

Mesa Consolidated Water District



Strategic Plan

Adopted November 13, 2007

Revised December 9, 2008

Mission Statement:

“Dedicated to satisfying our community’s water needs.”

Goals:

1. Provide a safe and reliable water supply.
2. Practice continuous infrastructure renewal and improvement.
3. Be financially responsible and maintain competitive rates.
4. Increase public awareness about Mesa and about water.
5. Attract and retain skilled employees.



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Goal #1 – Provide a safe and reliable water supply.

Objective A: Continue to ensure a reliable and adequate supply of water.

Objective B: Efficiently manage water supply.

Objective C: Continue to meet or surpass water quality standards by complying with all state and federal regulations.

Objective D: Maintain and protect a high quality water supply.

Objective E: Enhance operating and treatment procedures.

Objectives	IMPLEMENTATION Key Steps
A: Continue to ensure a reliable and adequate supply of water.	Update demand projections. ¹
	Evaluate alternative water sources. ¹
	Evaluate Colored Water Treatment Facility alternatives for treatment, cost feasibility and expansion potential.
	Evaluate recycled water conversion sites.
	Evaluate recycled water supply options.
	Update Water Supply Plan. ¹
	Identify water supply infrastructure needs. ¹
	Actively participate with regional water agencies on water supply issues.
B: Efficiently manage water supply.	Update distribution system hydraulic computer model. ¹
	Identify and evaluate energy efficiency and savings opportunities. ¹
	Implement technology to improve management of water supply and integrity of water system using recommendations from the Information Technology Master Plan.
	<ul style="list-style-type: none"> – GIS – CMMS – SCADA
C: Continue to meet or surpass water quality standards by complying with all state and federal regulations.	Observe, support, and participate in the efforts of various water associations, regional committees, and working groups.
	Comply with all state and federal standards/regulations. <ul style="list-style-type: none"> – California Department of Public Health Unregulated Contaminant Monitoring Rule (Stage 2). – United States Environmental Protection Agency Stage 2 Disinfectants and Disinfection Byproducts Rule.
	Update procedures/policies to perform tests and report results to regulatory agencies in compliance with all state and federal laws.

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Goal #1 – Provide a safe and reliable water supply (*Continued*).

Objectives	IMPLEMENTATION
	Key Steps
D: Maintain and protect a high quality water supply.	Maintain backflow, cross- connection, and recycled water programs to protect the water system from contamination.
	Actively participate with regional water agencies on water quality issues.
	Continue to conduct construction inspections to ensure compliance with Mesa’s Standard Specifications.
	Ensure wellhead protection through visual inspection of pumping equipment.
E: Enhance operating and treatment procedures.	Use the best available technology for water treatment.
	Attend seminars, workshops, and conferences on water treatment technology.

¹ Component of the Water System Master Plan, last updated in 2002.

Outcomes:

1. Meet all water quality standards both health and aesthetics (color less than 5 c.u. and no odor), all customers willing to drink tap water.
2. Drought proof water supply in all conditions. Maintain 100% redundant water supply under all conditions. (level of reliability)

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Goal #2 – Practice continuous infrastructure renewal and improvement.

Objective A: Manage water infrastructure assets to assure reliability.

Objective B: Efficiently manage distribution system.

Objective C: Update emergency plan.

Objectives	IMPLEMENTATION
	Key Steps
A: Manage water infrastructure assets to assure reliability.	Develop an inventory of water infrastructure assets. ¹
	Identify water distribution infrastructure needs. ¹
	Conduct a condition and risk assessment to prioritize assets for replacement. ¹
	Develop and implement an Asset Management Plan. ¹
	Develop five-year Capital Improvement Plan. ¹
	Update 2002 Water System Master Plan including all related components.
	Review Asset Management Plan to determine funding for the Asset Replacement Fund.
	Continue the annual Capital Replacement Program for water infrastructure such as valves, hydrants, meters, and service lines.
	Update the 10-year Fleet Replacement Plan.
B: Efficiently manage distribution system.	Design Water Operations Program objectives and outcomes.
	Develop Water Operations annual achievement plan.
	Develop an outcome-based budget for Water Operations.
	Align resources with Water Operations work plan.
C: Update emergency plan.	Identify emergency supply sources. ¹
	Develop scenarios of disruptions of service and include training for response to the scenarios. ¹
	Evaluate adequacy of emergency supply sources for scenarios. ¹
	Identify emergency supply infrastructure needs. ¹

¹ Component of the Water System Master Plan, last updated in 2002.

Outcomes:

1. Fully fund planned capital program in current budget year
2. No emergency shutdowns for any Mesa customer conditions. (level of reliability)
3. Replace capital infrastructure in a timely and orderly manner and fully fund replacement & refurbishment

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Goal # 3 – Be financially responsible and maintain competitive rates.

Objective A: Maintain fiduciary responsibility and ensure responsible cash management.

Objective B: Increase Designated Fund levels.

Objective C: Produce accurate and timely internal and external financial reports.

Objective D: Identify and develop additional revenue opportunities.

Objective E: Provide an equitable water rate structure.

Objective F: Acquire appropriate technology to support operational efficiency.

Objectives	IMPLEMENTATION
	Key Steps
A: Maintain fiduciary responsibility and ensure responsible cash management.	Administer investment portfolio consistent with prudent, conservative financial practices.
	Project cash flow requirements to ensure adequate liquidity and maximum investment opportunity.
	Approve purchasing procedures consistent with Board Policies, District Policies and Procedures and federal and state laws.
	Update Long Range Financial Plan.
	Continue to evaluate services to ensure cost effectiveness including where private sector provides same or better level of service at lesser cost.
	Continue to receive unqualified audit opinions and ensure continued compliance with laws, regulations, and accounting standards.
B: Increase Designated Fund levels.	Review Asset Management Plan to determine funding for the Asset Replacement Fund.
	Evaluate Designated Fund levels periodically to determine appropriate balances and goals.
	Review and update Designated Funds Policy.
C: Produce accurate and timely internal and external financial reports.	Adopt a balanced annual budget in compliance with Board Policies.
	Produce accurate and timely financial reports for sound financial decisions. Provide information to the public to maintain an open, transparent government.
D: Identify and develop additional revenue opportunities.	Investigate additional revenue opportunities.
	Research and obtain grant funding.
E: Provide an equitable water rate structure.	Consider alternative rate structures which allow the District to operate in the most efficient, business-like manner.
	Complete a cost of service study to ensure equitable cost allocation for water rates.
	Implement industry established cost allocation methodology.
F: Acquire appropriate technology to support operational efficiency.	Keep financial software versions up-to-date.
	Review industry standards to ensure the most efficient business practices are utilized.
	Review current technology processes to ensure staff efficiency.

Outcomes:

1. Identify optimal capital structure and maintain appropriate Designated Fund levels
2. Maintain highest possible bond rating
3. Develop a rate structure that includes an adjustment for inflation; net present value calculation

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Goal #4 – Increase public awareness about Mesa and about water.

Objective A: Provide service in a timely, courteous, and effective manner.

Objective B: Measure service to maintain customer satisfaction.

Objective C: Increase public awareness of water issues.

Objective D: Market Mesa’s strengths.

Objective E: Service to the community.

Objectives	IMPLEMENTATION
	Key Steps
A: Provide service in a timely, courteous, and effective manner.	Identify and train customer contact personnel for key business processes to deliver well-coordinated, high quality, and cost-effective service.
	Utilize information technology to provide up-to-date, accurate, and reliable information to address customer inquires.
	Implement programs to recognize employee actions that lead to customer satisfaction.
B: Measure service to maintain customer satisfaction.	Develop performance objectives to measure service and maintain a high level of customer satisfaction.
C: Increase public awareness of water issues.	Continue to provide customer access to the Board and staff; encourage and promote visibility and involvement within community.
	Revise and implement Communications and Outreach Plan; emphasizing long term needs of the District.
	Foster strategic partnerships and effective relationships with the community, water industry, and neighboring public agencies.
	Improve public’s perception of water-related topics through outreach and education efforts and the website. – Feature current legislation, water quality, supply, and conservation topics into speaking engagements, community events, and publications.
D: Market Mesa’s strengths.	Develop a marketing strategy.
	Inform/educate customers about Mesa’s activities, services, and value.
	Feature success stories and articles on current water issues in Mesa and community newsletters.
	Participate in water industry workshops and forums.
	Re-brand the District in anticipation of Mesa’s 50 th Anniversary. – New logo – Consistent communications
E: Service to the community.	Continue to promote and encourage water conservation.
	Implement records management retrieval and archival system.

Outcomes:

1. Prepare a Communications Plan that results in the public’s understanding of water quality, reliability, drinkability, and value.
2. Increase visibility of Board of Directors that results in customer awareness/recognition of Board members.

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Goal #5 – Attract and retain skilled employees.

Objective A: Attract a qualified, skilled, and capable workforce.

Objective B: Build employee skills in order to successfully meet the changing demands of business and technology, and to provide operating flexibility and organizational depth.

Objective C: Enhance employee relations.

Objectives	IMPLEMENTATION
	Key Steps
A: Attract a qualified, skilled, and capable workforce.	Establish a compensation philosophy relative to the market.
	Continuously improve candidate selection through highly targeted advertising and enhanced test design.
	Maintain competitive compensation: <ul style="list-style-type: none"> – Tie compensation to an independent, comprehensive Classification and Compensation study on a three to four year cycle. – Conduct annual in-house compensation surveys, including key benefits, to provide the Board and management with Mesa’s current compensation trends between comprehensive Classification and Compensation studies.
	Develop a written recruitment policy and procedures.
	Research performance incentive programs.
B: Build employee skills in order to successfully meet the changing demands of business and technology, and to provide operating flexibility and organizational depth.	Establish training priorities and develop a training plan.
	Develop a transition plan for identified areas where skills or knowledge are at risk.
	Provide opportunities for lateral growth and cross-training.
C: Enhance employee relations.	Involve employees in event planning and design.
	Implement an intranet to serve employees and the Board.
	Implement a Human Resources Information System.
	Actively educate employees on all aspects of their compensation package.

Outcomes:

1. Fully staff organization
2. Calculate annual turnover rate
3. Prepare documentation for actual versus minimum job qualifications

Priorities

1. Financial Strength
2. Orderly Replacement Capital Infrastructure
3. Reliable Water Supply
4. Colored Water Treatment Facility Optimization
5. Lowest Labor with Highest Production
6. Comparable Rates
7. Information Technology Upgrades
8. Mesa Employees
9. High Customer Satisfaction
10. Recognized Leader in Orange County
11. Desalination

