



SANTA FE IRRIGATION DISTRICT BOARD OF DIRECTORS SPECIAL MEETING

Santa Fe Irrigation District
5920 Linea del Cielo, Rancho Santa Fe, California 92067

WEDNESDAY, MARCH 3, 2021
8:30 a.m.

Due to the COVID-19 State of Emergency and pursuant waivers to certain Brown Act provisions under the Governor's Executive Orders, meetings of the Board and Board Committees will be conducted via Zoom Meeting (webinar/teleconference) and there will be no physical location from which members of the public may participate. Instead, the public may listen and/or view the meeting proceedings and provide public comment and comments on specific agenda items by following these instructions:

Instructions for Viewing or Listening to the Meeting:

- *To join from a PC, Mac, iPad, iPhone or Android device, please click or go to this URL to join the Zoom video conference:*

Please click the link below to join the webinar:

<https://us02web.zoom.us/j/83968015841?pwd=VDBHVUE5UnE3M1ZWWTZjT1pHM0lQQQT09>
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US: +16699009128,,83968015841#,,,,*004285# or +13462487799,,83968015841#,,,,*004285#

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US: +1 669 900 9128 or +1 346 248 7799 or +1 253 215 8782 or +1 312 626 6799 or +1 646 558 8656 or +1 301 715 8592 or 888 475 4499 (Toll Free) or 877 853 5257 (Toll Free)
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Instructions for Making Public Comment: Members of the public who wish to address the Board of Directors under public comment or on specific agenda items may do so in one of the following ways:

- You can send written comments to the Board Secretary for receipt **no later than 7:30 am on March 3, 2021** to be read during the appropriate portion of the meeting. Written comments must

be limited to 300 words/ have a reading limit of 3 minutes for each comment and emailed to kjohnson@sfidwater.org, mailed to the attention of Kim Johnson, Board Secretary, SFID, P. O. Box 409, Rancho Santa Fe, CA 92067, or physically deposited in the District's payment drop box located in the public parking lot at the District's Administrative Office at 5920 Linea del Cielo, Rancho Santa Fe, CA, or mail to P. O. Box 409, Rancho Santa Fe, CA 92067.

- On Zoom video conference via the web or Zoom App go to Participants list. Hover over your name and click on "Raise Hand." This will notify the moderator that you wish to speak during Oral Communication or during a specific item on the agenda.
- On Zoom via phone, you can also raise your hand by pressing *9 when to notify the moderator that you wish to speak during the current item.

These public comment procedures supersede the District's standard public comment policies and procedures to the contrary.

ROLL CALL – CALL MEETING TO ORDER

PLEDGE OF ALLEGIANCE – President Hogan

ORAL COMMUNICATIONS

Opportunity for members of the public to address the Board (Government Code Section 54954.3) Individuals may address the Board regarding items not appearing on the posted agenda, which are within the subject matter jurisdiction of the Board, at any time. Comments and inquiries pertaining to items listed on the agenda will be received during the deliberation of the agenda item. Speakers are asked to state their name, address, and topic, and to observe a time limit of three (3) minutes each.

DISCUSSION

1. 2021 Strategic Planning Workshop #2 (pages 3-18)

DIRECTORS' COMMENTS

Director's comments are comments by Directors concerning District business, which may be of interest to the Board. They are placed on the Agenda to enable the individual Board members to convey information to the Board and the public. No action is to be taken on comments made by the Board members.

2. Directors' Comments

ADJOURNMENT

Any writings or documents provided to a majority of the Board of Directors for any item on this agenda will be made available for public inspection on the District's website at www.sfidwater.org

Assistance for the disabled: If you are disabled in any way and need accommodation to participate in the Board meeting, please call the Board Secretary at (858) 756-2424 for assistance at least three (3) working days prior to the meeting so the necessary arrangements can be made.

DATE: March 3, 2021
TO: Board of Directors
FROM: General Manager
SUBJECT: 2021 Strategic Planning Workshop #2

DISCUSSION:

The Strategic Business Plan (SBP) is a critical element for establishing policy guidelines for the District. This workshop is the second in a series of Special Meetings that are proposed through the remainder of the fiscal year (June 30, 2021). The workshop will be held as a public meeting and the public will have the opportunity to provide comment and address the Board.

The last Board adopted SBP was completed in 2012. Since 2012, there are many external factors that have long ranging impacts to the water industry, and specifically, SFID. These factors include:

- Extended drought mandates from the state of California and newly adopted regulations on water use efficiency as a new way of life for Californians;
- Aging infrastructure;
- Changing workforce;
- Rising costs of imported water.

This second workshop will begin with a series of questions, prepared after interviews were held with each Director and Management staff by the facilitator brought on to finish the Strategic Planning process, Martin Rauch.

This workshop will include information from the first workshop and allow for a more detailed discussion of similar topics due to changes in the makeup of the board and strategic planning consultant.

In the attached document, please find a summary of the key points developed to-date and some of the key questions which will be discussed in the workshop.

Additionally, Mr. Rauch will guide the Board through a more detailed discussion of the current District Mission and Vision statements to ensure they accurately reflect the direction and focus of the Board during the development of short and long-term Focus Areas.

The guiding Workshop details are included as Attachment A. Staff encourages the Board to review the document and consider the questions. This will allow us to spend most of our time at the workshop engaged in productive discussion, rather than reviewing information from the past. Also included for reference is a summary of the Interviews of the Board and Management Staff conducted by Mr. Rauch (Attachment B).

COMMITTEE ACTION:

This item was not considered at the Committee level.

FISCAL IMPACT:

There is no direct fiscal impact associated with this agenda item.

Attachment A: Workshop Outline
Attachment B: Interview Summary

Prepared by: Albert C. Lau, P. E., General Manager

Summary of Strengths Needs and Challenges to date

Below is the summary of strengths, needs and challenges developed from the staff and Board interviews and staff workshops that were presented to the board last October. They have been slightly reorganized and grouped but otherwise unchanged.

QUESTION: At the workshop, each of the participants will be asked if they have any questions, comments or suggested changes to the strengths needs or challenges.

STRENGTHS

A GREAT AGENCY

- Well-run organization
- Good equipment
- Making a difference!

GREAT PEOPLE

- Dedicated Board & Staff
- Knowledgeable staff
- "Love my work"

EMPLOYEE BENEFITS

QUALITY PRODUCT

- Customer service

LOW RATES

- Top quality & low rates

NEEDS

COMMUNICATE & UPDATE

- Communication—internal & external
- Public outreach, education & transparency

INCREASE STAFFING & TRAINING

- Employee training & development
- Staffing/technology to meet increased demands
- More collaboration opportunities between departments

UPGRADE FACILITIES

- Continuously upgrade infrastructure
- New or updated corporate facilities.

CHALLENGES

FINANCIAL PRESSURES

- Increasing costs
- Increasing regulations & Mandates
- Aging & inadequate facilities
- Conservation & environmental issues
- Retirements, staffing and training
- Water reliability & local supply

BUILDING SHARED COMMUNITY UNDERSTANDING AND SUPPORT

- Communication & outreach
- Perceived equity on water rate structure

Mission

QUESTION: Does this appropriately express the mission of the District? Or do you have any suggested edits or changes?

ELEMENTS OF A MISSION STATEMENT

Every good mission statement should at minimum describe the following. The purpose of the organization (PURPOSE)

- Who it serves (WHO)
- How it measures Success or Excellence (SUCCESS)

Consider if the mission statement effectively describes the purpose of the District, who it serves and how it measures success. Also, if it is concise and understandable and includes any other elements you believe are important.

CURRENT MISSION

The Santa Fe Irrigation District will provide its customers with safe and reliable water.

Vision

The District has an existing vision statement. Because mission and vision form the foundation for the strategic plan, the consultant will ask the group to fully update the vision in light of the current circumstances and future challenges.

AT THE WORKSHOP: You will be asked to verbally share your response to the following questions related to the vision.

- Write a description of what is your ideal picture of the District if it becomes as good as it can be. Simple bullets are easiest at this stage.
- Write out what it looks and feels like in the present tense (as if it were already real).
- Please include:
 - ✓ How will we know we have achieved your vision?
 - ✓ What benefits or value will our customers, stakeholders, and employees experience?
 - ✓ How long will it take to achieve?

CURRENT VISION

Managing our water supply portfolio to effectively meet changing demands and availability of water supply.

Building, maintaining, and operating infrastructure to maximize asset value.

Maintaining a high performing, stable workforce.

Demonstrating cost effectiveness and efficiency in District operations and service delivery as measured by identified standards.

Providing responsive customer service and essential public information.

Values

In simple terms, we can define values as what we consider important—what we believe is right. In business and government, core values are those principle that are ingrained, are a source of an organization’s distinctiveness, and are not compromised for economic or other gain. It is important for the current board and leadership team to fully understand and build consensus around the values.

HOW CORE VALUES ARE USED.

- Clearly stating core values helps every employee implement their work in line with the organization’s values.
- Values statements can be written as questions which can be posed to help make difficult decisions. For instance, let’s imagine a District valued: *Protecting and enhancing the environment.* Before deciding, one could ask, will taking this action protect and enhance the environment?
- Values can be used to help make hiring decisions by evaluating prospective employees on shared values.

QUESTIONS

QUESTION #1: At the workshop, you will be asked to respond to one or more of the following questions. Only answer the question or questions below that help you to consider what the core values of this district should be.

- What core values are existing (if unstated) and underlie the culture, the people, and decision-making of the District? Why do you think this?
- Think of someone who best exemplifies the values of the District. What values do they live out in their work and decisions that should be highlighted and identified as core values of the District. Why?
- Recall an action the District took, or a decision it made, that you believe was right regardless of whether it worked out. What underlying values led to that decision that you would like to identify as core to the District. Why?
- What core values would make you proud if they were held by the staff and Board of the Authority—values so fundamental that you would hold them regardless of whether they are rewarded? Why?

QUESTION #2: You will then be asked to take your response and compare it to the values as currently written. Do you suggest any changes, additions, or edits?

CURRENT VALUES

- Trust & Integrity
- Accountability & Responsibility
- Teamwork & Collaboration
- Continuous Improvement
- Service

How Do Our Customers View and Understand Us, What Are Their Concerns, and What do They Want from Us?

At the workshop, you will be asked to consider the following aspects of how customers experience our product, cost, service, etc.

There are a variety of ways customers experience the District. For example:

Attributes of service such as the quality, the timeliness of service, value for the cost.

The brand image and reputation that is attached to our products, services, and the District overall.

The nature of our service relationship. What is the experience of interacting with and being a customer of the District: friendly, like a family, arm's length, bureaucratic, response, knows me, or...?

QUESTION: At the workshop, you will be asked to consider how customers view SFID, what they want from the District, and what we must do to obtain and retain a high level of customer satisfaction.

Please identify if your answers are in general for all our customers or for a specific subgroup or subgroups.

Focus Areas

The following pages contain each of the focus areas that were identified in the October workshop. In addition, all the issues, opportunities, and challenges that were identified in the environmental scan as well as some from the interviews are gathered and organized by the focus areas.

I encourage you to review these and consider the following question.

QUESTION #1: At the workshop, you will each be asked to consider the range of issues, challenges, and opportunities facing the District in the coming decade or so and identify a short list of key issues that the District must effectively respond to if it is to meet its mission and serve its customers. Also, why did you pick them.

QUESTION #2: You will also be asked whether you have any questions or comments about or suggested changes to any of the focus areas or the opportunities, issues and challenges that relate to them.

FISCAL RESPONSIBILITY & SUSTAINABILITY

Issues, Opportunities and Challenges

Upward Pressure on Rates

Water supply currently takes up 1/3 of the District budget. It could take up more than ½ the budget within a decade.

- MWD rate increases will be above inflation due to aging infrastructure, Bay Delta Fix, and member agencies roll off.
- CWA rate increases will be above inflation to aging infrastructure, high debt, local supplies replacing imported water, etc.
- Loss of Hodges water raises costs. Mandated decrease in Hodges storage increases decreases SFID's lowest cost water supply.
- Hodges seismic repairs will add substantial costs.
- Reduced water sales during times of drought, from state regulations, water-wise landscaping, etc., lower revenue and put pressure on rates.
- Increased state regulations generally increase costs over time.
- Climate change increases water management costs by increasing the extremes: more hot and dry periods and more periods of heavy rainfall and flood.

Substantial "Smart" investments needed to maintain current level of service from aging or inadequate facilities. CIP costs to maintain a reliable system could range from the current ten year average of about \$3.6 million per year to an estimated \$5 million to \$8 million per year in the coming years. Note that this does not include any Hodges costs.

Labor costs will rise, especially for highly certified personnel. Up to 35% of staff could retire in five years.

Competition for talent will increase across the County raising labor costs (50% of workforce will be eligible to retire within 15 years).

Downward Pressure on Rates

- Payoff canal lining
- IID transfer purchase price inflation
- Reduced water purchases
- Continue focus on lean staffing.
- Smart investments in facilities can lower otherwise rising costs.

Some Possible Elements of Fiscal Responsibility

We will need to define what fiscal responsibility and sustainability is: first and foremost, maintaining low rates? Investing whatever it takes to ensure high quality and reliability of services? Stable and predictable rates, and/or...?

INFRASTRUCTURE RELIABILITY & SECURITY

Issues, Opportunities and Challenges

- Filtration plant upgrades needed for the future.
- Substantial “Smart” investments needed to maintain current level of service from aging or inadequate facilities. CIP costs to maintain a reliable system could range from the current ten year average of about \$3.6 million per year to an estimated \$5 million to \$8 million per year in the coming years.

Note: Dam repair and new water supply facilities are organized under water supply in this document.

Note: The District is about to begin a major Capital Improvement Plan (CIP) and Master Plan. These studies will systematically evaluate the water system and develop a 10 year plan for upgrade and maintenance, along with timing and costs. As the studies unfold, staff will be asking the board to give direction on the amount to invest in the system that best balances cost, risk, and service reliability.

WATER SUPPLY DIVERSITY & SUSTAINABILITY

Issues, Opportunities and Challenges

- State will set more strict water use targets (SB 606/AB 1668) with permanent monthly reporting beginning in 2023 and mandatory limits beginning within a few years after that.
- Potable reuse projects provide 10% credit from state limits. Our customers could use up to 10% more water than initially allocated if we had a potable reuse supply.
- There is currently a 57% Cut in Hodges Storage until it is strengthened. This is a potential 15% cut in our water supply. Also, a cut in our lowest cost water supply for up to a decade or so.

INCREASING CHALLENGES TO MAINTAIN RELIABILITY AND CONTROL COSTS

- Climate change impacts water reliability—with more extreme weather, overall dryer and hotter but with more years of heavy rainfall as well more drought
- Imported water reliability is at some risk. Water from Northern California is at the mercy of many state mandates and restrictions, especially since much of it has to move through the Delta which is hotly fought over by urban, agricultural users and environmental interests and impacted by climate change.
- Regional indirect potable reuse (IPR) project could provide numerous benefits: increase local control, provide a sustainable supply, increase our state allocation from SB 606/AB1668 by 10%, add cost sharing for Hodges retrofit, and cost less over time than imported supplies.
- There is the potential to acquire some or all of the City's Hodges rights. There are water supply benefits and financial costs to this.

WATER COSTS RISING ABOVE INFLATION

- The days of abundant cheap imported water are past. State regulatory, environmental and water infrastructure costs have been increasing faster than the rate of inflation.
- Imported water costs rising: \$1,600 today slated to cost up to \$3,800 or so in 20 years? 5% +/- (?) per year.
- Currently water supply is taking about one-third of the District budget. If we make no changes in our water supply mix, it could easily take up half the budget, or more.
- Our low cost local water supply from Hodges is currently cut about in half due to seismic issues. Repairing Hodges could take up to \$200 million, of which we owe about 15% or, perhaps \$30 million.
- Desal will cost over \$3,000 per acre foot soon (versus \$2,800 now), SDG&E is seeking to raise rates 9.8% currently.
- Costs will increase further as some members of the County Water Authority utilize their own sources like the City's Pure Water program. When they decrease their commitment to imported water, the remaining members will have to split the contribution that they will roll off.

ORGANIZATIONAL & WORKFORCE DEVELOPMENT

Issues, Opportunities and Challenges

Various

- Increased training and employee development needs due to increasing technology and regulatory requirements.
- Competition with other agencies for talent especially for certified positions. There are 400 vacancies in the region and SFID expects up to 35% of staff to retire in five years.
- Need to increase interdepartmental collaboration to meet challenges.
- Need new or updated corporate facilities.
- Increased costs for workforce even with continued lean staffing

Staffing levels

- no significant increase in operation staffing is expected. Current operational responsiveness is good.
- Customer and community service level is adequate. One or two more staff could be helpful to support AMI, monthly billing, and general service.
- It could be beneficial for SFID to take lead roles in Hodges rebuild and/or a potential IPR program. This could require additional people.
- Board engagement. Do you want Competent or Excellent people here? Need people to get funding and enhance level of service.

COMMUNITY OUTREACH & EDUCATION

Issues, Opportunities and Challenges

Challenges that will require additional education, communication, and engagement.

- Water supply challenges (climate change, potential drought, SB 606/AB1668, Lake Hodges cutback, Possible potable reuse, possible need for increased conservation, etc.
- Needed investments in smart facilities.
- Impact on rates of all the needed changes
- Bridging generally differing needs and viewpoints of large and smaller property owners

WATER QUALITY & REGULATORY COMPLIANCE

Issues, Opportunities and Challenges

Summary of the Public Process

Goal: The community and key stakeholders are provided an opportunity to engage with the planning process at a level that meets their needs and interests.

Objectives:

- Increase community awareness of the SFID vision and strategic business plan.
- Answer questions
- Gather public input on the draft plan and incorporate it into the final plan.
- Build a shared understanding of the challenges and opportunities before us and what to do in response.
- Garner stakeholder support for SFID vision and direction

Timing:

- After the Board has built a consensus on key goals and directions, but well before final decisions are made (after the first workshop on March 3 and before the third on May 18).

Tactics

FOR GENERAL PUBLIC

- Two identical virtual community workshops (provide summary and recordings on website after workshops)
- Social media updates
- Advertisement on local news sites/blogs
- Press releases (SB Sun, Review, Post)
- Dedicated web page with information, notices, and information on how to engage. Initial schedule posted in advance and then updates leading up the meetings.
- Invitation to final board meeting where the document will be reviewed and receive final comments.
- Billing messages and inserts

FOR KEY STAKEHOLDERS

- Virtual presentations to RSFHOA, Solana Beach City Council, Fairbanks Ranch HOA, and East Solana HOA.
- Stakeholder meeting with city managers of Solana Beach and Encinitas. Also discuss potable reuse and Hodges.
- Summary of presentations and invitations on website
- Send summary of the development process to key stakeholder groups with invitation to meetings (HOA, city council, water boards).
- Updates at SFID board meetings
- County supervisor after the fact briefing.
- State Assembly after the fact briefing.
- Federal for FEMA (include partner)
- Water and sanitary districts

SFID Strategic Plan Process and Timing.

1a. Kickoff Meeting, Review Documents, Coord., Plan	Jan 13
1b. Confidential Board and Leadership Team Interviews	Feb 1
Send Summary to Date: Mission, Vision, Strengths, Needs, Challenges, Focus Areas, public engagement plan.	Feb 25-26
2a. Board Workshop #2. Workshop #1 was in October 2020.	Mar 3
2b.: Board Workshop #3. •	April 8
3a. Public Workshop(s) for General Public Input. NOTE: We should have enough direction at this point to begin incorporating any appropriate strategic initiatives into the budget	Apr 12-30
3b. Targeted Outreach	
3d. ALTERNATIVE 1: Two Staff Workshops.	
3e. ALTERNATIVE 2: Staff Review Led by Leadership Team Consider teaming distribution & treat. teams	
3f. Board Workshop #4. Bring results of public and staff input to Board and finalize Board policy direction and priorities.	May 18
4a. Develop the Initiatives (work Plan) that will fulfill the Board goals and objectives.	April 12- May 31
4b. Develop Monitoring and Oversight Plan for the Staff and Board	May 17-31
4c. Present the Plan to the Board. Final comments and Approve	Jun 16
5a. Staff consider post plan outreach	

Summary of the Interviews for SFID Strategic Plan (Feb 2021)

In preparation for the workshops, the consultant interviewed the Board and the leadership team. Below is a summary of key takeaways from those interviews.

Fiscal Responsibility and Sustainability

Despite progress made on future OPEB liabilities with the three-tier retirement program, there are some strong views that these benefits are too much.

Some feel the current rate structure is ok and others that it needs to be revisited.

Rates are low, but some are focused on the continuing need to find economies, to keep staffing slim, and to generally focus on affordability and cost control.

Rates are low, but...several commented that people need to prepare to pay more in the future.

While the public complains about water rates – they would complain much more if we ever found ourselves without water because of a failure to invest adequately.

A few brought up the need for a comprehensive long-term financial plan to help manage and buffer costs, shocks, and challenges over time. One pointed to the CWA document that contains all financial policies, management criteria and other components of a Plan in one document.

Are we at risk from having reserves taken by the state?

Infrastructure Reliability & Security

One person asked to make sure the Facilities Master Plan and CIP are flexible, adaptive, and cover issues such as cyber security.

Deferring maintenance to save money in the near-term costs more in the long-term. There is a Board policy question related to the cost and tolerance for risks versus desire for increased reliability. What level of risk, reliability and cost does the District want to pay for.

Water Supply Diversity & Reliability

Water supply is ok. By 2030, San Diego County expects not to buy any water from MWD.

Need to prepare for State standards that are likely to cut back water use.

Importance of Hodges in Cost Control and Supply Reliability

- Getting Hodges fixed may be critical to achieving long-term financial sustainability and local control. Will require near-term investment for long-term savings.
- Hodges needs near-term repairs within two years. Would be good for the District to control it because we will be more focused and efficient than the City which has many competing priorities. If not done on time we will need to lower the lake more.
- The City may be willing to sell water rights because it is focused on Pure Water. It would require an investment but long-term owning more Hodges rights would probably save money and improve water supply reliability.

- Repairing the dam could take ten years or more to build and could cost from \$150 million to \$280 million. We owe 14% of cost (up to ~\$40 million at the high end).

Having our own treatment plant with excess capacity gives us independence to take raw water from imported, Hodges water, IPR, and to continue serving water when imported supplies are cut off.

Potable reuse could provide many benefits: lower long-term costs, improve quality, increase local control, and water supply independence, improve reliability, and provide 10% more water to customers. It might allow us to sell water to others and help spread cost of rebuilding Hodges to others.

San Dieguito Reservoir could use upgrades. 30% of capacity is lost due to solids build up from treatment solids. Dredging it would increase quality and quantity. It would also be helpful to treat brackish water and keep solids out.

Organizational & Workforce Development

SFID can't have an ambitious plan for the district without the staff resources to support it. It is a challenge to do all we need to do with a small staff.

OPEB (Other Post-Employment Benefits) exceed what others get in the public sector.

There were numerous compliments about the high quality of staff and board confidence in them.

Need an inclusive environment. There are no women in operations. There may be a shortage of candidates, but what can we do about that. Need to attract people.

Community Outreach & Education

We are always talking about all these outside pressures. Why don't we lobby? Regulations should reflect our community – for example water use based on land mass.

Staff gets a good response when working and interacting in the community. When people get a \$4,000 to \$10,000 water bill, they are angry. They don't connect with how much water they use.

The most common comment in the interviews was about the east / west divide.

- There were comments about how few people are leading the negativity: 3, 5, less than 30 were mentioned. It was noted repeatedly that the District should be able to eventually overcome that.
- Most indicated an active desire to heal the divide and a lot of hopefulness that this board would be able to successfully work together.
- One person said that we need to bring the silent majority of people together (bypassing the negative few).
- People need to understand the value and what it takes to provide water. Not going to make everyone happy. It is a process of education and transparency.

There was a universal or near universal comment that the District can and must do more and do better at outreach. Some detail comments:

- Communication has not been adequate. Much more is needed

- District email list is limited. Can we piggyback on RSF email list?
- Must sign up for a portal to engage with leak policy but only 9% of customers are signed up. Requests for leak reimbursement denied because not on portal. Need a campaign to get people to sign up and use that AMI tool.

Treatment plant could be a flagship of excellence for district outreach. Public would love to see this. What it takes to keep community safe. Outreach to schools, tours to demonstrate the dedication of staff working overtime, the training, how we are viewed as leaders in the region. We are leaders in the region, doing studies and coming out ahead. High professionalism. Everything is top of the line. Water is A-plus. But the grounds, lobby and visible portions don't reflect that.

Water Quality & Regulatory Compliance

Constituents Emerging concern, including PFAS, will be a challenge.

District Could Improve Water Quality and Save Money with Watershed and Source Water Management. This would involve San Dieguito, Hodges, etc.

Additional Feedback

Nearly all indicated the District is solid and well run needs to be more innovative. Some noted that a short term focus on cost control limited long term benefits and costs savings through investment and willingness to pursue bold ideas. For example, SFID spends \$700,000 a year on electricity. Maybe that can give us a benefit? Need to be innovative.

Does the District seeks out and learns from industry best practices?

Virtually everyone commented that they feel hopeful and positive about the current Board. Board doesn't respond to public comment. That is awkward. Must do something about it.

There were numerous comments with a desire for the District to be more environmental, to develop an energy efficiency, environmental policy, and management plan. Some thought it would save money, some commented this was important to do even if it adds cost.

There were some strong views on how the strategic plan should proceed: want to start at the beginning with mission and vision; want to solicit customer input and understand customers better; so much of this is tactical and not strategic; October 28 had too much presentation and too much focused on staff input; it is critical that we take time to engage new directors in the strategic planning process; need a vision—a futuristic look at what want to be; want to be given more input into the values.