forecast</u> YEAR 2	FY '15 <u>Budget</u> YEAR 3	FY '16 <u>Budget</u> YEAR 4	FY '17 <u>Budget</u> YEAR 5	TOTAL
<b>Revenues:</b>						
Water Sales	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Infrastructure Access Charge ("IAC")	-	-	-	-	-	-
Energy Billings	-	-	-	-	-	-
CWA/Metro Water Purchase Credits	-	-	-	-	-	-
Padre Dam Sewer Processing Revenue	-	-	-	-	-	-
Sewer Revenues	-	-	-	-	-	-
System Charges	-	-	-	-	-	-
Park Fees	-	-	-	-	-	-
Property Tax Subvention	-	-	-	-	-	-
Other Revenues	-	-	-	-	-	-
<b>Total Operating Revenues</b>	-	-	-	-	-	-
<b>Direct Costs:</b>						
Water Purchases	-	-	-	-	-	-
Infrastructure Access Charge ("IAC")	-	-	-	-	-	-
Energy Purchases	-	-	-	-	-	-
Sewer Metro Costs	-	-	-	-	-	-
Padre Dam Sewer Processing Fee	-	-	-	-	-	-
Fish Stocking	-	-	-	-	-	-
Park Purchases	-	-	-	-	-	-
<b>Total Direct Costs</b>	-	-	-	-	-	-
<b>Revenues Available for Operating Expenses</b>	-	-	-	-	-	-
<b>Operating Expenses:</b>						
Salary & Wages	-	-	-	-	-	-
Employee Benefits	-	-	-	-	-	-
Professional Services	-	-	-	-	-	-
Materials, Supplies, Vehicle & Building	-	-	-	-	-	-
Utilities	-	-	-	-	-	-
Administrative Expenses	-	-	-	-	-	-
Billing Credits	-	-	-	-	-	-
<b>Operating Expenses before Depreciation</b>	-	-	-	-	-	-
Depreciation and Amortization	-	3,262	3,783	3,952	3,952	14,948
<b>Operating Income (Loss)</b>	-	(3,262)	(3,783)	(3,952)	(3,952)	(14,948)
<b>Non-Operating Activity:</b>						
Interest Expense	(513,485)	(519,638)	(601,614)	(627,345)	(626,165)	(2,888,248)
Interest Income	-	-	-	-	-	-
Property Tax Debt	-	-	-	-	-	-
Gain (Loss) on Sale of Fixed Assets & Investmts	(105,649)	-	-	-	-	(105,649)
Other Income	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-
<b>Total Non-Operating Activity</b>	(619,134)	(519,638)	(601,614)	(627,345)	(626,165)	(2,993,897)
<b>Revenues Over (Under) Expenses</b>	(619,134)	(522,901)	(605,397)	(631,297)	(630,117)	(3,008,846)
Interest Income - CEF	145,241	128,464	117,734	92,292	65,253	548,983
<b>Change in Net Assets</b>	\$ (473,893)	\$ (394,437)	\$ (487,663)	\$ (539,005)	\$ (564,864)	\$ (2,459,862)
<b>Fund Balances</b>						
<b>Add:</b>						
Depreciation and Amortization	-	3,262	3,783	3,952	3,952	14,948
Change in Payables/Rec/ST Assets & Liab.	171,865	-	-	-	-	171,865
Capacity Fees	521,632	1,422,355	110,369	110,369	110,369	2,275,093
2009 COP Funds Receivable / (Payable)	-	-	-	-	-	-
2009 COP Transfers / Woodside	577,503	252,665	388,000	2,896,468	1,907,231	6,021,868
Financing (Grants, Woodside, Other)	-	15,495	140,032	82,673	85,401	323,601
Contributed Capital	-	-	-	-	-	-
<b>Deduct:</b>						
CIP	(1,062,048)	(1,116,243)	(3,459,045)	(4,328,061)	(2,966,765)	(12,932,161)
Capital Equipment	-	-	-	-	-	-
Debt Principal	228,893	(23,200)	(28,245)	(29,505)	(29,505)	118,438
Financing (Grants, Woodside, Other)	(4,492,476)	(2,622,418)	(3,117,361)	(7,465,124)	(4,915,545)	(22,612,924)
Transfers between CRF and CEF	1,355,887	680,366	2,224,613	1,114,322	1,432,751	6,807,939
Capitalization of Contributed Capital	-	-	-	-	-	-
<b>Cash Generated (Used)</b>	(3,172,637)	(1,782,155)	(4,225,517)	(8,153,911)	(4,936,975)	(22,271,195)
<b>Beginning Fund Balance</b>	34,485,960	31,313,323	29,531,169	25,305,651	17,151,740	34,485,960
<b>Ending Fund Balance</b>	\$ 31,313,323	\$ 29,531,169	\$ 25,305,651	\$ 17,151,740	\$ 12,214,765	\$ 12,214,765

**PADRE DAM MUNICIPAL WATER DISTRICT  
DEPARTMENTAL BUDGET SUMMARIES  
FIVE YEAR PLAN, REFORECASTED YEAR 3**

ADMINISTRATION	ACTUAL YEAR 1	FORECAST YEAR 2	BUDGET YEAR 3	BUDGET YEAR 4	BUDGET YEAR 5	5-YEAR TOTALS
Salary and Wages	\$ 529,925	\$ 575,167	\$ 613,745	\$ 641,366	\$ 667,665	\$ 3,027,867
Employee Benefits	312,245	308,564	368,712	399,772	453,827	1,843,118
Professional Services	95,773	142,711	303,776	254,714	283,959	1,080,934
Materials and Supplies	47,135	51,475	86,121	64,915	74,201	323,847
Administrative Expenses	139,190	152,134	199,265	184,825	201,486	876,900
Utilities	115,545	112,842	124,536	131,774	139,366	624,062
Billing Credits	(15,333)	(3,817)	-	-	-	(19,150)
Total Expenditures	\$ 1,224,480	\$ 1,339,076	\$ 1,696,155	\$ 1,677,365	\$ 1,820,503	\$ 7,757,578

FINANCE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTALS
Salary and Wages	\$ 1,607,796	\$ 1,675,076	\$ 1,692,499	\$ 1,776,662	\$ 1,861,228	\$ 8,613,261
Employee Benefits	922,416	948,475	1,012,975	1,104,285	1,250,714	5,238,865
Professional Services	145,119	252,834	570,532	473,513	572,025	2,014,024
Materials and Supplies	180,015	316,722	586,727	549,366	620,585	2,253,415
Administrative Expenses	183,913	241,016	349,011	356,735	351,141	1,481,815
Utilities	22,366	30,713	24,024	24,311	24,614	126,028
Billing Credits	(22,872)	(538,752)	(253,200)	(206,400)	(206,400)	(1,227,624)
Total Expenditures	\$ 3,038,753	\$ 2,926,084	\$ 3,982,568	\$ 4,078,472	\$ 4,473,908	\$ 18,499,784

HUMAN RESOURCES	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTALS
Salary and Wages	\$ 314,942	\$ 296,521	\$ 308,452	\$ 323,269	\$ 337,929	\$ 1,581,113
Employee Benefits	270,337	181,776	188,304	205,101	232,182	1,077,699
Professional Services	27,565	67,906	63,238	59,484	66,441	284,635
Materials and Supplies	36,194	26,998	37,408	37,624	35,132	173,357
Administrative Expenses	295,280	304,933	352,448	339,494	365,317	1,657,472
Utilities	2,115	2,149	1,992	1,992	1,992	10,240
Billing Credits	(1,066)	(7,775)	-	-	-	(8,841)
Total Expenditures	\$ 945,367	\$ 872,510	\$ 951,843	\$ 966,964	\$ 1,038,993	\$ 4,775,676

ENGINEERING	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTALS
Salary and Wages	\$ 1,688,364	\$ 1,756,107	\$ 1,732,076	\$ 1,836,562	\$ 1,809,867	\$ 8,822,976
Employee Benefits	833,476	864,569	900,581	1,009,328	1,086,189	4,694,143
Professional Services	371,878	1,296,379	1,601,791	1,580,152	1,247,948	6,098,146
Materials and Supplies	153,750	137,155	116,849	107,278	107,712	622,744
Administrative Expenses	33,591	35,437	61,879	61,269	62,088	254,264
Utilities	5,765	7,112	9,596	10,016	10,436	42,925
Billing Credits	(777,634)	(850,677)	(972,664)	(967,585)	(801,444)	(4,370,004)
Total Expenditures	\$ 2,309,190	\$ 3,246,082	\$ 3,450,107	\$ 3,637,020	\$ 3,522,795	\$ 16,165,195

OPERATIONS	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTALS
Salary and Wages	\$ 6,093,394	\$ 6,027,328	\$ 6,416,158	\$ 6,671,963	\$ 6,977,182	\$ 32,186,024
Employee Benefits	3,817,981	3,782,302	4,106,094	4,475,882	5,058,833	21,241,093
Professional Services	334,546	387,823	390,005	348,468	365,935	1,826,776
Materials and Supplies	2,715,027	2,985,680	3,969,927	3,991,680	4,068,365	17,730,679
Administrative Expenses	238,625	234,012	524,346	539,160	527,013	2,063,157
Utilities	511,717	519,049	583,841	603,040	621,988	2,839,635
Billing Credits	(1,440,609)	(1,650,000)	(1,760,320)	(1,811,434)	(1,751,002)	(8,413,366)
Total Expenditures	\$ 12,270,681	\$ 12,286,194	\$ 14,230,051	\$ 14,818,758	\$ 15,868,313	\$ 69,473,998

PARK	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTALS
Salary and Wages	\$ 893,921	\$ 908,547	\$ 929,312	\$ 974,535	\$ 1,020,912	\$ 4,727,227
Employee Benefits	517,109	526,881	558,596	609,125	687,311	2,899,021
Professional Services	166,464	296,782	438,267	243,847	243,021	1,388,381
Materials and Supplies	628,662	571,164	660,805	685,051	670,159	3,215,840
Administrative Expenses	143,906	142,664	167,710	171,667	159,476	785,422
Utilities	563,322	546,444	559,608	583,528	605,684	2,858,586
Billing Credits	(15,272)	(5,047)	(5,000)	(5,000)	(5,000)	(35,319)
Total Expenditures	\$ 2,898,111	\$ 2,987,435	\$ 3,309,298	\$ 3,262,753	\$ 3,381,562	\$ 15,839,158

**PADRE DAM MUNICIPAL WATER DISTRICT  
DEPARTMENTAL ALLOCATIONS TO DIVISION BUDGETS  
FY 13, ACTUAL**

Department	Salary & Wages	Employee Benefits	Professional Services	Materials & Supplies	Admin. Expenses	Utilities	Billing Credits	Year 1 Total	Percent
Administration	\$ 529,925	\$ 312,245	\$ 95,773	\$ 47,135	\$ 139,190	\$ 115,545	\$ (15,333)	\$ 1,224,480	5.4%
Finance	1,607,796	922,416	145,119	180,015	183,913	22,366	(22,872)	3,038,753	13.4%
Human Resources	314,942	270,337	27,565	36,194	295,280	2,115	(1,066)	945,367	4.2%
Engineering	1,688,364	833,476	371,878	153,750	33,591	5,765	(777,634)	2,309,190	10.2%
Operations	6,093,394	3,817,981	334,546	2,715,027	238,625	511,717	(1,440,609)	12,270,681	54.1%
Park	893,921	517,109	166,464	628,662	143,906	563,322	(15,272)	2,898,111	12.8%
<b>Total</b>	<b>\$ 11,128,343</b>	<b>\$ 6,673,563</b>	<b>\$ 1,141,345</b>	<b>\$ 3,760,783</b>	<b>\$ 1,034,505</b>	<b>\$ 1,220,829</b>	<b>\$ (2,272,786)</b>	<b>\$ 22,686,582</b>	<b>100.0%</b>

Division	Salary & Wages	Employee Benefits	Professional Services	Materials & Supplies	Admin. Expenses	Utilities	Billing Credits	Year 1 Total	Percent
Retail Water	\$ 6,475,257	\$ 3,765,123	\$ 663,207	\$ 1,598,044	\$ 451,700	\$ 95,603	\$ (1,352,239)	\$ 11,696,694	51.6%
Water Recycling	831,152	505,361	44,227	248,188	66,873	161,033	(191,435)	1,665,398	7.3%
Sewer	2,866,814	1,847,688	264,583	1,283,505	368,331	395,055	(713,820)	6,312,157	27.8%
Park	955,114	555,387	169,323	631,045	147,599	569,136	(15,271)	3,012,333	13.3%
<b>Total</b>	<b>\$ 555,387</b>	<b>\$ 6,673,559</b>	<b>\$ 1,141,340</b>	<b>\$ 3,760,782</b>	<b>\$ 1,034,503</b>	<b>\$ 1,220,827</b>	<b>\$ (2,272,765)</b>	<b>\$ 22,686,582</b>	<b>100.0%</b>

**PADRE DAM MUNICIPAL WATER DISTRICT  
DEPARTMENTAL ALLOCATIONS TO DIVISION BUDGETS  
FY 14, PROJECTED**

Department	Salary & Wages	Employee Benefits	Professional Services	Materials & Supplies	Admin. Expenses	Utilities	Billing Credits	Year 2 Total	Percent
Administration	\$ 575,167	\$ 308,564	\$ 142,711	\$ 51,475	\$ 152,134	\$ 112,842	\$ (3,817)	\$ 1,339,076	5.7%
Finance	1,675,076	948,475	252,834	316,722	241,016	30,713	(538,752)	2,926,084	12.4%
Human Resources	296,521	181,776	67,906	26,998	304,933	2,149	(7,775)	872,510	3.7%
Engineering	1,756,107	864,569	1,296,379	137,155	35,437	7,112	(850,677)	3,246,082	13.7%
Operations	6,027,328	3,782,302	387,823	2,985,680	234,012	519,049	(1,650,000)	12,286,194	51.9%
Park	908,547	526,881	296,782	571,164	142,664	546,444	(5,047)	2,987,435	12.6%
<b>Total</b>	<b>\$ 11,238,747</b>	<b>\$ 6,612,566</b>	<b>\$ 2,444,436</b>	<b>\$ 4,089,194</b>	<b>\$ 1,110,196</b>	<b>\$ 1,218,310</b>	<b>\$ (3,056,068)</b>	<b>\$ 23,657,381</b>	<b>100.0%</b>

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Division	Salary & Wages	Employee Benefits	Professional Services	Materials & Supplies	Admin. Expenses	Utilities	Billing Credits	Year 2 Total	Percent
Retail Water	\$ 6,427,498	\$ 3,743,971	\$ 1,442,349	\$ 1,985,223	\$ 625,533	\$ 90,404	\$ (1,835,149)	\$ 12,479,830	52.8%
Water Recycling	916,747	515,575	99,871	241,912	65,841	162,888	(266,291)	1,736,543	7.3%
Sewer	2,921,683	1,792,410	600,943	1,289,024	272,713	412,915	(949,556)	6,340,132	26.8%
Park	972,819	561,215	301,272	573,035	146,206	552,103	(5,774)	3,100,875	13.1%
<b>Total</b>	<b>\$ 11,238,747</b>	<b>\$ 6,613,171</b>	<b>\$ 2,444,436</b>	<b>\$ 4,089,194</b>	<b>\$ 1,110,292</b>	<b>\$ 1,218,310</b>	<b>\$ (3,056,770)</b>	<b>\$ 23,657,380</b>	<b>100.0%</b>

**PADRE DAM MUNICIPAL WATER DISTRICT  
DEPARTMENTAL ALLOCATIONS TO DIVISION BUDGETS  
FY 15, REFORECAST**

Department	Salary & Wages	Employee Benefits	Professional Services	Materials & Supplies	Admin. Expenses	Utilities	Billing Credits	Year 3 Total	Percent
Administration	\$ 613,745	\$ 368,712	\$ 303,776	\$ 86,121	\$ 199,265	\$ 124,536	\$ -	\$ 1,696,155	6.1%
Finance	1,692,499	1,012,975	570,532	586,727	349,011	24,024	(253,200)	3,982,568	14.4%
Human Resources	308,452	188,304	63,238	37,408	352,448	1,992	-	951,843	3.4%
Engineering	1,732,076	900,581	1,601,791	116,849	61,879	9,596	(972,664)	3,450,107	12.5%
Operations	6,416,158	4,106,094	390,005	3,969,927	524,346	583,841	(1,760,320)	14,230,051	51.5%
Park	929,312	558,596	438,267	660,805	167,710	559,608	(5,000)	3,309,298	12.0%
<b>Total</b>	<b>\$ 11,692,242</b>	<b>\$ 7,135,261</b>	<b>\$ 3,367,608</b>	<b>\$ 5,457,837</b>	<b>\$ 1,654,660</b>	<b>\$ 1,303,597</b>	<b>\$ (2,991,184)</b>	<b>\$ 27,620,021</b>	<b>100.0%</b>

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Division	Salary & Wages	Employee Benefits	Professional Services	Materials & Supplies	Admin. Expenses	Utilities	Billing Credits	Year 3 Total	Percent
Retail Water	\$ 6,696,358	\$ 4,046,235	\$ 1,965,753	\$ 2,706,652	\$ 961,904	\$ 100,117	\$ (1,796,693)	\$ 14,680,326	53.2%
Water Recycling	955,095	557,199	136,113	329,822	101,245	180,387	(260,694)	1,999,168	7.2%
Sewer	3,043,896	1,937,118	819,015	1,757,454	419,360	457,275	(929,599)	7,504,519	27.2%
Park	996,893	595,362	446,726	663,909	172,298	565,819	(5,000)	3,436,008	12.4%
<b>Total</b>	<b>\$ 11,692,242</b>	<b>\$ 7,135,915</b>	<b>\$ 3,367,608</b>	<b>\$ 5,457,837</b>	<b>\$ 1,654,808</b>	<b>\$ 1,303,597</b>	<b>\$ (2,991,986)</b>	<b>\$ 27,620,021</b>	<b>100.0%</b>

**PADRE DAM MUNICIPAL WATER DISTRICT  
DEPARTMENTAL ALLOCATIONS TO DIVISION BUDGETS  
FY 16, REFORECAST**

Department	Salary & Wages	Employee Benefits	Professional Services	Materials & Supplies	Admin. Expenses	Utilities	Billing Credits	Year 4 Total	Percent
Administration	\$ 641,366	\$ 399,772	\$ 254,714	\$ 64,915	\$ 184,825	\$ 131,774	\$ -	\$ 1,677,365	5.9%
Finance	1,776,662	1,104,285	473,513	549,366	356,735	24,311	(206,400)	4,078,472	14.3%
Human Resources	323,269	205,101	59,484	37,624	339,494	1,992	-	966,964	3.4%
Engineering	1,836,562	1,009,328	1,580,152	107,278	61,269	10,016	(967,585)	3,637,020	12.8%
Operations	6,671,963	4,475,882	348,468	3,991,680	539,160	603,040	(1,811,434)	14,818,758	52.1%
Park	974,535	609,125	243,847	685,051	171,667	583,528	(5,000)	3,262,753	11.5%
<b>Total</b>	<b>\$ 12,224,356</b>	<b>\$ 7,803,494</b>	<b>\$ 2,960,177</b>	<b>\$ 5,435,914</b>	<b>\$ 1,653,150</b>	<b>\$ 1,354,661</b>	<b>\$ (2,990,419)</b>	<b>\$ 28,441,332</b>	<b>100.0%</b>

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Division	Salary & Wages	Employee Benefits	Professional Services	Materials & Supplies	Admin. Expenses	Utilities	Billing Credits	Year 4 Total	Percent
Retail Water	\$ 6,999,099	\$ 4,426,374	\$ 1,823,687	\$ 2,681,207	\$ 958,439	\$ 103,750	\$ (1,796,294)	\$ 15,196,260	53.4%
Water Recycling	998,274	609,548	126,276	326,722	100,880	186,933	(260,627)	2,088,006	7.3%
Sewer	3,181,510	2,119,108	759,824	1,740,932	417,849	473,869	(929,361)	7,763,732	27.3%
Park	1,045,473	649,179	250,390	687,054	176,129	590,109	(5,000)	3,393,335	11.9%
<b>Total</b>	<b>\$ 12,224,356</b>	<b>\$ 7,804,209</b>	<b>\$ 2,960,177</b>	<b>\$ 5,435,914</b>	<b>\$ 1,653,297</b>	<b>\$ 1,354,661</b>	<b>\$ (2,991,282)</b>	<b>\$ 28,441,332</b>	<b>100.0%</b>

**PADRE DAM MUNICIPAL WATER DISTRICT  
DEPARTMENTAL ALLOCATIONS TO DIVISION BUDGETS  
FY 17, REFORECAST**

Department	Salary & Wages	Employee Benefits	Professional Services	Materials & Supplies	Admin. Expenses	Utilities	Billing Credits	Year 5 Total	Percent
Administration	\$ 667,665	\$ 453,827	\$ 283,959	\$ 74,201	\$ 201,486	\$ 139,366	\$ -	\$ 1,820,503	6.0%
Finance	1,861,228	1,250,714	572,025	620,585	351,141	24,614	(206,400)	4,473,908	14.9%
Human Resources	337,929	232,182	66,441	35,132	365,317	1,992	-	1,038,993	3.5%
Engineering	1,809,867	1,086,189	1,247,948	107,712	62,088	10,436	(801,444)	3,522,795	11.7%
Operations	6,977,182	5,058,833	365,935	4,068,365	527,013	621,988	(1,751,002)	15,868,313	52.7%
Park	1,020,912	687,311	243,021	670,159	159,476	605,684	(5,000)	3,381,562	11.2%
<b>Total</b>	<b>\$ 12,674,782</b>	<b>\$ 8,769,055</b>	<b>\$ 2,779,329</b>	<b>\$ 5,576,154</b>	<b>\$ 1,666,520</b>	<b>\$ 1,404,079</b>	<b>\$ (2,763,845)</b>	<b>\$ 30,106,074</b>	<b>100.0%</b>

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Division	Salary & Wages	Employee Benefits	Professional Services	Materials & Supplies	Admin. Expenses	Utilities	Billing Credits	Year 5 Total	Percent
Retail Water	\$ 7,250,035	\$ 4,972,016	\$ 1,702,217	\$ 2,768,762	\$ 974,776	\$ 107,399	\$ (1,660,124)	\$ 16,115,081	53.5%
Water Recycling	1,034,065	684,687	117,865	337,391	102,600	193,508	(240,847)	2,229,269	7.4%
Sewer	3,295,576	2,380,332	709,215	1,797,783	424,972	490,536	(858,829)	8,239,584	27.4%
Park	1,095,107	732,825	250,031	672,219	164,322	612,637	(5,000)	3,522,140	11.7%
<b>Total</b>	<b>\$ 12,674,782</b>	<b>\$ 8,769,859</b>	<b>\$ 2,779,329</b>	<b>\$ 5,576,154</b>	<b>\$ 1,666,670</b>	<b>\$ 1,404,079</b>	<b>\$ (2,764,799)</b>	<b>\$ 30,106,074</b>	<b>100.0%</b>

**PADRE DAM MUNICIPAL WATER DISTRICT  
DEPARTMENTAL ALLOCATIONS TO DIVISION BUDGETS  
5 YEAR TOTAL, REFORECAST**

Department	Salary & Wages	Employee Benefits	Professional Services	Materials & Supplies	Admin. Expenses	Utilities	Billing Credits	5 Year Total	Percent
Administration	\$ 3,027,867	\$ 1,843,118	\$ 1,080,934	\$ 323,847	\$ 876,900	\$ 624,062	\$ (19,150)	\$ 7,757,578	5.9%
Finance	8,613,261	5,238,865	2,014,024	2,253,415	1,481,815	126,028	(1,227,624)	18,499,784	14.0%
Human Resources	1,581,113	1,077,699	284,635	173,357	1,657,472	10,240	(8,841)	4,775,676	3.6%
Engineering	8,822,976	4,694,143	6,098,146	622,744	254,264	42,925	(4,370,004)	16,165,195	12.2%
Operations	32,186,024	21,241,093	1,826,776	17,730,679	2,063,157	2,839,635	(8,413,366)	69,473,998	52.4%
Park	4,727,227	2,899,021	1,388,381	3,215,840	785,422	2,858,586	(35,319)	15,839,158	12.0%
<b>Total</b>	<b>\$ 58,958,469</b>	<b>\$ 36,993,939</b>	<b>\$ 12,692,895</b>	<b>\$ 24,319,882</b>	<b>\$ 7,119,030</b>	<b>\$ 6,501,477</b>	<b>\$ (14,074,303)</b>	<b>\$ 132,511,390</b>	<b>100.0%</b>

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Division	Salary & Wages	Employee Benefits	Professional Services	Materials & Supplies	Admin. Expenses	Utilities	Billing Credits	5 Year Total	Percent
Retail Water	\$ 33,848,246	\$ 20,953,719	\$ 7,597,214	\$ 11,739,887	\$ 3,972,352	\$ 497,272	\$ (8,440,499)	\$ 70,168,192	53.0%
Water Recycling	4,735,334	2,872,370	524,353	1,484,034	437,439	884,748	(1,219,894)	9,718,383	7.3%
Sewer	15,309,480	10,076,656	3,153,581	7,868,698	1,903,225	2,229,651	(4,381,165)	36,160,125	27.3%
Total Park	5,065,405	3,093,968	1,417,743	3,227,262	806,555	2,889,803	(36,045)	16,464,690	12.4%
<b>Total</b>	<b>\$ 58,958,464</b>	<b>\$ 36,996,713</b>	<b>\$ 12,692,890</b>	<b>\$ 24,319,881</b>	<b>\$ 7,119,571</b>	<b>\$ 6,501,474</b>	<b>\$ (14,077,603)</b>	<b>\$ 132,511,390</b>	<b>100.0%</b>

## FY13-17 Capital Equipment Plan (All)

#	Capital Equipment Description	Life in Years	Department	CC	Actual Year 1	Forecast Year 2	Budget Year 3	Budget Year 4	Budget Year 5	Total Budget
1	Copier	5	FINANCE	11	-	-	-	-	15,000	15,000
2	Imaging System (desktop scanners)	5	FINANCE	11	-	-	20,000	-	-	20,000
3	Printers	5	FINANCE	11	-	-	20,000	-	-	20,000
4	Data backup and recovery improvement	5	FINANCE	16	-	20,969	40,000	-	-	60,969
5	Storage Area Network (SAN) expansion (\$15k-\$50k)	5	FINANCE	16	-	34,205	-	-	-	34,205
6	VMware Host replacements	5	FINANCE	16	-	-	-	-	31,000	31,000
7	Phone system \$400-\$1000 per user	5	FINANCE	16	-	-	110,000	-	-	110,000
8	Backup Tape Library/loader	5	FINANCE	16	-	-	-	-	-	-
9	Computer equipment (Yr 2 includes AC Equip)	5	FINANCE	16	6,182	62,977	48,889	48,889	48,889	215,826
9	HUMA alert software upgrades for CS	5	FINANCE	12	-	-	25,000	-	-	25,000
10	CSC Copier	5	ADMIN	69	-	-	17,000	-	-	17,000
11	New Backlit Projector for Board Room - request	5	ADMIN	69	-	-	-	-	5,000	5,000
12	Board room streaming audio/video	5	ADMIN	69	-	-	15,000	-	-	15,000
13	Repeater hydrant caps	10	OPS	13	-	20,000	-	-	-	20,000
14	Construct Meter Retro	10	OPS	13	-	10,000	-	-	-	10,000
15	Metal Lathe (new building)	10	OPS	47	-	-	-	-	-	-
16	Ball Valve Replacement - P4-PS 3	10	OPS	47	-	-	14,000	-	-	14,000
17	A/C Units	10	OPS	51	10,925	5,840	5,000	-	5,000	26,765
18	Pumps	10	OPS	51	-	37,000	37,000	37,000	103,000	214,000
19	Filter Sand	5	OPS	51	78,300	-	-	-	-	78,300
20	Meters and Analyzers	10	OPS	51	-	14,743	21,000	22,000	6,000	63,743
21	Valves & Equipment	10	OPS	51	-	22,885	18,000	5,000	-	45,885
22	Rag removal belt and motor	5	OPS	51	-	-	5,000	-	-	5,000
23	Chlorine Scrubber rehab	10	OPS	51	-	28,514	-	-	-	28,514
24	Mixers	10	OPS	51	-	10,000	10,000	5,000	13,500	38,500
25	SCADA System	5	OPS	51	6,632	27,400	19,400	51,500	24,500	129,432
26	Motors & Equipment	5	OPS	51	-	13,691	28,500	25,000	21,500	88,691
27	Plate settlers	10	OPS	51	-	-	25,000	-	-	25,000
28	Solar panel upgrade(flow to lake # 7)	20	OPS	51	-	-	8,500	-	-	8,500
29	Primary Tank Sed Cover	25	OPS	51	15,545	-	-	-	-	15,545
30	Asphalt Improvements	5	OPS	51	5,513	-	-	-	-	5,513
31	Turbidity Unit/WRF Gate	10	OPS	51	19,901	-	-	-	-	19,901
32	Auto sampler	10	OPS	52	-	12,000	-	-	-	12,000
33	Casework-Lab Cabinet	25	OPS	52	8,765	23,901	-	-	-	32,666
34	Painting the Laboratory	25	OPS	52	-	25,000	-	-	-	25,000
35	Lab Flooring	25	OPS	52	-	25,000	-	-	-	25,000
36	Atomic Adsorption (metals)	10	OPS	52	-	-	60,000	-	-	60,000
37	UV/VIS Spectrophotometer	10	OPS	52	7,334	-	-	-	-	7,334
38	Auto Analyzer	10	OPS	52	-	-	-	50,000	-	50,000
39	Gas Chromatograph	10	OPS	52	-	-	-	150,000	-	150,000
40	Autoclave	10	OPS	52	-	-	-	-	12,000	12,000
41	Bladder Tanks	10	OPS	47	-	-	10,734	-	-	10,734
42	JD Gator	10	OPS	61	-	-	-	18,000	-	18,000
43	Laptop Computers (add to duty trucks)	5	OPS	71	-	-	11,000	-	-	11,000
44	Backhoe John Deere	15	OPS	71	-	-	95,000	-	-	95,000
45	Backhoe John Deere	15	OPS	73	-	-	-	-	95,000	95,000
46	Autosampler	10	OPS	73	-	-	-	-	-	-
47	Light Tower (two purchased 6/30/12)	10	OPS	73	-	-	9,000	-	-	9,000
48	Arrow Board	10	OPS	73	-	5,000	-	5,000	-	10,000
49	Emission Control Systems	5	OPS	71	156,738	51,545	40,000	14,000	-	262,283
50	Tremac pneumatic breaker	10	OPS	73	-	-	-	-	15,000	15,000
51	Computer Server	5	PARK	62	-	17,500	-	7,500	-	25,000
52	Gator Maintenance Vehicle	10	PARK	62	-	-	10,000	-	-	10,000
53	Maintenance Yard Car Port	15	PARK	62	-	-	-	-	10,000	10,000
54	Peddle Boats	10	PARK	62	-	20,000	10,000	10,000	10,000	50,000
55	Pontoon Boat	10	PARK	62	-	-	20,000	-	-	20,000
56	Tractor (John Deer)	20	PARK	62	-	-	-	35,000	-	35,000
57	WiFi Systems	5	PARK	62	-	15,000	7,500	7,500	7,500	37,500
58	AC -Park Buildings	10	PARK	62	-	20,000	-	-	20,000	40,000
59	Dock Lake 1	15	PARK	62	-	20,000	-	15,000	-	35,000
60	Trash Receptacle Lids	5	PARK	62	-	10,000	-	-	-	10,000
61	Storage Unit/Container	15	PARK	62	-	10,000	10,000	-	10,000	30,000
62	Radio System Upgrade	5	PARK	62	-	6,500	-	-	-	6,500
63	Golf Cart Replacement	10	PARK	62	-	15,000	5,000	5,000	5,000	30,000
64	Copiers	5	PARK	62	-	10,000	-	10,000	-	20,000
65	Generator Installation	15	PARK	62	-	75,000	-	-	-	75,000
66	Oaks Hot Water Heater	5	PARK	67	5,325	-	-	-	-	5,325
67	Cabins AC Units	5	PARK	67	-	9,675	5,000	5,000	5,000	24,675
68	2000 L7501 Vactor Sewer Cleaning Truck	5	OPS	71	-	400,000	-	-	-	400,000
69	2002 Ford F150 Truck	5	PARK	62	-	30,000	-	-	-	30,000
70	2003 Ford F350 Supercab Truck	5	OPS	47	65,657	-	-	-	-	65,657
71	2003 Ford Explorer	5	OPS	37	-	30,808	-	-	-	30,808
72	1999 Ford F-150 Pickup	5	OPS	73	26,009	-	-	-	-	26,009
73	2000 Ford Ranger XLT supercab 4x2	5	OPS	73	24,880	-	-	-	-	24,880
74	2003 Ford F-150 Truck	5	PARK	62	25,686	-	-	-	-	25,686

#	Capital Equipment Description	Life in Years	Department	CC	Actual Year 1	Forecast Year 2	Budget Year 3	Budget Year 4	Budget Year 5	Total Budget
75	2006 Ford Explorer	5	OPS	45		30,303				30,303
76	2008 DODGE DAKOTA (Lease - not disposed)	5	OPS	13	6,203					6,203
77	2001 Ford F250 Truck	5	OPS	43			44,444			44,444
78	2002 Ford F250 Truck	5	OPS	51			35,354			35,354
79	2003 Ford Explorer	5	ENG	34			30,303			30,303
80	2003 Ford Explorer	5	ENG	37			30,303			30,303
81	2003 Ford F-250 Truck	5	OPS	61			37,374			37,374
82	2003 Ford F-350 Truck	5	OPS	73			44,444			44,444
83	2004 Ford F250 Super Cab	5	OPS	47			44,444			44,444
84	2004 Ford F-150 supercab	5	OPS	79			31,313			31,313
85	2008 Ford Explorer Sporttrack	5	OPS	41			31,313			31,313
86	2008 Ford F-350 Duty Truck	5	OPS	73		50,000				50,000
87	1992 Dodge Caravan	5	PARK	62			20,000			20,000
88	1999 Ford F-150 Pickup	5	OPS	43			32,828			32,828
89	2003 Ford Explorer	5	PARK	62			30,000			30,000
90	2004 Ford F-150 supercab	5	OPS	13			33,333			33,333
91	2004 Ford Explorer	5	OPS	79			30,808			30,808
92	2004 Ford Explorer	5	OPS	79			30,808			30,808
93	2004 Ford F-150 supercab	5	OPS	79			31,313			31,313
94	2003 Vactor 2110 Jet Rodder	5	OPS	71				445,000		445,000
95	1999 Ford Windstar Van	5	OPS	69				30,303		30,303
96	2000 Ford Taurus LX 4-Door Sedan	5	OPS	69				20,202		20,202
97	2004 Ford F-350 Super Duty	5	OPS	45				50,000		50,000
98	2006 Ford F-150	5	OPS	49				31,818		31,818
99	2006 Ford F-350	5	OPS	45				37,374		37,374
100	2010 Ford F-350 Duty Truck	5	OPS	73				50,000		50,000
101	2007 DODGE DAKOTA	5	OPS	13					26,263	26,263
102	2007 DODGE DAKOTA	5	OPS	13					25,758	25,758
103	2007 Ford F-350	5	OPS	61					35,859	35,859
104	2010 Ford F-350	5	OPS	47					70,707	70,707
105	1999 Ford F-550 Dumptruck	5	OPS	73		50,505			-	50,505
106	2001 Ford F650 Utility Truck	5	OPS	73					126,263	126,263
107	Ingersoll- Rand Air Compressor	5	OPS	73	16,863					16,863
108	Ingersoll- Rand Air Compressor (B-9)	5	OPS	73	16,863					16,863
109	Ingersoll Rand Air Compressor	5	OPS	73		18,000				18,000
110	Cat Forklift	20	OPS	44		60,000				60,000
111	Pump Control Valves PS 1, 3, 4, 5	20	OPS	47	13,371	14,122	19,000	15,400	14,051	75,944
112	Diesel Generator (Board approved 10/2011)	15	OPS	61	97,062					97,062
										-
	TOTAL				613,754	1,363,083	1,337,906	1,206,486	761,788	5,283,017
	LESS DIESEL GENERATOR				(97,062)	-	-	-	-	(97,062)
	ORIGINAL PLAN BUDGET				516,692	1,363,083	1,337,906	1,206,486	761,788	5,185,955

TOTAL BY DEPARTMENT

OPERATIONS	\$ 576,561	\$ 986,257	\$ 863,911	\$ 1,062,597	\$ 594,399	\$ 4,083,725
ENGINEERING	\$ -	\$ -	\$ 60,606	\$ -	\$ -	\$ 60,606
PARK	\$ 31,011	\$ 258,675	\$ 117,500	\$ 95,000	\$ 67,500	\$ 569,686
FINANCE	\$ 6,182	\$ 118,151	\$ 263,889	\$ 48,889	\$ 94,889	\$ 532,000
ADMIN	\$ -	\$ -	\$ 32,000	\$ -	\$ 5,000	\$ 37,000
TOTAL	\$ 613,754	\$ 1,363,083	\$ 1,337,906	\$ 1,206,486	\$ 761,788	\$ 5,283,017

TOTAL BY OPERATION

WATER	229,601	296,062	509,750	176,530	287,443	\$ 1,499,386
SEWER	171,979	482,572	229,123	487,742	48,767	\$ 1,420,182
RECYCLED WATER	206,850	355,774	531,557	447,213	358,078	\$ 1,899,473
PARK	5,325	228,675	67,500	95,000	67,500	\$ 464,000
TOTAL	613,754	1,363,083	1,337,906	1,206,485	761,788	\$ 5,283,017

TO RECONCILE TO CAPITAL EQUIPMENT ACTIVITY ON BUDGET

TOTAL CAPITAL EQUIPMENT PURCHASES	\$ 5,283,017
DISPOSALS	(77,152)
CHANGE IN ACCUMULATED DEPRECIATION	71,603
TOTAL CAPITAL EQUIPMENT ACTIVITY PER BUDGET	\$ 5,288,566

Year 3 Reforecasted CIP  
Project Expenditures (\$1,000s)

## EXHIBIT C

## NOTES:

- 1) Unless otherwise noted, costs include an inflation factor of 3.3% per year.  
2) Amounts are rounded which may affect footing.

Project and Phase	Job No. or Work Order	Estimated Completion	Cost to 6/30/12	Actual 12/13	Anticipated 13/14	14/15	15/16	16/17	Future	Total	Total 5 Years 12/13 - 16/17
<b>Capitalized Operations</b>											
Annual Raise Air Vacs (ESA)	202033	Annual	\$ 324	\$ -	\$ 1	\$ 34	\$ 35	\$ 35		\$ 429	\$ 105
Annual Raise Air Vacs (WSA)	98048	Annual	\$ -	\$ 3	\$ -	\$ 33	\$ 33	\$ 33		\$ 101	\$ 101
Annual Sewer Manhole Rehabilitation	201004	Annual	\$ 49	\$ 55	\$ 52	\$ 53	\$ 55	\$ 85		\$ 349	\$ 301
Annual Sewer Rehab		Annual	\$ -	\$ -	\$ 10	\$ 49	\$ 50	\$ 85		\$ 194	\$ 194
Blowoff Installation	208015	Annual	\$ -	\$ 47	\$ 108	\$ 53	\$ 83	\$ 85		\$ 376	\$ 376
Poly Service Replacement (ESA)	202032	Annual	\$ -	\$ 87	\$ 66	\$ 48	\$ 50	\$ 68		\$ 319	\$ 319
Poly Service Replacement (WSA)	202008	Annual	\$ -	\$ 138	\$ 214	\$ 53	\$ 55	\$ 57		\$ 518	\$ 518
SCADA Network/Communication Upgrades	208009	Complete	\$ 110	\$ 0	\$ -	\$ -	\$ -	\$ -		\$ 110	\$ 0
SCADA Software Upgrades (Ops)	208003	Complete	\$ 1,274	\$ 114	\$ 0	\$ -	\$ -	\$ -		\$ 1,388	\$ 114
Security System Upgrades Ph 2	205002	2017	\$ 314	\$ 106	\$ 95	\$ 53	\$ 55	\$ 57		\$ 681	\$ 367
Site Paving As Needed		Annual	\$ -	\$ -	\$ 102	\$ 101	\$ 100	\$ 100		\$ 403	\$ 403
Valve Replacement Contractor (offset in op. budget)	213007	Annual	\$ -	\$ -	\$ 293	\$ 229	\$ 229	\$ 250		\$ 1,000	\$ 1,000
Valve Replacement Program (ESA)	202034	Annual		\$ 31	\$ 34	\$ 112	\$ 112	\$ 112		\$ 401	\$ 401
Valve Replacement Program (WSA)	99017	Annual		\$ 493	\$ 361	\$ 516	\$ 516	\$ 516		\$ 2,401	\$ 2,401
Vault Lid Replacement	211023	2014	\$ 16	\$ 24	\$ 27	\$ -	\$ -	\$ -		\$ 67	\$ 51
WRF SCADA Hardware				\$ -	\$ -	\$ 98	\$ -	\$ -		\$ 98	\$ 98
WRF Treatment Equipment Replacement Program	207006	Annual	\$ 39	\$ -	\$ 21	\$ 151	\$ 171	\$ 184		\$ 566	\$ 527
<b>Subtotal</b>			<b>\$ 2,124</b>	<b>\$ 1,099</b>	<b>\$ 1,384</b>	<b>\$ 1,583</b>	<b>\$ 1,542</b>	<b>\$ 1,667</b>	<b>\$ -</b>	<b>\$ 9,401</b>	<b>\$ 7,276</b>
<b>Mandated by External Agencies</b>											
City of El Cajon Meter Box & Sidewalk Rplc		2015		\$ -	\$ -	\$ 50	\$ -	\$ -		\$ 50	\$ 50
City of Santee										\$ -	\$ -
Atlas View Sidewalks Service Reloc.		2015		\$ -	\$ -	\$ 25	\$ -	\$ -		\$ 25	\$ 25
Bridge Retrofits Util. Reloc.		2016		\$ -	\$ -	\$ 50	\$ 52	\$ -		\$ 102	\$ 102
Buena Vista/Railroad Impr.	44062	2015		\$ -	\$ 94	\$ 206	\$ -	\$ -		\$ 300	\$ 300
Carlton Oaks Bridge Retrofit		2015		\$ -	\$ -	\$ 77	\$ -	\$ -		\$ 77	\$ 77
Cottonwood Ave Util. Reloc		Not needed		\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -
Cuyamaca/Mission Gorge Rt Turn Lanes		Not budgeted		\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -
Magnolia Widening Util. Reloc.		2015		\$ -	\$ -	\$ 27	\$ -	\$ -		\$ 27	\$ 27
Magnolia/Palm Glen Median Util. Reloc.		Not budgeted		\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -
Mission Gorge Drainage Conflicts		2015		\$ -	\$ -	\$ 107	\$ -	\$ -		\$ 107	\$ 107
Mission Gorge Median Install Util. Reloc.				\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -
Olive Lane Util. Reloc.		2014		\$ -	\$ 26	\$ -	\$ -	\$ -		\$ 26	\$ 26
Pavement Repair Util. Reloc.		2017		\$ -	\$ -	\$ 50	\$ 52	\$ 53		\$ 155	\$ 155
Prospect Ave Widening Util. Reloc.	211003	2016	\$ 0	\$ 12	\$ 695	\$ 608	\$ 55	\$ -		\$ 1,370	\$ 1,370
Riverwalk/Park Center Dr		Not budgeted		\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -
Storm Drain Conflicts		2016		\$ -	\$ 75	\$ 77	\$ 80	\$ 55		\$ 288	\$ 288
Woodside/Shadow Hill Util Reloc.		Not budgeted		\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -
County Alpine Blvd Service Relocations		2014		\$ -	\$ 207	\$ -	\$ -	\$ -		\$ 207	\$ 207
County Wing Avenue Sewer Relocation		2014	\$ 0	\$ -	\$ 220	\$ -	\$ -	\$ -		\$ 220	\$ 220
Lakeside Interceptor Replacement Participation		Annual		\$ -	\$ 207	\$ 213	\$ 220	\$ 228		\$ 868	\$ 868
Stage 2 DBPR System Improvements	206028	Not budgeted		\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -

Year 3 Reforecasted CIP  
Project Expenditures (\$1,000s)

## EXHIBIT C

Project and Phase	Job No. or Work Order	Estimated Completion	Cost to 6/30/12	Actual 12/13	Anticipated 13/14	14/15	15/16	16/17	Future	Total	Total 5 Years 12/13 - 16/17
Undefined External Mandates		Annual		\$ -	\$ -	\$ -	\$ 251	\$ 569		\$ 820	\$ 820
Urban Water Management Plan 2015		2016		\$ -	\$ -	\$ 53	\$ 55	\$ -		\$ 108	\$ 108
WDR Sewer System Management Plan Update		Complete		\$ 3	\$ 50	\$ -	\$ -	\$ -		\$ 53	\$ 53
WRF NPDES Permit Annual Updates		Annual		\$ -	\$ -	\$ 18	\$ 18	\$ 18		\$ 53	\$ 53
WRF NPDES Permit Renewal 2014		Complete		\$ 0	\$ 35	\$ -	\$ -	\$ -		\$ 35	\$ 35
<b>Subtotal</b>			<b>\$ 1</b>	<b>\$ 15</b>	<b>\$ 1,608</b>	<b>\$ 1,562</b>	<b>\$ 783</b>	<b>\$ 923</b>	<b>\$ -</b>	<b>\$ 4,892</b>	<b>\$ 4,892</b>
<b>CIP General</b>											
5 Res Retrofit Ph 4 - Blossom Valley											
5 Res Retrofit Ph 4 - Blossom Valley Design	208027	Complete	\$ 124	\$ 2	\$ 1	\$ -	\$ -	\$ -		\$ 126	\$ 2
Permitting		2018		\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -
Construction	208027	2019		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,237	\$ 9,237	\$ -
Annexation Fee Study	211006	Complete		\$ 6	\$ -	\$ -	\$ -	\$ -		\$ 6	\$ 6
Annual Post-Project Engineering	212007	Annual		\$ 16	\$ 17	\$ 5	\$ 6	\$ 6		\$ 50	\$ 50
Annual Sewer Assessment	43772	Annual		\$ -	\$ 10	\$ 21	\$ 11	\$ 6		\$ 48	\$ 48
Annual Sewer Assessmt Techite	43810	Complete		\$ -	\$ 15	\$ -	\$ -	\$ -		\$ 15	\$ 15
Annual Sewer Repl/Rehab		Annual		\$ -	\$ -	\$ 192	\$ 99	\$ 51		\$ 342	\$ 342
Braverman Cured in Place Repair Ph 1	211019	Complete		\$ 56	\$ -	\$ -	\$ -	\$ -		\$ 56	\$ 56
Braverman Sewer Cured in Place Repairs Ph 2	212011	Complete		\$ 30	\$ 322	\$ -	\$ -	\$ -		\$ 352	\$ 352
Sewer Cured in Place Repairs 13/14	213008	2015		\$ -	\$ 30	\$ 315	\$ -	\$ -		\$ 345	\$ 345
Asset Management System/CMMS		2017		\$ -	\$ -	\$ -	\$ 551	\$ 285		\$ 836	\$ 836
Blossom Valley Res Drainage & Site Impr. Study	43027	Complete		\$ 34	\$ 2	\$ -	\$ -	\$ -		\$ 36	\$ 36
Blossom Valley Res Drainage & Site Impr.		2016		\$ -	\$ -	\$ -	\$ 100	\$ -		\$ 100	\$ 100
Capacity Fee Update		2016		\$ -	\$ -	\$ 110	\$ 114	\$ -		\$ 223	\$ 223
Carlton Hills Diversion Structure Upgrade		2016		\$ -	\$ -	\$ 75	\$ 534	\$ -		\$ 609	\$ 609
Chocolate Summit Res Land Acq.	213010	2015		\$ -	\$ 140	\$ 110	\$ -	\$ -		\$ 250	\$ 250
CSC Elec Reliability & Consolidation	209004	2015	\$ 29	\$ 26	\$ 22	\$ 62	\$ -	\$ -		\$ 139	\$ 110
CSC Ph 2 - Verizon Relocation	212014	2015		\$ 1	\$ 1	\$ 28	\$ -	\$ -		\$ 30	\$ 30
El Monte Groundwater/WRF Exp.	205051	Complete		\$ 0	\$ -	\$ -	\$ -	\$ -		\$ 0	\$ 0
Emergency Diesel Trailer Pump	213012	2016		\$ -	\$ 21	\$ 213	\$ 52	\$ -		\$ 286	\$ 286
Emergency Generator - Alpine PS	209001	Complete	\$ 689	\$ 68	\$ -	\$ -	\$ -	\$ -		\$ 758	\$ 68
Emergency Generators Startup, Testing, and Permitt	42083	2014		\$ 4	\$ 2	\$ 44	\$ -	\$ -		\$ 50	\$ 50
Eng System Data Updates (Annual)		Annual		\$ -	\$ 5	\$ 5	\$ 6	\$ 6		\$ 22	\$ 22
Facility Condition Assessment Sewer		Incl. in Master Plan		\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -
Facility Condition Assessment Water		Incl. in Master Plan		\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -
Financial Computer System Upgrade										\$ -	\$ -
CIS Software	212012	2014		\$ 571	\$ 892	\$ -	\$ -	\$ -		\$ 1,464	\$ 1,464
EDMS Implementation	212008	2014		\$ 198	\$ 80	\$ -	\$ -	\$ -		\$ 278	\$ 278
Finance & HR Software	212013	2015		\$ 175	\$ 700	\$ 433	\$ -	\$ -		\$ 1,308	\$ 1,308
GIS Projects		2016		\$ 3	\$ -	\$ 135	\$ 198	\$ -		\$ 336	\$ 336
GIS Projects Ph 1	209016	JN Closed		\$ 13	\$ -	\$ -	\$ -	\$ -		\$ 13	\$ 13
HWD/Camino Canada Emerg. Conn.	204021	2014		\$ 1	\$ 59	\$ -	\$ -	\$ -		\$ 60	\$ 60
I-8 Crossings										\$ -	\$ -
Viewside Lane 8" Rplc Assessment	43465	Complete		\$ 2	\$ 13	\$ -	\$ -	\$ -		\$ 15	\$ 15
Prelim Design (Labrador, Dunbar, maybe 20")	43748	2014		\$ -	\$ 57	\$ -	\$ -	\$ -		\$ 57	\$ 57
Design & Constr		tbd		\$ -	\$ -	\$ 479	\$ 67	\$ -		\$ 546	\$ 546
IPS Chopper Pumps	214001	2014		\$ -	\$ 52	\$ -	\$ -	\$ -		\$ 52	\$ 52
IPS Grinder Rplc & Sluice Gate	214003	2014		\$ -	\$ 233	\$ -	\$ -	\$ -		\$ 233	\$ 233
JWA NCCP Subarea Plan	98046	Complete		\$ 9	\$ -	\$ -	\$ -	\$ -		\$ 9	\$ 9

Year 3 Reforecasted CIP  
Project Expenditures (\$1,000s)

## EXHIBIT C

Project and Phase	Job No. or Work Order	Estimated Completion	Cost to 6/30/12	Actual 12/13	Anticipated 13/14	14/15	15/16	16/17	Future	Total	Total 5 Years 12/13 - 16/17
JWA NCCP Subarea Plan (Ph 2)		2014		\$ -	\$ 37	\$ -	\$ -	\$ -		\$ 37	\$ 37
Lakeside WD Conn-Abandonment	212006	Complete	\$ 3	\$ 97	\$ -	\$ -	\$ -	\$ -		\$ 100	\$ 97
Magnolia Ave South Relief Sewer Segment 1										\$ -	\$ -
Studies	204030	Complete	\$ 39							\$ 39	\$ -
Planning & Prelim Design	42930	2015		\$ 0	\$ -	\$ 74	\$ -	\$ -		\$ 74	\$ 74
Dsn & Constr	204030	2016		\$ -	\$ -	\$ 320	\$ 55	\$ -		\$ 375	\$ 375
Master Plan & Program EIR	42913	2015		\$ 13	\$ 250	\$ 507	\$ -	\$ -		\$ 770	\$ 770
Master Plan Annual Maint	43107	Annual		\$ 1	\$ -	\$ 48	\$ 66	\$ 51		\$ 166	\$ 166
	202056	Complete		\$ 31	\$ -	\$ -	\$ -	\$ -		\$ 31	\$ 31
METRO Sewer Billing	43140	2014		\$ 7	\$ 15	\$ -	\$ -	\$ -		\$ 22	\$ 22
	210008	Complete		\$ 16	\$ -	\$ -	\$ -	\$ -		\$ 16	\$ 16
Mission Gorge Rd 36" Valves		2017		\$ -	\$ -	\$ -	\$ -	\$ 399		\$ 399	\$ 399
Northcote Pump Station Upgrade (Prelim Design)		2017		\$ -	\$ -	\$ -	\$ -	\$ 38		\$ 38	\$ 38
Other Water Projects (Undefined)		tbd		\$ -	\$ -	\$ -	\$ 1,699	\$ 1,699		\$ 3,398	\$ 3,398
Pipe Evaluations - Bridge Crossings	44134	2016		\$ -	\$ 0	\$ 50	\$ 103	\$ -		\$ 153	\$ 153
PS 1 Surge Tank Replacement										\$ -	\$ -
Assessment / Prelim. Design	43959	Complete		\$ -	\$ 45	\$ -	\$ -	\$ -		\$ 45	\$ 45
Design & Constr	214004	2015		\$ -	\$ 50	\$ 312	\$ -	\$ -		\$ 362	\$ 362
Reservoir Refurbishing				\$ -	\$ -	\$ -	\$ 110	\$ 114		\$ 224	\$ 224
Reservoir Refurbishing - Surge Tanks	214002	2014		\$ -	\$ 10	\$ 140	\$ -	\$ -		\$ 150	\$ 150
Rios Canyon PS Suction Rplc	211014	Complete	\$ 110	\$ 288	\$ 22	\$ -	\$ -	\$ -		\$ 420	\$ 310
Sewer Flow Studies 2011	211021	Complete		\$ 2	\$ -	\$ -	\$ -	\$ -		\$ 2	\$ 2
Sewer Flow Studies 5 Year Updates				\$ -	\$ -	\$ 207	\$ -	\$ -		\$ 207	\$ 207
Sewer Rehab Fanita Parkway		2015		\$ -	\$ 103	\$ 107	\$ -	\$ -		\$ 210	\$ 210
Sewer Trans-River Interceptor (Siphon) Assessment	43035	2015		\$ 3	\$ 60	\$ 70	\$ -	\$ -		\$ 133	\$ 133
Solar Energy Feasibility Study (CSC & WRF)		2014		\$ -	\$ 15	\$ -	\$ -	\$ -		\$ 15	\$ 15
Solar Power - Res/Ops/WRF Sites	211012	Move to future		\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -
Steel Pipe Condition Assessment	43879	2017		\$ -	\$ 2	\$ 50	\$ 220	\$ 228		\$ 500	\$ 500
Steel Pipe Replacement (based on Condition Assessment)		Annual		\$ -	\$ -	\$ 637	\$ 386	\$ 455		\$ 1,478	\$ 1,478
Sycamore Creek Hydrology Study		Complete		\$ 29	\$ 33	\$ -	\$ -	\$ -		\$ 62	\$ 62
Sycamore Creek Security Wall Design & Constr		Close out		\$ -	\$ -	\$ 167	\$ -	\$ -		\$ 167	\$ 167
Sycamore Creek Security Wall Prelim.	44003	Complete		\$ -	\$ 25	\$ -	\$ -	\$ -		\$ 25	\$ 25
Walmart Sewer Diversion Structure										\$ -	\$ -
Studies	211022	Complete	\$ 12							\$ 12	\$ -
Prelim. Design	42921	Complete		\$ 107	\$ 29	\$ -	\$ -	\$ -		\$ 136	\$ 136
Design & Constr	211022	2015		\$ 8	\$ 12	\$ 510	\$ -	\$ -		\$ 530	\$ 530
Water Pump Replacement Program (2011-2015)		2016		\$ -	\$ -	\$ 146	\$ 150	\$ -		\$ 296	\$ 296
Willowgrove Sewer, Phase 2										\$ -	\$ -
Assessment		2015		\$ -	\$ 31	\$ 32	\$ -	\$ -		\$ 63	\$ 63
Construction	209006	2016		\$ -	\$ -	\$ -	\$ 165	\$ -		\$ 165	\$ 165
WRF & Pond Valve Repl	213009	2016		\$ -	\$ 102	\$ 86	\$ 285	\$ -		\$ 473	\$ 473
WRF Aeration Panels		2015		\$ -	\$ -	\$ 175	\$ -	\$ -		\$ 175	\$ 175
WRF Chlorine Trolley	211025	2014	\$ 26	\$ 60	\$ 498	\$ -	\$ -	\$ -		\$ 584	\$ 558
WRF Fence Replacement		2016		\$ -	\$ -	\$ 103	\$ 122	\$ -		\$ 225	\$ 225
WRF Improvements - General		Annual		\$ -	\$ -	\$ 42	\$ 42	\$ 41		\$ 125	\$ 125
WRF Mag Meter Install	213002	2016		\$ 2	\$ -	\$ -	\$ 123	\$ -		\$ 125	\$ 125
WRF Paving Repair (District funded)	212002	2017	\$ 70	\$ 5	\$ -	\$ 60	\$ -	\$ 60		\$ 194	\$ 125
WRF Sed Basin Cover Rplc	213001	Complete		\$ 24	\$ -	\$ -	\$ -	\$ -		\$ 24	\$ 24
<b>Subtotal</b>			<b>\$ 1,102</b>	<b>\$ 1,910</b>	<b>\$ 4,013</b>	<b>\$ 6,071</b>	<b>\$ 5,264</b>	<b>\$ 3,438</b>	<b>\$ 9,237</b>	<b>\$ 31,035</b>	<b>\$ 20,696</b>

Year 3 Reforecasted CIP  
Project Expenditures (\$1,000s)

## EXHIBIT C

Project and Phase	Job No. or Work Order	Estimated Completion	Cost to 6/30/12	Actual 12/13	Anticipated 13/14	14/15	15/16	16/17	Future	Total	Total 5 Years 12/13 - 16/17
<b>COP Financing Required</b>											
5 Res Retrofit Ph 2 - Mt Top & East Victoria	208025	Complete	\$ 8,792	\$ 28	\$ -	\$ -	\$ -	\$ -		\$ 8,820	\$ 28
5 Res Retrofit Ph 3 - West Victoria	208026	Complete	\$ 3,707	\$ 2,189	\$ 64	\$ -	\$ -	\$ -		\$ 5,959	\$ 2,253
Emergency Generator - Flinn Springs PS	209014	Complete	\$ 193	\$ 417	\$ 568	\$ -	\$ -	\$ -		\$ 1,177	\$ 985
Emergency Generator - Rios Canyon PS	209019	Complete	\$ 172	\$ 53	\$ 575	\$ -	\$ -	\$ -		\$ 800	\$ 628
ESA Sec. Supply Conn.										\$ -	\$ -
Orig Site Restoration (excl. sunk costs)	203032	2014	\$ 4,443	\$ 371	\$ 367	\$ -	\$ -	\$ -		\$ 5,181	\$ 737
Mitigation & Monitoring	210001	2020		\$ -	\$ 1	\$ 1	\$ 68	\$ 70		\$ 139	\$ 139
Land Acq 2011	211009	Complete		\$ 24	\$ -	\$ -	\$ -	\$ -		\$ 24	\$ 24
Land Acq. Vallone	212015	Complete	\$ 71	\$ 695	\$ (16)	\$ -	\$ -	\$ -		\$ 750	\$ 679
Land Acq. El Dorado	213005	2014		\$ 0	\$ 280	\$ -	\$ -	\$ -		\$ 280	\$ 280
	43369	2014		\$ 12	\$ 15	\$ -	\$ -	\$ -		\$ 27	\$ 27
Basis of Design	43473	2014		\$ 12	\$ 350	\$ -	\$ -	\$ -		\$ 362	\$ 362
Alt Site Design & Constr	214007	2017		\$ -	\$ -	\$ 1,000	\$ 7,465	\$ 7,000		\$ 15,465	\$ 15,465
Sunrise Reservoir Retaining Wall (incl Verizon relo	210026	Complete	\$ 99	\$ 315	\$ 242					\$ 656	\$ 557
<b>Subtotal</b>			<b>\$ 17,476</b>	<b>\$ 4,114</b>	<b>\$ 2,445</b>	<b>\$ 1,001</b>	<b>\$ 7,533</b>	<b>\$ 7,070</b>	<b>\$ -</b>	<b>\$ 39,639</b>	<b>\$ 22,163</b>
<b>Grants &amp; Other Financing Required</b>											
Ops - Security Gates (funded by Cell Phone Revenues)		Annual		\$ -	\$ -	\$ 80	\$ 83	\$ 85		\$ 248	\$ 248
Ops Yard Improvements (prev. CSC Ph 2 - Ops)										\$ -	\$ -
RFP Review & Negotiations	42235	Complete		\$ 10	\$ 15	\$ -	\$ -	\$ -		\$ 25	\$ 25
Design & Constr.	205014	2016	\$ 862	\$ 143	\$ 375	\$ 7,000	\$ 3,000	\$ -		\$ 11,380	\$ 10,518
WRF Expansion Studies / IPR / East County Sewer										\$ -	\$ -
4.4 MGD Expansion Studies	210014	Complete		\$ 7	\$ -	\$ -	\$ -	\$ -		\$ 7	\$ 7
Potable Reuse Study	42631	Complete		\$ 1	\$ 0	\$ -	\$ -	\$ -		\$ 1	\$ 1
Santee Basin Aquifer Study & Env. (PD Share)	43043	2016		\$ 18	\$ 3	\$ 6	\$ -	\$ -		\$ 28	\$ 28
	210020	Complete		\$ 15	\$ -	\$ -	\$ -	\$ -		\$ 15	\$ 15
Salinity Nutrient Mgt Plan (PD share)	42876	Complete		\$ 85	\$ 35	\$ -	\$ -	\$ -		\$ 120	\$ 120
Santee Basin Test Wells	43887	2014		\$ -	\$ 220	\$ -	\$ -	\$ -		\$ 220	\$ 220
WRF Studies (incl. East County project)	42905	2014		\$ 13	\$ 89	\$ -	\$ -	\$ -		\$ 102	\$ 102
WRF Demo Project	42884	2016		\$ 31	\$ 664	\$ 2,000	\$ 350	\$ -		\$ 3,045	\$ 3,045
Groundwater Modeling		Not budgeted								\$ -	\$ -
Groundwater Management Plan		Not budgeted								\$ -	\$ -
WRF Paving Repair (SDGE Funded)	212002			\$ -	\$ -	\$ 60	\$ -	\$ -		\$ 60	\$ 60
<b>Subtotal</b>			<b>\$ 862</b>	<b>\$ 323</b>	<b>\$ 1,400</b>	<b>\$ 9,146</b>	<b>\$ 3,433</b>	<b>\$ 85</b>	<b>\$ -</b>	<b>\$ 15,250</b>	<b>\$ 14,388</b>
<b>Developer Driven</b>											
Alpine High School D/P (part of Spanish Bit Loop)		2015		\$ -	\$ -	\$ 93	\$ -	\$ -		\$ 93	\$ 93
Alpine Ranch Estates West D/P	210012	2015	\$ 2	\$ 24	\$ -	\$ 24	\$ -	\$ -		\$ 50	\$ 48
D/P General		2014		\$ -	\$ 309	\$ -	\$ -	\$ -		\$ 309	\$ 309
El Cap Pipeline D/P (South Coast) Rios Canyon, Pecan Park 24")		2015		\$ -	\$ 170	\$ 176	\$ -	\$ -		\$ 346	\$ 346
Grossmont College Privatization		2015		\$ -	\$ -	\$ 35	\$ -	\$ -		\$ 35	\$ 35
Pebble Beach Relief Sewer (Castlerock) (12-in upsized)		Not budgeted		\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -
<b>Subtotal</b>			<b>\$ 2</b>	<b>\$ 24</b>	<b>\$ 479</b>	<b>\$ 328</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 833</b>	<b>\$ 831</b>
<b>COP Financing</b>											
5 Res Retrofit Ph 2 - Mt Top & East Victoria	208025			\$ (28)	\$ -	\$ -	\$ -	\$ -		\$ (28)	\$ (28)
5 Res Retrofit Ph 3 - West Victoria	208026			\$ (2,189)	\$ (64)	\$ -	\$ -	\$ -		\$ (2,253)	\$ (2,253)
5 Res Retrofit Ph 4 - Blossom Valley Design	208027			\$ (2)	\$ (1)	\$ -	\$ -	\$ -		\$ (2)	\$ (2)

Year 3 Reforecasted CIP  
Project Expenditures (\$1,000s)

## EXHIBIT C

Project and Phase	Job No. or Work Order	Estimated Completion	Cost to 6/30/12	Actual 12/13	Anticipated 13/14	14/15	15/16	16/17	Future	Total	Total 5 Years 12/13 - 16/17
Emergency Generator - Flinn Springs PS	209014			\$ (417)	\$ (568)	\$ -	\$ -	\$ -		\$ (985)	\$ (985)
Emergency Generator - Rios Canyon PS	209019			\$ (53)	\$ (575)	\$ -	\$ -	\$ -		\$ (628)	\$ (628)
ESA Secondary Supply Conn.										\$ -	\$ -
Orig Site Restoration and Legal	203032			\$ (371)	\$ (367)	\$ -	\$ -	\$ -		\$ (737)	\$ (737)
Mitigation & Monitoring	210001			\$ -	\$ (1)	\$ -	\$ -	\$ -		\$ (1)	\$ (1)
Land Acq. 2011 & Vallone	212015			\$ (695)	\$ 16	\$ -	\$ -	\$ -		\$ (679)	\$ (679)
	211009			\$ (24)	\$ -	\$ -	\$ -	\$ -		\$ (24)	\$ (24)
Land Acq. El Dorado	213005			\$ (0)	\$ (280)	\$ -	\$ -	\$ -		\$ (280)	\$ (280)
	43369			\$ (12)	\$ (15)	\$ -	\$ -	\$ -		\$ (27)	\$ (27)
Alt Site Basis of Design	43473			\$ (12)	\$ (350)	\$ -	\$ -	\$ -		\$ (362)	\$ (362)
Alt Site Design & Constr	214007			\$ -	\$ -	\$ (1,000)	\$ (7,465)	\$ (4,916)		\$ (13,381)	\$ (13,381)
Sunrise Reservoir Retaining Wall / Site Impr. (incl V	210026			\$ (315)	\$ (242)	\$ -	\$ -	\$ -		\$ (557)	\$ (557)
<b>Subtotal</b>			<b>\$ (25,057)</b>	<b>\$ (4,116)</b>	<b>\$ (2,446)</b>	<b>\$ (1,000)</b>	<b>\$ (7,465)</b>	<b>\$ (4,916)</b>	<b>\$ -</b>	<b>\$ (45,000)</b>	<b>\$ (19,943)</b>
<b>Grants &amp; Other Financing</b>											
Ops Yard (Sale of Woodside Property)	205014		\$ (560)	\$ (67)	\$ (177)	\$ (2,117)	\$ -	\$ -		\$ (2,921)	\$ (2,361)
Ops - Security Gates, Cell Phone Revenues				\$ -	\$ -	\$ (80)	\$ (83)	\$ (85)		\$ (248)	\$ (248)
Solar Energy Feasibility Study (CSC & WRF)				\$ -	\$ (15)	\$ -	\$ -	\$ -		\$ (15)	\$ (15)
WRF Demo Project - Grants	42884			\$ -	\$ (650)	\$ (2,000)	\$ (350)	\$ -		\$ (3,000)	\$ (3,000)
WRF Paving, SDG&E Contribution				\$ -	\$ -	\$ (60)	\$ -	\$ -		\$ (60)	\$ (60)
<b>Subtotal</b>			<b>\$ (560)</b>	<b>\$ (67)</b>	<b>\$ (842)</b>	<b>\$ (4,257)</b>	<b>\$ (433)</b>	<b>\$ (85)</b>	<b>\$ -</b>	<b>\$ (6,245)</b>	<b>\$ (5,685)</b>
<b>Debt Service</b>											
AMR Debt Service	207029	2020	\$ 1,759	\$ 704	\$ 704	\$ 704	\$ 704	\$ 704	\$ 1,759	\$ 7,037	\$ 3,519
COP Debt Service (CIP Share)		2040	\$ 256	\$ 174	\$ 214	\$ 217	\$ 208	\$ 204	\$ 33,853	\$ 35,127	\$ 1,018
<b>Subtotal</b>			<b>\$ 2,015</b>	<b>\$ 878</b>	<b>\$ 917</b>	<b>\$ 921</b>	<b>\$ 912</b>	<b>\$ 908</b>	<b>\$ 35,612</b>	<b>\$ 42,164</b>	<b>\$ 4,537</b>
<b>NET TOTAL</b>				<b>\$ 4,181</b>	<b>\$ 8,959</b>	<b>\$ 15,354</b>	<b>\$ 11,569</b>	<b>\$ 9,091</b>	<b>\$ 44,849</b>	<b>\$ 52,329</b>	<b>\$ 49,155</b>
<b>TOTAL PROJECTS</b>				\$ 7,486	\$ 11,330	\$ 19,691	\$ 18,555	\$ 13,184	\$ 9,237	\$ 79,483	\$ 70,246
<b>TOTAL FINANCING</b>				\$ (4,183)	\$ (3,288)	\$ (5,257)	\$ (7,898)	\$ (5,001)	\$ -	\$ (25,627)	\$ (25,627)
<b>DEBT SERVICE</b>				\$ 878	\$ 917	\$ 921	\$ 912	\$ 908	\$ 35,612	\$ 40,149	\$ 4,537
<b>NET</b>				\$ 4,181	\$ 8,959	\$ 15,354	\$ 11,569	\$ 9,091	\$ 44,849	\$ 94,004	\$ 49,155

Year 3 Reforecasted CIP  
Project Expenditures (\$1,000s)

## EXHIBIT C

Project and Phase	Job No. or Work Order	Estimated Completion	Cost to 6/30/12	Actual 12/13	Anticipated 13/14	14/15	15/16	16/17	Future	Total	Total 5 Years 12/13 - 16/17
<b>BELOW THE LINE - UNBUDGETED, EXTERNAL FINANCING REQUIRED</b>											
Cuyamaca/Carlton Oaks Interconn Upsize		2019	\$ 8	\$ -	\$ -	\$ -	\$ -	\$ 618	\$ 1,494	\$ 2,120	
Willowgrove Sewer, Phase 2 Constr	209006	2018	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 959	\$ 959	\$ -
WRF Ph 1 Design (incl IPS)	210014	2016	\$ -	\$ -	\$ -	\$ 2,134	\$ 2,205	\$ -	\$ -	\$ 4,339	\$ 4,339
WRF Ph 1 Constr (WRF & AWT)	210014	2018	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,279	\$ 26,113	\$ 51,392	\$ 25,279
WRF Ph 1 Recycled Water Dist System		2018	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 882	\$ 912	\$ 1,794	\$ 882
WRF Ph 1 Recycled Water Retrofit		2018	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 294	\$ 303	\$ 597	\$ 294
<b>Subtotal</b>			<b>\$ 8</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,134</b>	<b>\$ 2,205</b>	<b>\$ 27,073</b>	<b>\$ 29,781</b>	<b>\$ 61,201</b>	<b>\$ 31,412</b>
<b>SRF Financing</b>											
Cuyamaca/Carlton Oaks Interconnect		2019	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (618)	\$ (1,494)	\$ (2,112)	\$ (618)
Willowgrove Sewer, Ph 2 Construction	209006	2018	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (959)	\$ (959)	\$ -
WRF Ph 1 Design (incl IPS)	210014	2016	\$ -	\$ -	\$ -	\$ (2,134)	\$ (2,205)	\$ -	\$ -	\$ (4,339)	\$ (4,339)
WRF Ph 1 Constr	210014	2018	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (25,279)	\$ (26,113)	\$ (51,392)	\$ (25,279)
WRF Ph 1 Recycled Water Dist System		2018	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (882)	\$ (912)	\$ (1,794)	\$ (882)
WRF Ph 1 Recycled Water Retrofit		2018	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (294)	\$ (303)	\$ (597)	\$ (294)
<b>Subtotal</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (2,134)</b>	<b>\$ (2,205)</b>	<b>\$ (27,073)</b>	<b>\$ (29,781)</b>	<b>\$ (61,193)</b>	<b>\$ (31,412)</b>
<b>Title 16 Grants</b>											
WRF Ph 1 Design		2019	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (1,000)	\$ (1,000)	\$ -
WRF Ph 1 Constr.		2021	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (11,100)	\$ (11,100)	\$ -
WRF Ph 1 Recycled Water Dist Syst		2021	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (129)	\$ (129)	\$ -
WRF Ph 1 Recycled Water Retrofit		2021	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (387)	\$ (387)	\$ -
<b>Subtotal</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (11,616)</b>	<b>\$ (11,616)</b>	<b>\$ -</b>
<b>Debt Service</b>											
Cuyamaca/Carlton Oaks Interconnect		2040	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,770	\$ 2,770	\$ -
Willowgrove Sewer, Phase 2	209006	2040	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,280	\$ 1,280	\$ -
WRF Ph 1 Design (incl IPS)	210014	2038	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,740	\$ 5,740	\$ -
WRF Ph 1 Constr,	210014	2040	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 67,960	\$ 67,960	\$ -
WRF Ph 1 Recycled Water Dist System		2040	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,380	\$ 2,380	\$ -
WRF Ph 1 Recycled Water Retrofit		2040	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 790	\$ 790	\$ -
<b>Subtotal</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 80,920</b>	<b>\$ 80,920</b>	<b>\$ -</b>
<b>TOTAL BELOW THE LINE</b>			<b>\$ 8</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 0</b>	<b>\$ 69,304</b>	<b>\$ 69,312</b>	<b>\$ 0</b>

Year 3 Reforecasted Budget  
Park Project Expenditures

Project Name	Project #	FY '13 Actual	FY '14 Projected	FY '15 Budget	FY '16 Budget	FY '17 Budget	Total 5 Years
Park Lake 5 (General Store) Shelter Replacement	208029	\$ 393,520	\$ 2,194	\$ -	\$ -	\$ -	\$ 395,714
Park Campground Playground	211017	-	128,078	-	-	-	128,078
Park Club House Expansion	2070000	-	-	150,000	-	-	150,000
Park Day Use Landscape Improvements	207023	-	-	75,000	-	75,000	150,000
Park Day Use Restroom Renovation	207004	-	-	50,000	-	50,000	100,000
ADA Renovations		-	-	15,000	15,000	15,000	45,000
Playground, Sycamore Restroom Repairs, Paving Lake 1	211011, 212016, 212018	31,304	423,985	-	-	401,118	856,407
		<u>\$ 424,824</u>	<u>\$ 554,257</u>	<u>\$ 290,000</u>	<u>\$ 215,000</u>	<u>\$ 541,118</u>	<u>\$ 2,025,199</u>

**RESOLUTION 2014-17**

**RESOLUTION OF THE BOARD OF DIRECTORS OF  
PADRE DAM MUNICIPAL WATER DISTRICT ADOPTING  
JOB CLASSIFICATIONS AND STANDARD RATES OF PAY  
EFFECTIVE IN FISCAL YEAR 2014/2015**

WHEREAS, Memorandum of Understanding (MOUs) between the Padre Dam Employees' Association (PDEA) and Padre Dam Municipal Water District (District), and the Mid Management and Confidential Association (MMCA) and the District, containing salaries and working conditions for the period July 1, 2014 through June 30, 2015 were entered into in April 2012 following negotiations between the parties and approved by the Board at the April 18, 2012 meeting; and

WHEREAS, the MOUs call for an annual wage adjustment based on the one-year San Diego CPI-W that is released in February of each year, with a minimum of zero percent and a maximum of 3.5 percent. The CPI-W for this period was 1.7 percent; and

WHEREAS, on June 4, 2014, the Board of Directors adopted Resolution 2014-16 approving the Job Classifications and Standard Rates of Pay for employees represented by PDEA and MMCA and unrepresented employees, with the exception of the General Manager for fiscal year 2014/15; and

WHEREAS, District staff discovered a calculation error in the Standard Rates of Pay after approval by the Board; and

WHEREAS, the new Job Classifications and Standard Rates of Pay for employees represented by PDEA and MMCA and unrepresented employees, with the exception of the General Manager, have been presented to the Board; and

WHEREAS, applicable law requires that the Board publicly adopt a pay schedule which identifies all positions and their pay rate.

NOW, THEREFORE, IT IS HEREBY RESOLVED, DETERMINED AND ORDERED by the Board of Directors of Padre Dam Municipal Water District as follows:

Section 1. The Job Classifications and Standard Rates of Pay for the operation of the District, are established, effective with the first pay period of fiscal year 2014/15, as set forth in Exhibit A attached hereto.

Section 2. Resolution 2014-16 is hereby rescinded.

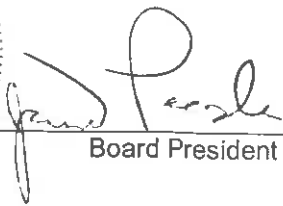
PASSED AND ADOPTED at a Regular Board Meeting of the Board of Directors of Padre Dam Municipal Water District held on June 18, 2014, by the following vote, to wit:

AYES:	Caires, Peasley, Pommering, Scalzitti and Wilson
NOES:	None
ABSTAIN:	None
ABSENT:	None

ATTEST:

  
Board Secretary



  
Board President

PADRE DAM MUNICIPAL WATER DISTRICT  
Fiscal Year Budget 2014-2015  
Job Classification Schedule for All Employees

Exhibit A  
Resolution 2014-17

CLASSIFICATION	Salary Grade	HOURLY PAY RANGE*			MONTHLY PAY RANGE			ANNUAL PAY RANGE		
		Min.	Mid.	Max.	Min.	Mid.	Max.	Min.	Mid.	Max.
<i>Accountant</i>	23	\$26.81	\$34.27	\$41.72	\$4,647	\$5,940	\$7,231	\$55,765	\$71,282	\$86,778
<i>Accountant, Senior</i>	29	\$32.02	\$40.93	\$49.83	\$5,550	\$7,095	\$8,637	\$66,602	\$85,134	\$103,646
<i>Accounting Manager</i>	38	\$39.71	\$50.76	\$61.80	\$6,883	\$8,798	\$10,712	\$82,597	\$105,581	\$128,544
<i>Accounting Specialist</i>	13	\$17.90	\$22.88	\$27.85	\$3,103	\$3,966	\$4,827	\$37,232	\$47,590	\$57,928
<i>Accounting Specialist</i>	15	\$19.94	\$25.48	\$31.02	\$3,456	\$4,417	\$5,377	\$41,475	\$52,998	\$64,522
<i>Accounting Specialist</i>	17	\$21.65	\$27.67	\$33.69	\$3,753	\$4,796	\$5,840	\$45,032	\$57,554	\$70,075
<i>Administrative Assistant</i>	11	\$16.15	\$20.65	\$25.14	\$2,799	\$3,579	\$4,358	\$33,592	\$42,952	\$52,291
<i>Administrative Assistant</i>	13	\$17.90	\$22.88	\$27.85	\$3,103	\$3,966	\$4,827	\$37,232	\$47,590	\$57,928
<i>Administrative Assistant</i>	15	\$19.94	\$25.48	\$31.02	\$3,456	\$4,417	\$5,377	\$41,475	\$52,998	\$64,522
<i>Administrative Assistant</i>	18	\$22.61	\$28.90	\$35.18	\$3,919	\$5,009	\$6,098	\$47,029	\$60,112	\$73,174
<i>Assistant Operations Manager</i>	40	\$41.14	\$52.58	\$64.01	\$7,131	\$9,114	\$11,095	\$85,571	\$109,366	\$133,141
<i>Board Secretary</i>	27	\$30.51	\$39.00	\$47.49	\$5,288	\$6,760	\$8,232	\$63,461	\$81,120	\$98,779
<i>Board Secretary</i>	27L	\$32.04	\$40.96	\$49.87	\$5,554	\$7,100	\$8,644	\$66,643	\$85,197	\$103,730
<i>Cathodic Protection Program Coordinator</i>	25	\$28.64	\$36.61	\$44.57	\$4,964	\$6,346	\$7,725	\$59,571	\$76,149	\$92,706
<i>Cathodic Protection Program Coordinator</i>	27	\$30.51	\$39.00	\$47.49	\$5,288	\$6,760	\$8,232	\$63,461	\$81,120	\$98,779
<i>Cathodic Protection Program Coordinator</i>	30	\$33.13	\$42.35	\$51.56	\$5,743	\$7,341	\$8,937	\$68,910	\$88,088	\$107,245
<i>Communications Coordinator</i>	25	\$28.64	\$36.61	\$44.57	\$4,964	\$6,346	\$7,725	\$59,571	\$76,149	\$92,706
<i>Communications Manager</i>	35	\$37.27	\$47.63	\$57.99	\$6,460	\$8,256	\$10,052	\$77,522	\$99,070	\$120,619
<i>Communications Officer</i>	30	\$33.13	\$42.35	\$51.56	\$5,743	\$7,341	\$8,937	\$68,910	\$88,088	\$107,245
<i>Construction &amp; Maintenance Supervisor</i>	27	\$30.51	\$39.00	\$47.49	\$5,288	\$6,760	\$8,232	\$63,461	\$81,120	\$98,779
<i>Construction Equipment Operator</i>	18	\$22.61	\$28.90	\$35.18	\$3,919	\$5,009	\$6,098	\$47,029	\$60,112	\$73,174
<i>Construction Equipment Operator</i>	20	\$24.41	\$31.20	\$37.98	\$4,231	\$5,408	\$6,583	\$50,773	\$64,896	\$78,998
<i>Construction Equipment Operator</i>	20L	\$25.63	\$32.76	\$39.88	\$4,443	\$5,678	\$6,913	\$53,310	\$68,141	\$82,950
<i>Construction Inspector</i>	18	\$22.61	\$28.90	\$35.18	\$3,919	\$5,009	\$6,098	\$47,029	\$60,112	\$73,174
<i>Construction Inspector</i>	20	\$24.41	\$31.20	\$37.98	\$4,231	\$5,408	\$6,583	\$50,773	\$64,896	\$78,998
<i>Construction Inspector</i>	23	\$26.81	\$34.27	\$41.72	\$4,647	\$5,940	\$7,231	\$55,765	\$71,282	\$86,778
<i>Construction Inspector</i>	25	\$28.64	\$36.61	\$44.57	\$4,964	\$6,346	\$7,725	\$59,571	\$76,149	\$92,706
<i>Custodian</i>	10	\$15.15	\$19.37	\$23.59	\$2,626	\$3,357	\$4,089	\$31,512	\$40,290	\$49,067
<i>Customer Service Manager</i>	28	\$30.85	\$39.43	\$48.00	\$5,347	\$6,835	\$8,320	\$64,168	\$82,014	\$99,840
<i>Customer Service Representative</i>	11	\$16.15	\$20.65	\$25.14	\$2,799	\$3,579	\$4,358	\$33,592	\$42,952	\$52,291
<i>Customer Service Representative</i>	13	\$17.90	\$22.88	\$27.85	\$3,103	\$3,966	\$4,827	\$37,232	\$47,590	\$57,928
<i>Customer Service Representative</i>	15	\$19.94	\$25.48	\$31.02	\$3,456	\$4,417	\$5,377	\$41,475	\$52,998	\$64,522
<i>Director of Engineering &amp; Planning</i>	Uncl.	\$57.87	\$73.12	\$88.37	\$10,031	\$12,674	\$15,317	\$120,370	\$152,090	\$183,810
<i>Director of Finance/Chief Financial Officer</i>	Uncl.	\$57.87	\$73.12	\$88.37	\$10,031	\$12,674	\$15,317	\$120,370	\$152,090	\$183,810
<i>Director of Human Resources</i>	Uncl.	\$44.68	\$56.46	\$68.23	\$7,745	\$9,786	\$11,827	\$92,934	\$117,426	\$141,918
<i>Director of Operations &amp; Water Quality</i>	Uncl.	\$57.87	\$73.12	\$88.37	\$10,031	\$12,674	\$15,317	\$120,370	\$152,090	\$183,810

PADRE DAM MUNICIPAL WATER DISTRICT  
Fiscal Year Budget 2014-2015  
Job Classification Schedule for All Employees

Exhibit A  
Resolution 2014-17

CLASSIFICATION	Salary Grade	HOURLY PAY RANGE*			MONTHLY PAY RANGE			ANNUAL PAY RANGE		
		Min.	Mid.	Max.	Min.	Mid.	Max.	Min.	Mid.	Max.
<i>Director of Park &amp; Recreation</i>	Uncl.	\$45.99	- \$58.79	- \$71.58	\$7,972	- \$10,189	- \$12,407	\$95,659	- \$122,273	- \$148,886
<i>Distribution Maintenance Manager</i>	35	\$37.27	- \$47.63	- \$57.99	\$6,460	- \$8,256	- \$10,052	\$77,522	- \$99,070	- \$120,619
<i>Distribution Maintenance Supervisor</i>	27	\$30.51	- \$39.00	- \$47.49	\$5,288	- \$6,760	- \$8,232	\$63,461	- \$81,120	- \$98,779
<i>Distribution Supervisor</i>	30	\$33.13	- \$42.35	- \$51.56	\$5,743	- \$7,341	- \$8,937	\$68,910	- \$88,088	- \$107,245
<i>Electrician/Instrumentation &amp; Control Supervisor</i>	30	\$33.13	- \$42.35	- \$51.56	\$5,743	- \$7,341	- \$8,937	\$68,910	- \$88,088	- \$107,245
<i>Electrician/Instrumentation &amp; Control Technician</i>	18	\$22.61	- \$28.90	- \$35.18	\$3,919	- \$5,009	- \$6,098	\$47,029	- \$60,112	- \$73,174
<i>Electrician/Instrumentation &amp; Control Technician</i>	22	\$25.42	- \$32.49	- \$39.56	\$4,406	- \$5,632	- \$6,857	\$52,874	- \$67,579	- \$82,285
<i>Electrician/Instrumentation &amp; Control Technician</i>	26	\$29.26	- \$37.40	- \$45.53	\$5,072	- \$6,483	- \$7,892	\$60,861	- \$77,792	- \$94,702
<i>Engineer</i>	29	\$32.02	- \$40.93	- \$49.83	\$5,550	- \$7,095	- \$8,637	\$66,602	- \$85,134	- \$103,646
<i>Engineer</i>	33	\$35.58	- \$45.48	- \$55.37	\$6,167	- \$7,883	- \$9,597	\$74,006	- \$94,598	- \$115,170
<i>Engineer</i>	36	\$38.23	- \$48.86	- \$59.49	\$6,627	- \$8,469	- \$10,312	\$79,518	- \$101,629	- \$123,739
<i>Engineer</i>	41	\$42.33	- \$54.11	- \$65.88	\$7,337	- \$9,379	- \$11,419	\$88,046	- \$112,549	- \$137,030
<i>Engineering Manager</i>	44	\$44.95	- \$57.45	- \$69.94	\$7,791	- \$9,958	- \$12,123	\$93,496	- \$119,496	- \$145,475
<i>Engineering Manager</i>	48	\$48.12	- \$61.51	- \$74.89	\$8,341	- \$10,662	- \$12,981	\$100,090	- \$127,941	- \$155,771
<i>Engineering Staff Assistant</i>	18	\$22.61	- \$28.90	- \$35.18	\$3,919	- \$5,009	- \$6,098	\$47,029	- \$60,112	- \$73,174
<i>Engineering Supervisor</i>	29	\$32.02	- \$40.93	- \$49.83	\$5,550	- \$7,095	- \$8,637	\$66,602	- \$85,134	- \$103,646
<i>Engineering Technician</i>	18	\$22.61	- \$28.90	- \$35.18	\$3,919	- \$5,009	- \$6,098	\$47,029	- \$60,112	- \$73,174
<i>Engineering Technician</i>	20	\$24.41	- \$31.20	- \$37.98	\$4,231	- \$5,408	- \$6,583	\$50,773	- \$64,896	- \$78,998
<i>Engineering Technician</i>	23	\$26.81	- \$34.27	- \$41.72	\$4,647	- \$5,940	- \$7,231	\$55,765	- \$71,282	- \$86,778
<i>Engineering Technician</i>	25	\$28.64	- \$36.61	- \$44.57	\$4,964	- \$6,346	- \$7,725	\$59,571	- \$76,149	- \$92,706
<i>Equipment Mechanic</i>	20	\$24.41	- \$31.20	- \$37.98	\$4,231	- \$5,408	- \$6,583	\$50,773	- \$64,896	- \$78,998
<i>Equipment Mechanic</i>	25	\$28.64	- \$36.61	- \$44.57	\$4,964	- \$6,346	- \$7,725	\$59,571	- \$76,149	- \$92,706
<i>Facilities Maintenance Worker</i>	12	\$17.17	- \$21.94	- \$26.71	\$2,976	- \$3,803	- \$4,630	\$35,714	- \$45,635	- \$55,557
<i>Facilities Maintenance Worker</i>	14	\$18.86	- \$24.11	- \$29.35	\$3,269	- \$4,179	- \$5,087	\$39,229	- \$50,149	- \$61,048
<i>Facilities Maintenance Worker</i>	17	\$21.65	- \$27.67	- \$33.69	\$3,753	- \$4,796	- \$5,840	\$45,032	- \$57,554	- \$70,075
<i>Facilities Maintenance Worker</i>	17L	\$22.73	- \$29.05	- \$35.37	\$3,940	- \$5,035	- \$6,131	\$47,278	- \$60,424	- \$73,570
<i>Facilities Maintenance Specialist</i>	23	\$26.81	- \$34.27	- \$41.72	\$4,647	- \$5,940	- \$7,231	\$55,765	- \$71,282	- \$86,778
<i>General Manager/Chief Executive Officer <sup>(1)</sup></i>	Uncl.	*	- *	- \$96.97	*	- *	- \$16,808	*	- *	- \$201,698
<i>GIS/Mapping Administrator</i>	33	\$35.58	- \$45.48	- \$55.37	\$6,167	- \$7,883	- \$9,597	\$74,006	- \$94,598	- \$115,170
<i>GIS/CAD Specialist</i>	20	\$24.41	- \$31.20	- \$37.98	\$4,231	- \$5,408	- \$6,583	\$50,773	- \$64,896	- \$78,998
<i>GIS/CAD Specialist</i>	22	\$25.42	- \$32.49	- \$39.56	\$4,406	- \$5,632	- \$6,857	\$52,874	- \$67,579	- \$82,285
<i>GIS/CAD Specialist</i>	24	\$27.43	- \$35.06	- \$42.68	\$4,755	- \$6,077	- \$7,398	\$57,054	- \$72,925	- \$88,774
<i>Human Resources Specialist</i>	20	\$24.41	- \$31.20	- \$37.98	\$4,231	- \$5,408	- \$6,583	\$50,773	- \$64,896	- \$78,998
<i>Human Resources Specialist</i>	25	\$28.64	- \$36.61	- \$44.57	\$4,964	- \$6,346	- \$7,725	\$59,571	- \$76,149	- \$92,706
<i>Industrial Code Compliance Specialist</i>	20	\$24.41	- \$31.20	- \$37.98	\$4,231	- \$5,408	- \$6,583	\$50,773	- \$64,896	- \$78,998
<i>Industrial Code Compliance Specialist</i>	23	\$26.81	- \$34.27	- \$41.72	\$4,647	- \$5,940	- \$7,231	\$55,765	- \$71,282	- \$86,778

PADRE DAM MUNICIPAL WATER DISTRICT  
Fiscal Year Budget 2014-2015  
Job Classification Schedule for All Employees

Exhibit A  
Resolution 2014-17

CLASSIFICATION	Salary Grade	HOURLY PAY RANGE*			MONTHLY PAY RANGE			ANNUAL PAY RANGE		
		Min.	Mid.	Max.	Min.	Mid.	Max.	Min.	Mid.	Max.
<i>Information Systems Manager</i>	44	\$44.95	\$57.45	\$69.94	\$7,791	\$9,958	\$12,123	\$93,496	\$119,496	\$145,475
<i>Information Systems Technical Specialist</i>	20	\$24.41	\$31.20	\$37.98	\$4,231	\$5,408	\$6,583	\$50,773	\$64,896	\$78,998
<i>Information Systems Technical Specialist</i>	24	\$27.43	\$35.06	\$42.68	\$4,755	\$6,077	\$7,398	\$57,054	\$72,925	\$88,774
<i>Information Systems Technical Specialist</i>	30	\$33.13	\$42.35	\$51.56	\$5,743	\$7,341	\$8,937	\$68,910	\$88,088	\$107,245
<i>Information Systems Technical Specialist</i>	30L	\$34.79	\$44.47	\$54.14	\$6,030	\$7,708	\$9,384	\$72,363	\$92,498	\$112,611
<i>Laboratory Analyst</i>	14	\$18.86	\$24.11	\$29.35	\$3,269	\$4,179	\$5,087	\$39,229	\$50,149	\$61,048
<i>Laboratory Analyst</i>	20	\$24.41	\$31.20	\$37.98	\$4,231	\$5,408	\$6,583	\$50,773	\$64,896	\$78,998
<i>Laboratory Analyst</i>	22	\$25.42	\$32.49	\$39.56	\$4,406	\$5,632	\$6,857	\$52,874	\$67,579	\$82,285
<i>Laboratory Analyst, Senior</i>	31	\$33.60	\$42.95	\$52.29	\$5,824	\$7,445	\$9,064	\$69,888	\$89,336	\$108,763
<i>Laboratory Analyst, Senior</i>	31L	\$35.28	\$45.09	\$54.90	\$6,115	\$7,816	\$9,516	\$73,382	\$93,787	\$114,192
<i>Meter Services Administrator</i>	29	\$32.02	\$40.93	\$49.83	\$5,550	\$7,095	\$8,637	\$66,602	\$85,134	\$103,646
<i>Meter Shop Supervisor</i>	25	\$28.64	\$36.61	\$44.57	\$4,964	\$6,346	\$7,725	\$59,571	\$76,149	\$92,706
<i>Meter Technician</i>	14	\$18.86	\$24.11	\$29.35	\$3,269	\$4,179	\$5,087	\$39,229	\$50,149	\$61,048
<i>Meter Technician</i>	16	\$20.60	\$26.33	\$32.06	\$3,571	\$4,564	\$5,557	\$42,848	\$54,766	\$66,685
<i>Meter Technician</i>	18	\$22.61	\$28.90	\$35.18	\$3,919	\$5,009	\$6,098	\$47,029	\$60,112	\$73,174
<i>Operations Manager</i>	45	\$46.22	\$59.07	\$71.92	\$8,011	\$10,239	\$12,466	\$96,138	\$122,866	\$149,594
<i>Park &amp; Recreation Coordinator</i>	10	\$15.15	\$19.37	\$23.59	\$2,626	\$3,357	\$4,089	\$31,512	\$40,290	\$49,067
<i>Park &amp; Recreation Coordinator</i>	12	\$17.17	\$21.94	\$26.71	\$2,976	\$3,803	\$4,630	\$35,714	\$45,635	\$55,557
<i>Park &amp; Recreation Coordinator</i>	14	\$18.86	\$24.11	\$29.35	\$3,269	\$4,179	\$5,087	\$39,229	\$50,149	\$61,048
<i>Park &amp; Recreation Coordinator</i>	14L	\$19.80	\$25.31	\$30.82	\$3,432	\$4,387	\$5,342	\$41,184	\$52,645	\$64,106
<i>Park &amp; Recreation Manager</i>	36	\$38.23	\$48.86	\$59.49	\$6,627	\$8,469	\$10,312	\$79,518	\$101,629	\$123,739
<i>Park &amp; Recreation Supervisor</i>	19	\$23.15	\$29.59	\$36.02	\$4,013	\$5,129	\$6,243	\$48,152	\$61,547	\$74,922
<i>Park &amp; Recreation Aide</i>	5	\$10.91	\$13.95	\$16.98	\$1,891	\$2,418	\$2,943	\$22,693	\$29,016	\$35,318
<i>Plant Manager</i>	35	\$37.27	\$47.63	\$57.99	\$6,460	\$8,256	\$10,052	\$77,522	\$99,070	\$120,619
<i>Recycled Water Operations Supervisor</i>	27	\$30.51	\$39.00	\$47.49	\$5,288	\$6,760	\$8,232	\$63,461	\$81,120	\$98,779
<i>Recycled Water Operator</i>	14	\$18.86	\$24.11	\$29.35	\$3,269	\$4,179	\$5,087	\$39,229	\$50,149	\$61,048
<i>Recycled Water Operator</i>	17	\$21.65	\$27.67	\$33.69	\$3,753	\$4,796	\$5,840	\$45,032	\$57,554	\$70,075
<i>Recycled Water Operator</i>	20	\$24.41	\$31.20	\$37.98	\$4,231	\$5,408	\$6,583	\$50,773	\$64,896	\$78,998
<i>Recycled Water Operator</i>	23	\$26.81	\$34.27	\$41.72	\$4,647	\$5,940	\$7,231	\$55,765	\$71,282	\$86,778
<i>Recycled Water Operator/Instrumentation Technician</i>	25	\$28.64	\$36.61	\$44.57	\$4,964	\$6,346	\$7,725	\$59,571	\$76,149	\$92,706
<i>Recycled Water Technician</i>	20	\$24.41	\$31.20	\$37.98	\$4,231	\$5,408	\$6,583	\$50,773	\$64,896	\$78,998
<i>Right of Way Agent</i>	25	\$28.64	\$36.61	\$44.57	\$4,964	\$6,346	\$7,725	\$59,571	\$76,149	\$92,706
<i>Right of Way Agent</i>	27	\$30.51	\$39.00	\$47.49	\$5,288	\$6,760	\$8,232	\$63,461	\$81,120	\$98,779
<i>Right of Way Agent</i>	30	\$33.13	\$42.35	\$51.56	\$5,743	\$7,341	\$8,937	\$68,910	\$88,088	\$107,245
<i>Safety &amp; Risk Manager</i>	31	\$33.60	\$42.95	\$52.29	\$5,824	\$7,445	\$9,064	\$69,888	\$89,336	\$108,763
<i>Safety &amp; Risk Manager</i>	40	\$41.14	\$52.58	\$64.01	\$7,131	\$9,114	\$11,095	\$85,571	\$109,366	\$133,141

PADRE DAM MUNICIPAL WATER DISTRICT  
Fiscal Year Budget 2014-2015  
Job Classification Schedule for All Employees

Exhibit A  
Resolution 2014-17

CLASSIFICATION	Salary Grade	HOURLY PAY RANGE*			MONTHLY PAY RANGE			ANNUAL PAY RANGE		
		Min.	Mid.	Max.	Min.	Mid.	Max.	Min.	Mid.	Max.
<i>SCADA Technician</i>	28	\$30.85	- \$39.43	- \$48.00	\$5,347	- \$6,835	- \$8,320	\$64,168	- \$82,014	- \$99,840
<i>SCADA Technician</i>	30	\$33.13	- \$42.35	- \$51.56	\$5,743	- \$7,341	- \$8,937	\$68,910	- \$88,088	- \$107,245
<i>Staff Support (Minimum Wage)</i>	N/A	\$8.00	- *	- *	\$1,387	- *	- *	\$16,640	- *	- *
<i>Systems Operator/Technician</i>	18	\$22.61	- \$28.90	- \$35.18	\$3,919	- \$5,009	- \$6,098	\$47,029	- \$60,112	- \$73,174
<i>Systems Operator/Technician</i>	19	\$23.15	- \$29.59	- \$36.02	\$4,013	- \$5,129	- \$6,243	\$48,152	- \$61,547	- \$74,922
<i>Systems Operator/Technician</i>	21	\$24.94	- \$31.87	- \$38.80	\$4,323	- \$5,524	- \$6,725	\$51,875	- \$66,290	- \$80,704
<i>Systems Operator/Technician</i>	23	\$26.81	- \$34.27	- \$41.72	\$4,647	- \$5,940	- \$7,231	\$55,765	- \$71,282	- \$86,778
<i>Systems Operator/Technician</i>	23L	\$28.15	- \$35.98	- \$43.81	\$4,879	- \$6,237	- \$7,594	\$58,552	- \$74,838	- \$91,125
<i>Utility Worker</i>	14	\$18.86	- \$24.11	- \$29.35	\$3,269	- \$4,179	- \$5,087	\$39,229	- \$50,149	- \$61,048
<i>Utility Worker</i>	17	\$21.65	- \$27.67	- \$33.69	\$3,753	- \$4,796	- \$5,840	\$45,032	- \$57,554	- \$70,075
<i>Warehouse Specialist</i>	18	\$22.61	- \$28.90	- \$35.18	\$3,919	- \$5,009	- \$6,098	\$47,029	- \$60,112	- \$73,174
<i>Warehouse Specialist</i>	20	\$24.41	- \$31.20	- \$37.98	\$4,231	- \$5,408	- \$6,583	\$50,773	- \$64,896	- \$78,998
<i>Warehouse Specialist</i>	20L	\$25.63	- \$32.76	- \$39.88	\$4,443	- \$5,678	- \$6,913	\$53,310	- \$68,141	- \$82,950
<i>Warehouse Worker</i>	16	\$20.60	- \$26.33	- \$32.06	\$3,571	- \$4,564	- \$5,557	\$42,848	- \$54,766	- \$66,685
<i>Wastewater Collection Systems Worker</i>	14	\$18.86	- \$24.11	- \$29.35	\$3,269	- \$4,179	- \$5,087	\$39,229	- \$50,149	- \$61,048
<i>Wastewater Collection Systems Worker</i>	17	\$21.65	- \$27.67	- \$33.69	\$3,753	- \$4,796	- \$5,840	\$45,032	- \$57,554	- \$70,075
<i>Wastewater Collection Systems Worker</i>	18	\$22.61	- \$28.90	- \$35.18	\$3,919	- \$5,009	- \$6,098	\$47,029	- \$60,112	- \$73,174
<i>Wastewater Collection Systems Worker</i>	20	\$24.41	- \$31.20	- \$37.98	\$4,231	- \$5,408	- \$6,583	\$50,773	- \$64,896	- \$78,998
<i>Water Quality Compliance Specialist</i>	23	\$26.81	- \$34.27	- \$41.72	\$4,647	- \$5,940	- \$7,231	\$55,765	- \$71,282	- \$86,778
<i>Water Quality Compliance Specialist</i>	23L	\$28.15	- \$35.98	- \$43.81	\$4,879	- \$6,237	- \$7,594	\$58,552	- \$74,838	- \$91,125
<i>Water Quality Specialist</i>	23	\$26.81	- \$34.27	- \$41.72	\$4,647	- \$5,940	- \$7,231	\$55,765	- \$71,282	- \$86,778

After Hours Duty Pay:

\$239.2700

(1) The General Manager's pay is not adjusted for COLA; it is approved by the Board as part of the GM's employment contract reviewed annually.

\* This schedule is for Year 3 only. In accordance with the MOU each year will be based on the February San Diego CPI-W.

PADRE DAM MUNICIPAL WATER DISTRICT  
Fiscal Year Budget 2014-2015  
Job Classification Schedule for All Employees

Exhibit A  
Resolution 2014-17

**HOURLY WAGES BY GRADE\***

SALARY GRADE	Min.	Mid.	Max.
<b>5</b>	\$10.91	\$ 13.9500	\$ 16.9800
<b>6</b>	\$11.79	\$ 15.0700	\$ 18.3400
<b>7</b>	\$ 12.6600	\$ 16.1800	\$ 19.6900
<b>8</b>	\$ 13.5300	\$ 17.3000	\$ 21.0700
<b>9</b>	\$ 14.4000	\$ 18.4100	\$ 22.4200
<b>10</b>	\$ 15.1500	\$ 19.3700	\$ 23.5900
<b>11</b>	\$ 16.1500	\$ 20.6500	\$ 25.1400
<b>12</b>	\$ 17.1700	\$ 21.9400	\$ 26.7100
<b>13</b>	\$ 17.9000	\$ 22.8800	\$ 27.8500
<b>14</b>	\$ 18.8600	\$ 24.1100	\$ 29.3500
<b>14L</b>	\$ 19.8000	\$ 25.3100	\$ 30.8200
<b>15</b>	\$ 19.9400	\$ 25.4800	\$ 31.0200
<b>16</b>	\$ 20.6000	\$ 26.3300	\$ 32.0600
<b>17</b>	\$ 21.6500	\$ 27.6700	\$ 33.6900
<b>17L</b>	\$ 22.7300	\$ 29.0500	\$ 35.3700
<b>18</b>	\$ 22.6100	\$ 28.9000	\$ 35.1800
<b>19</b>	\$ 23.1500	\$ 29.5900	\$ 36.0200
<b>20</b>	\$ 24.4100	\$ 31.2000	\$ 37.9800
<b>20L</b>	\$ 25.6300	\$ 32.7600	\$ 39.8800
<b>21</b>	\$ 24.9400	\$ 31.8700	\$ 38.8000
<b>22</b>	\$ 25.4200	\$ 32.4900	\$ 39.5600
<b>23</b>	\$ 26.8100	\$ 34.2700	\$ 41.7200
<b>23L</b>	\$ 28.1500	\$ 35.9800	\$ 43.8100
<b>24</b>	\$ 27.4300	\$ 35.0600	\$ 42.6800
<b>25</b>	\$ 28.6400	\$ 36.6100	\$ 44.5700
<b>26</b>	\$ 29.2600	\$ 37.4000	\$ 45.5300

SALARY GRADE	Min.	Mid.	Max.
<b>26</b>	\$ 29.2600	\$ 37.4000	\$ 45.5300
<b>27</b>	\$ 30.5100	\$ 39.0000	\$ 47.4900
<b>27L</b>	\$ 32.0400	\$ 40.9600	\$ 49.8700
<b>28</b>	\$ 30.8500	\$ 39.4300	\$ 48.0000
<b>29</b>	\$ 32.0200	\$ 40.9300	\$ 49.8300
<b>30</b>	\$ 33.1300	\$ 42.3500	\$ 51.5600
<b>30L</b>	\$ 34.7900	\$ 44.4700	\$ 54.1400
<b>31</b>	\$ 33.6000	\$ 42.9500	\$ 52.2900
<b>31L</b>	\$ 35.2800	\$ 45.0900	\$ 54.9000
<b>32</b>	\$ 34.4700	\$ 44.0600	\$ 53.6500
<b>33</b>	\$ 35.5800	\$ 45.4800	\$ 55.3700
<b>34</b>	\$ 36.2200	\$ 46.3000	\$ 56.3700
<b>35</b>	\$ 37.2700	\$ 47.6300	\$ 57.9900
<b>36</b>	\$ 38.2300	\$ 48.8600	\$ 59.4900
<b>37</b>	\$ 38.9800	\$ 49.8200	\$ 60.6600
<b>38</b>	\$ 39.7100	\$ 50.7600	\$ 61.8000
<b>39</b>	\$ 40.5800	\$ 51.8700	\$ 63.1600
<b>40</b>	\$ 41.1400	\$ 52.5800	\$ 64.0100
<b>41</b>	\$ 42.3300	\$ 54.1100	\$ 65.8800
<b>42</b>	\$ 43.2000	\$ 55.2200	\$ 67.2300
<b>43</b>	\$ 44.0800	\$ 56.3300	\$ 68.5800
<b>44</b>	\$ 44.9500	\$ 57.4500	\$ 69.9400
<b>45</b>	\$ 46.2200	\$ 59.0700	\$ 71.9200
<b>46</b>	\$ 46.3000	\$ 59.1800	\$ 72.0600
<b>47</b>	\$ 47.5700	\$ 60.8000	\$ 74.0200
<b>48</b>	\$ 48.1200	\$ 61.5100	\$ 74.8900

\* This schedule is for Year 3 only. In accordance with the MOU each year will be based on the February San Diego CPI-W.