



PADRE DAM
Municipal Water District

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Press Release

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Padre Dam Municipal Water District General Manager Retiring

June 5, 2006, Santee - August Caires is retiring on July 7th from his 13-year position as General Manager of Padre Dam Municipal Water District in Santee.

Padre Dam provides water, wastewater collection and treatment, recycled water and recreation services to 130,000 East San Diego County residents, with 130 employees and a \$46 million budget in 2006.



When Caires arrived at Padre Dam in May 1993, the district was struggling with an adversarial relationship between labor and management, four employee lawsuits and a \$5 million budget shortfall.

Three and a half years later, in January 1997, Padre Dam's Board of Directors unanimously approved Caires' *Workforce Partnership* establishing employees, management and the Board as equal partners in strategic planning and decision-making and the development of a customer-focused, high-performance organization.

High-performance soon followed.

Increased Productivity Under Caires

- Employee teams developed five-year strategic plans in 1997 and 2002 and will again in 2007;
- The Integrated Facilities Plan, a 30-year master plan for capital replacement and expansion, was completed in 2002. Over \$130 million in capital improvement has been completed under Caires, the largest investment in water reliability in Padre Dam's 50-year history;
- \$6 million has been invested in information systems, telemetry and G.I.S. to more efficiently manage systems engineering and operations;
- The treatment capacity of Padre Dam's Water Recycling Facility has been doubled, increasing recycled water sales to one million gallons/day, three percent of Padre Dam's overall water sales;
- In 2002, employees completed the 21/21 Plan, a master plan for Santee Lakes Recreation Preserve that has increased annual attendance to 650,000 and annual revenues to almost \$3 million.

Increased Efficiency Under Caires

- In 1997, 12 employee teams accepted the Competitive Challenge, developing cost-cutting initiatives producing \$12 million in cost savings, cost avoidance and new revenues over five years;
- An employee team developed Water Agency Standards, a joint-venture with four other San Diego County water districts to standardize water system design, materials and construction in order to decrease engineering, purchasing and construction costs;
- Employee focus on regulatory compliance has reduced water main breaks and wastewater spills to industry-leading levels;
- Employee focus on grant funding has resulted in over \$36 million in grants and low interest loans;
- In 2005, employee teams began work on the Malcolm Baldrige National Quality Award, a nationally recognized program for continuous organizational improvement.

Under Caires' leadership, Padre Dam employees have been recognized with over 50 regional, statewide and national performance awards. In 2002, the American Public Works Association named Caires one of the "Top Ten Leaders of the Year" in the United States and Canada, and The Society for Human Resources Management named Padre Dam a winner of its Workplace Excellence Award and one of the "Best Places to Work in San Diego."

Caires has also played a regional role, serving on the City of San Diego Public Utility Advisory Commission, Metro Technical Advisory Committee, numerous San Diego County Water Authority committees and the Grossmont College Foundation Board of Directors. He is also a 24-year member of Rotary International.

Caires and his wife, Leslie, happily married for 30 years, are looking forward to his retirement. Plans include travel, golf and new job titles: Leisure Life Specialists. They will continue to reside in Alpine, where they have lived since 1993.

(PHOTO OF CAIRES: please email request for photo to muhrhammer@padre.org. The photo will be e-mailed immediately.)

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