



**FALLBROOK PUBLIC UTILITY DISTRICT  
BOARD OF DIRECTORS  
SPECIAL BOARD MEETING**

**NOTICE AND AGENDA**

**THURSDAY, DECEMBER 12, 2024  
11:00 A.M.**

**FALLBROOK PUBLIC UTILITY DISTRICT  
990 E. MISSION RD., FALLBROOK, CA 92028  
PHONE: (760) 728-1125**

**THIS MEETING WILL BE HELD AT THE ABOVE DATE, TIME, AND LOCATION AND MEMBERS OF THE PUBLIC MAY ATTEND IN PERSON AT THE DISTRICT OFFICE LOCATED AT 990 E. MISSION RD., FALLBROOK, CA 92028. FOR THE CONVENIENCE OF MEMBERS OF THE PUBLIC WHO DO NOT WISH TO ATTEND IN PERSON, FALLBROOK PUBLIC UTILITY DISTRICT PROVIDES A MEANS TO OBSERVE AND PROVIDE PUBLIC COMMENTS AT THE MEETING VIA WEB CONFERENCE USING THE BELOW CALL-IN AND WEBLINK INFORMATION. PLEASE NOTE THAT IN THE EVENT OF TECHNICAL ISSUES THAT DISRUPT THE ABILITY OF MEMBERS OF THE PUBLIC TO VIEW THE MEETING OR PROVIDE PUBLIC COMMENTS THROUGH THE WEB CONFERENCE OPTION, THE MEETING WILL CONTINUE.**

**Join Zoom Meeting**

**<https://us06web.zoom.us/j/88120000760?pwd=iBIB7taiyh3albi74AtTcPRXNwzfbF.1>**

**MEETING ID: 881 2000 0760**

**AUDIO PASSCODE: 306014**

**Dial by your location**

+1 346 248 7799 US (Houston); +1 720 707 2699 US (Denver); +1 253 215 8782 US (Tacoma);

**Find your local number: <https://us06web.zoom.us/j/88120000760?pwd=iBIB7taiyh3albi74AtTcPRXNwzfbF.1>**

**PUBLIC COMMENTS:** Members of the public may submit public comments and comments on agenda items in one of the following ways:

**SUBMIT COMMENTS BEFORE THE MEETING:**

- By emailing to our Board Secretary at [leckert@fpud.com](mailto:leckert@fpud.com)
- By mailing to the District Offices at 990 E. Mission Rd., Fallbrook, CA 92028
- By depositing them in the District's Payment Drop Box located at 990 E. Mission Rd., Fallbrook, CA 92028

All comments submitted before the meeting by whatever means must be received at least 1 hour in advance of the meeting. All comments will be read to the Board during the appropriate portion of the meeting. Please keep any written comments to 3 minutes.

**REMOTELY MAKE COMMENTS DURING THE MEETING:** The Board President will inquire prior to Board discussion if there are any comments from the public on each item.

- Via Zoom Webinar go to the "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.
- Via phone, you can raise your hand by pressing \*9 to notify the moderator that you wish to speak during the current item.

**MAKE IN-PERSON COMMENTS DURING THE MEETING:** The Board President will inquire prior to Board discussion if there are any comments from the public on each item, at which time members of the public attending in person may make comments.

*If you have a disability and need an accommodation to participate in the meeting, please call the Secretary at (760) 999-2704 for assistance so the necessary arrangements can be made.*

**I. PRELIMINARY FUNCTIONS**

CALL TO ORDER / ROLL CALL / ESTABLISH A QUORUM

PLEDGE OF ALLEGIANCE

APPROVAL OF AGENDA

PUBLIC COMMENT

*Members of the public are invited to address the Board of Directors on any item that is within the subject matter jurisdiction of the legislative body. The Board President may limit comments to three (3) minutes.*

**II. ACTION/DISCUSSION CALENDAR -----(ITEM A)**

A. STRATEGIC PLAN WORKSHOP

**III. ADJOURNMENT OF MEETING**

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**DECLARATION OF POSTING**

I, Lauren Eckert, Executive Assistant/Board Secretary of the Fallbrook Public Utility District, do hereby declare that I posted a copy of the foregoing agenda in the glass case at the entrance of the District Office located at 990 East Mission Road, Fallbrook, California, at least 24 hours prior to the meeting in accordance with Government Code § 54956.

I, Lauren Eckert, further declare under penalty of perjury, under the laws of the State of California, that the foregoing is true and correct.

December 11, 2024  
Dated / Fallbrook, CA

/s/ Lauren Eckert  
Executive Assistant/Board Secretary



Fallbrook Public Utility District (FPUD)  
 Board of Directors Strategic Plan Workshop #1  
 December 12, 2024  
 11:00 AM to 12:45 PM (lunch to follow)

*Agenda*

|                      |  |                         |
|----------------------|--|-------------------------|
| 11:00 AM to 11:15 AM | Introductions and opening comments<br>Desired Outcomes of workshop                           | J. Bebee/ P. Jones      |
| 11:15 AM to 11:35 AM | Overview of Strategic Planning Process and Review of Current and Upcoming Tasks              | P. Jones                |
| 11:35 AM to 12:05 PM | Discussion Item #1: Strategic Planning Themes<br>Opportunity for Public Input                | P. Jones/ Group/ Public |
| 12:05 PM to 12:35 PM | Discussion Item #2: Long-term Visioning for the Organization<br>Opportunity for Public Input | P. Jones/ Group/ Public |
| 12:35 PM to 12:45 PM | Wrap-Up and Next Steps   | P. Jones/ J. Bebee      |
| 12:45 PM             | <i>Lunch</i>   |                         |



**Fallbrook Public Utility District (FPUD)  
Strategic Plan Board Workshop #1  
December 12, 2024  
Board Discussion Items**

**Board Discussion item #1: Strategic Plan Themes**

**Receive feedback from the Board on the Strategic Planning Themes (attached ) derived from the following:**

- External stakeholder interviews.
- Leadership Team and staff workshops and Strengths, Weaknesses Threats and Opportunities (SWTO) exercise.

**Facilitated discussion of the following questions:**

1. *Are any of the identified Strategic Planning Themes surprising or unexpected?*
2. *Is anything missing?*
3. *What do you think are the highest priority Strategic Planning Themes that need to be addressed, and why?*

**Board Discussion Item #2: Long-term Visioning for the Organization**

**Identify and discuss the Board's thoughts on significant long-term issues, concerns and opportunities and the Board's vision for FPUD's future.**

**Facilitated discussion of the following questions:**

1. *What do you think the most significant future "game changers" that will impact or provide opportunities for FPUD in the long-term?*

[Hint: "game changers" can be water industry challenges, financial and economic issues, local and regional politics, regulatory requirements, changes in water supply availability, growth, etc.]

2. *How do you envision FPUD will need to position itself in the long-term to navigate these "game changers" and ensure the district is sustainable for its next 100 years?*

FPUD Strategic Plan Board Workshop  
December 12, 2024

| Themes from Stakeholder Interviews and Employee Workshop*  | Customer Satisfaction and Product Quality | Employee Leadership & Development | Operational Optimization and Resiliency | Financial Viability | Infrastructure Stability | Water Resource Adequacy | Stakeholder Understanding and Community Support |
|--|---|-----------------------------------|---|---------------------|--------------------------|-------------------------|---|
| 1) Make better information available on water costs and how benefits of detachment/ annexation are being implemented.  |   |                                   |   | X                   |                          |                         | X   |
| 2) Work with the Agricultural community to review rates, charges and policies and look at Agricultural sustainability initiatives/ grants. Mitigate diminishing sales and loss of customers (agricultural community “existential threat”).                                 | X   |                                   |   | X                   |                          |                         | X   |
| 3) Increase outreach and communications (community forums, events, enhanced social media platforms, bill stuffers, school education, etc.) to better serve and educate the community.  | X   |                                   |   |                     |                          |                         | X   |
| 4) Enhance customer services such as customer issue resolution processes, on-line data portal and other services.  | X   |                                   |   |                     |                          |                         |   |
| 5) Develop potential operations and water supply partnerships and revenue opportunities with USMC Camp Pendleton.  |   |                                   | X                                       | X                   |                          | X                       |   |
| 6) Leverage inter-agency relationships, shared services and functional consolidation opportunities to increase efficiency and cost effectiveness.  |   |                                   | X                                       | X                   |                          |                         |   |
| 7) Reevaluate and consider reforms to address perceived concerns of the Community Benefit Program.   | X   |                                   |   |                     |                          |                         | X   |
| 8) Focus capital investments by identifying and prioritizing the most vulnerable aging infrastructure in FPUD for replacement and refurbishment.   |   |                                   | X                                       |                     | X                        |                         |   |
| 9) Address wildfire vulnerability from Public Safety Power Shutoff (PSPS) power outages and the need to harden infrastructure.   |   |                                   | X                                       |                     | X                        |                         |   |
| 10) Address De Luz system operational challenges (low demands, aging water system constraints).  |   |                                   | X                                       |                     |                          |                         |   |
| 11) Expand water supply portfolio, supply diversification and evaluate potential supply partnerships with other agencies (e.g., EMWD, Camp Pendleton, others). Consider new or contingent water supply options to address drought impacts to Santa Margarita River supply. |   |                                   | X                                       |                     |                          | X                       |   |
| 12) Plan and prepare for state regulations (Water Use Efficiency, water quality including PFAS and other regulated contaminants).  | X   |                                   |   | X                   |                          |                         | X   |
| 13) Plan for an uncertain growth outlook, slowing development, and reduced customers and sales.  |   |                                   |   | X                   |                          |                         |   |
| 14) Develop methods and strategies to provide cost containment and address inflation on top of already high rates.   |   |                                   |   | X                   |                          |                         |   |
| 15) Better leverage technology, automation, and AMI to improve customer service levels and efficiency.   | X   |                                   |   | X                   |                          |                         |   |
| 16) Commit resources to pursuing grant and outside funding opportunities for Agriculture and Disadvantaged Community (DAC).  | X   |                                   |   | X                   |                          |                         |   |
| 17) Maintain a strong employee culture with opportunities for training, and advancement and programs for engagement and recognition.   |   | X                                 |   |                     |                          |                         |   |
| 18) Promote and advance cross training (but also recognize the limitations on cross training opportunities resulting from a lean staff).   |   | X                                 |   |                     |                          |                         |   |
| 19) Continued investment in staffing and recruitment – evaluate, identify and address retention concerns.  |   | X                                 |   |                     |                          |                         |   |
| 20) Prioritize industry-leading safety initiatives for employees and the community.  |   | X                                 |   |                     |                          |                         |   |