



Dedicated to  
Satisfying our Community's  
Water Needs

**AGENDA**  
**MESA WATER DISTRICT**  
**BOARD OF DIRECTORS**  
**Thursday, January 14, 2021**  
**1965 Placentia Avenue, Costa Mesa, CA 92627**  
**6:00 p.m. Regular Board Meeting**

**IN AN EFFORT TO MITIGATE THE SPREAD OF COVID-19 (CORONAVIRUS), AND IN ACCORDANCE WITH THE GOVERNOR'S EXECUTIVE ORDER N-29-20, THERE WILL BE NO PUBLIC LOCATION FOR ATTENDING THIS BOARD MEETING IN PERSON. MEMBERS OF THE PUBLIC MAY LISTEN AND PROVIDE PUBLIC COMMENT TELEPHONICALLY BY CALLING THE FOLLOWING NUMBER:**  
**DIAL: (949) 207-5455**  
**CONFERENCE ID: 130371#**

**CALL TO ORDER**

**PLEDGE OF ALLEGIANCE**

**RECOGNITION OF MESA WATER DISTRICT PAST PRESIDENT SHAWN DEWANE**

**PUBLIC COMMENTS**

**Items Not on the Agenda:** Members of the public are invited to address the Board regarding items which are not on the agenda. Each speaker is limited to three minutes. The Board will set aside 30 minutes for public comments.

**Items on the Agenda:** Members of the public may comment on agenda items before action is taken or after the Board has discussed the item. Each speaker is limited to three minutes. The Board will set aside 60 minutes for public comments.

**ITEMS TO BE ADDED, REMOVED, OR REORDERED ON THE AGENDA**

At the discretion of the Board, all items appearing on this agenda, whether or not expressly listed as an Action Item, may be deliberated and may be subject to action by the Board.

**CONSENT CALENDAR ITEMS:**

Approve all matters under the Consent Calendar by one motion unless a Board member, staff, or a member of the public requests a separate action.

1. Approve minutes of adjourned regular Board meeting of November 10, 2020.
2. Approve minutes of regular Board meeting of December 10, 2020.
3. Approve minutes of adjourned regular Board meeting of December 17, 2020.
4. Approve attendance considerations (additions, changes, deletions).
5. Board Schedule:
  - Conferences, Seminars, and Meetings
  - Board Calendar



## **PRESENTATION AND DISCUSSION ITEMS:**

6. COMMUNITY CHOICE AGGREGATION:

**Recommendation: Receive the presentation.**

7. STATE ADVOCACY BRIEFING:

**Recommendation: Receive the presentation.**

8. INDEPENDENT SPECIAL DISTRICTS OF ORANGE COUNTY EXECUTIVE COMMITTEE VACANCY:

**Recommendation: Review the Independent Special Districts of Orange County Executive Committee vacancy information and discuss potential candidacy interest.**

## **ACTION ITEMS:**

9. MESA WATER EDUCATION CENTER STUDENT EDUCATION PROGRAM:

**Recommendation: Award a three-year contract to Brain Builders STEM Education, Inc. for \$95,169 to develop, market, and facilitate a student education program for the Mesa Water Education Center.**

10. ANNUAL PERFORMANCE MEASURES AND AUDITS:

**Recommendation: Award a five-year contract to LA Consulting, Inc. in the amount of \$162,079 to conduct the annual performance audit.**

11. PUBLIC HEARING – ORDINANCE NO. 30 – DIRECTORS COMPENSATION AND EXPENSE REIMBURSEMENT:

**Recommendation:**

- a. Conduct public hearing;**
- b. Review and discuss Ordinance No. 30; and**
- c. Adopt Ordinance No. 30 – Directors Compensation and Expense Reimbursement.**

## **REPORTS:**

12. REPORT OF THE GENERAL MANAGER:

- December Key Indicators Report
- Other (no enclosure)

13. DIRECTORS' REPORTS AND COMMENTS



**INFORMATION ITEMS:**

14. DIRECTORS' REPORTS (AB 1234) PER CA GOVERNMENT CODE SECTION 53232.3 (D)
15. OTHER (NO ENCLOSURE)

*In compliance with California law and the Americans with Disabilities Act, if you need disability-related modifications or accommodations, including auxiliary aids or services in order to participate in the meeting, or if you need the agenda provided in an alternative format, please contact the District Secretary at (949) 631-1206. Notification 48 hours prior to the meeting will enable Mesa Water District (Mesa Water) to make reasonable arrangements to accommodate your requests.*

*Members of the public desiring to make verbal comments utilizing a translator to present their comments into English shall be provided reasonable time accommodations that are consistent with California law.*

*Agenda materials that are public records, which have been distributed to a majority of the Mesa Water Board of Directors (Board), will be available for public inspection at the District Boardroom, 1965 Placentia Avenue, Costa Mesa, CA and on Mesa Water's website at [www.MesaWater.org](http://www.MesaWater.org). If materials are distributed to the Board less than 72 hours prior or during the meeting, the materials will be available at the time of the meeting.*

**ADJOURN TO AN ADJOURNED REGULAR BOARD MEETING SCHEDULED FOR TUESDAY, JANUARY 26, 2021 AT 3:30 P.M.**



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**MINUTES OF THE BOARD OF DIRECTORS  
MESA WATER DISTRICT  
Thursday, November 10, 2020  
3101 Red Hill Avenue, Costa Mesa, CA 92626  
8:00 a.m. Adjourned Regular Board Meeting**

**CALL TO ORDER**

The meeting of the Board of Directors was called to order at 8:00 a.m. by President Dewane.

**PLEDGE OF ALLEGIANCE**

Vice President DePasquale led the Pledge of Allegiance.

Directors Present

Shawn Dewane, President  
Marice H. DePasquale, Vice President  
Jim Atkinson, Director  
Fred R. Bockmiller, P.E., Director  
James R. Fisler, Director

Directors Absent

None

Staff Present

Paul E. Shoenberger, P.E., General Manager  
Phil Lauri, P. E., Assistant General Manager  
Denise Garcia, Administrative Services Manager/  
District Secretary  
Marwan Khalifa, CPA, MBA, Chief Financial Officer/  
District Treasurer  
Stacie Sheek, Customer Services Manager  
Syndie Ly, Human Resources Manager  
Tracy Manning, Water Operations Manager  
Stacy Taylor, Water Policy Manager  
Kurt Lind, Business Administrator  
Celeste Carrillo, Public Affairs Coordinator

Others Present

Sharon M. Browning, Principal, Sharon Browning &  
Associates  
Dennis Albiani, Vice President, California Advocates, Inc.  
*(teleconference)*  
Jonathan Aparicio, IT Support Engineer, T2 Tech Group

**PUBLIC COMMENTS**

President Dewane asked for public comments on items not on the agenda.

There were no public comments and President Dewane proceeded with the meeting.

**ITEMS TO BE ADDED, REMOVED, OR REORDERED ON THE AGENDA**

General Manager Shoenberger reported there were no items to be added, removed, or reordered on the agenda.

**PRESENTATION AND DISCUSSION ITEMS:**

1. BOARD WORKSHOP FACILITATOR:

*Board Facilitator Scope of Work*

GM Shoenberger introduced Sharon Browning & Associates Principal Sharon M. Browning who proceeded with an introduction of herself and her firm.

Mrs. Browning provided a brief overview of her scope of work as the District's Board Workshop Facilitator. She explained her role as Facilitator will guide the action plans that the Board will identify and agree upon.

Discussion ensued amongst the Board.

President Dewane asked for public comments. There were no comments.

**MOTION**

Motion by Vice President DePasquale, second by Director Bockmiller, to approve the Board Facilitator Scope of Work, with modifications. Motion passed 5-0.

*Purpose of Future Board Workshops*

The Board discussed the purpose of Board Workshops and agreed that workshops should have a clear and distinct purpose that differs from ones served by regular Board meetings.

Discussion ensued amongst the Board.

The Board discussed the overarching purpose and implementation guidelines for future Board Workshops.

**RECESS**

President Dewane declared a recess at 10:00 a.m.

The Board meeting reconvened at 10:15 a.m.

*Role of Mission and Vision Statements in Strategic Planning*

Mrs. Browning presented information about the definition and use of Mission and Vision Statements as planning tools in strategic planning.

*Industry Trends and COVID-19 Impacts on Mesa Water's Vision and Strategic Planning*

GM Shoenberger, Water Policy Manager Taylor and California Advocates, Inc. Vice President Dennis Albani provided information on industry trends and the impacts of COVID-19 on Mesa Water's Vision and Strategic Planning.

Discussion ensued amongst the Board.

The Board directed GM Shoenberger and Mrs. Browning to identify actionable next steps prior to the next scheduled Board Workshop.

**ACTION ITEMS:**

2. STRATEGIC PLAN:

Due to time constraints, this item was deferred to the November 19, 2020 Adjourned Regular Board meeting.

**REPORTS:**

3. REPORT OF THE GENERAL MANAGER

4. DIRECTORS' REPORTS AND COMMENTS

**INFORMATION ITEMS:**

5. OTHER (NO ENCLOSURE)

President Dewane adjourned the meeting at 12:16 p.m. to a Regular Board Meeting scheduled for Thursday, November 12, 2020 at 6:00 p.m.

Approved:

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Shawn Dewane, President

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Denise Garcia, District Secretary



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**MINUTES OF THE BOARD OF DIRECTORS  
MESA WATER DISTRICT  
Thursday, December 10, 2020  
1965 Placentia Avenue, Costa Mesa, CA 92627  
6:00 p.m. Regular Board Meeting**

**CALL TO ORDER**

The meeting of the Board of Directors was called to order at 6:00 p.m. by President Dewane.

**PLEDGE OF ALLEGIANCE**

Director Bockmiller led the Pledge of Allegiance.

**Directors Present**

Shawn Dewane, President *(teleconference)*  
Marice H. DePasquale, Vice President *(teleconference)*  
Jim Atkinson, Director *(teleconference)*  
Fred R. Bockmiller, P.E., Director *(teleconference)*  
James R. Fisler, Director *(teleconference)*

**Directors Absent**

None

**Staff Present**

Paul E. Shoenberger, P.E., General Manager *(teleconference)*  
Phil Lauri, P. E., Assistant General Manager *(teleconference)*  
Denise Garcia, Administrative Services Manager/  
District Secretary  
Wendy Duncan, Records Management Specialist/  
Assistant District Secretary *(teleconference)*  
Marwan Khalifa, CPA, MBA, Chief Financial Officer/  
District Treasurer *(teleconference)*  
Tracy Manning, Water Operations Manager *(teleconference)*  
Stacy Taylor, Water Policy Manager *(teleconference)*  
Kurt Lind, Business Administrator *(teleconference)*  
Celeste Carrillo, Public Affairs Coordinator *(teleconference)*  
Rob Anslow, Partner, Atkinson, Andelson, Loya, Ruud & Romo  
*(teleconference)*

**Others Present**

Jonathan Aparicio, IT Support Engineer, T2 Technology  
Robert Porr, Executive Vice President, Fieldman, Rolapp &  
Associates *(teleconference)*  
Kimera Hobbs, Senior Consultant, Moran Consulting, Inc.  
*(teleconference)*  
Harry Lorick, Founder, LA Consulting, Inc. *(teleconference)*  
Wendy H. Wiles, Partner, Atkinson, Andelson, Loya, Ruud &  
Romo *(teleconference)*  
Gregory J. Newmark, Principal, Meyers Nave *(teleconference)*  
Christina Parker, Member of the Public *(teleconference)*

President Dewane stated that the Board of Directors was attending the meeting via teleconference per Governor Newsom's Executive Order N-29-20, which suspended certain provisions of the Ralph M. Brown Act.

President Dewane stated that for each action, a roll call vote was taken in accordance with California Government Code Section 54953(b)(2) which states, "all votes taken during a teleconferenced meeting shall be by roll call."

President Dewane proceeded with the meeting.

### **PRESENTATION OF AAA CREDIT RATINGS FROM STANDARD & POOR'S AND FITCH**

General Manager Shoenberger introduced District Treasurer Khalifa, who introduced Fieldman, Rolapp and Associates Executive Vice President Robert Porr who acknowledged the certification of Mesa Water's AAA Credit Ratings from Standard & Poor's and Fitch.

President Dewane thanked Mr. Porr for presenting the certification to the Board and thanked Mesa Water staff for their contributions in obtaining this high achievement.

### **OATH OF OFFICE TO RE-ELECTED DIRECTORS**

District Secretary Garcia administered the Oath of Office to Vice President DePasquale, Director Bockmiller, and Director Fisler.

### **PRESENTATION OF DIRECTOR SERVICE AWARD PINS**

President Dewane reviewed the backgrounds and achievements of the three listed directors and presented service award pins to Vice President DePasquale, Director Bockmiller, and Director Fisler.

### **PUBLIC COMMENTS**

President Dewane asked for comments on items not on the agenda.

There were no public comments on non-agendized topics and President Dewane proceeded with the meeting.

### **ITEMS TO BE ADDED, REMOVED, OR REORDERED ON THE AGENDA**

General Manager Shoenberger reported there were no items to be added, removed, or reordered on the agenda.

### **ACTION ITEMS:**

#### **1. ELECTION OF BOARD OFFICERS:**

President Dewane introduced District Secretary Garcia who proceeded to explain the election process, noting that the Election of Officers is conducted in accordance with Resolution No. 1479.



Office of the President

District Secretary Garcia noted that nominations were opened for the position of President. Director DePasquale was nominated. Ms. Garcia asked for additional nominations from the floor. There were none.

MOTION

Motion by Director Bockmiller, second by Director Atkinson, to nominate Director DePasquale to the position of President. Motion passed 5-0, by the following roll call vote:

AYES:	DIRECTORS	Atkinson, Bockmiller, Fisler, DePasquale, Dewane
NOES:	DIRECTORS	None
ABSENT:	DIRECTORS	None
ABSTAIN:	DIRECTORS	None

Office of Vice President

District Secretary Garcia noted that nominations were opened for the position of Vice President. Director Dewane was nominated. Ms. Garcia asked for additional nominations from the floor. There were none.

MOTION

Motion by President DePasquale, second by Director Fisler, to nominate Director Dewane to the position of Vice President. Motion passed 5-0, by the following roll call vote:

AYES:	DIRECTORS	Atkinson, Bockmiller, Fisler, DePasquale, Dewane
NOES:	DIRECTORS	None
ABSENT:	DIRECTORS	None
ABSTAIN:	DIRECTORS	None

District Secretary Garcia reviewed the length of term noting that officers are elected on even-numbered years for a two-year term and begin serving their term as soon as the officers are elected. Newly elected President DePasquale deferred to Immediate Past President Dewane to preside over the remainder of the meeting.

**CONSENT CALENDAR ITEMS:**

Approve all matters under the Consent Calendar by one motion unless a Board member, staff, or a member of the public requests a separate action.

2. Approve minutes of adjourned regular Board meeting of October 27, 2020.
3. Approve minutes of regular Board meeting of November 12, 2020.
4. Approve attendance considerations (additions, changes, deletions).
5. Board Schedule:
  - Conferences, Seminars, and Meetings
  - Board Calendar

Past-President Dewane asked for comments from the Board. There were no comments.

Past-President Dewane asked for comments from the public. There were no comments.

MOTION

Motion by Director Bockmiller, second by Director Atkinson, to approve Items 2 – 5 of the Consent Calendar. Motion passed 5-0, by the following roll call vote:

AYES:	DIRECTORS	Atkinson, Bockmiller, Fislser, DePasquale, Dewane
NOES:	DIRECTORS	None
ABSENT:	DIRECTORS	None
ABSTAIN:	DIRECTORS	None

**ACTION ITEMS (CONT.):**

6. SUPPORT OF ENERGY SOLUTIONS:

Past-President Dewane asked for comments from the Board. There were no comments.

Past-President Dewane asked for comments from the public. There were no comments.

MOTION

Motion by Director Bockmiller, second by President DePasquale, to adopt Resolution No. 1536 Supporting Balanced Energy Solutions and Maintaining Local Control of Energy Solutions. Motion passed 5-0, by the following roll call vote:

AYES:	DIRECTORS	Atkinson, Bockmiller, Fislser, DePasquale, Dewane
NOES:	DIRECTORS	None
ABSENT:	DIRECTORS	None
ABSTAIN:	DIRECTORS	None

7. STATE ADVOCACY CONSULTING SERVICES:

Past-President Dewane asked for comments from the Board. There were no comments.

Past-President Dewane asked for comments from the public. There were no comments.

MOTION

Motion by President DePasquale, second by Director Atkinson, to award a five-year contract to California Advocates for State Advocacy Consulting Services for a total amount not to exceed \$93,000 annually for Calendar Years 2021-2022 and \$97,000 annually for Calendar Years 2023-2025. Motion passed 5-0, by the following roll call vote:

AYES:	DIRECTORS	Atkinson, Bockmiller, Fislser, DePasquale, Dewane
NOES:	DIRECTORS	None
ABSENT:	DIRECTORS	None
ABSTAIN:	DIRECTORS	None

8. ORDINANCE NO. 29 – DIRECTORS COMPENSATION AND EXPENSE REIMBURSEMENT:

District Secretary Garcia explained the procedure for changing Directors' Compensation. She offered staff would comply with all legal requirements for notification, and a public hearing would be scheduled for the January 14, 2021 Board meeting. The Ordinance would take effect 60 days after the public hearing. She offered the Board is eligible to receive a maximum of a 5 percent increase. As of July 1, 2021, the Board would be entitled to a second adjustment of a 5 percent increase.

Discussion ensued amongst the Board.

Attorney Anslow responded to questions from the Board.

Past-President Dewane asked for comments from the Board. There were no comments.

Past-President Dewane asked for comments from the public. There were no comments.

## MOTION

Motion by President DePasquale, second by Vice President Dewane, to direct staff to schedule a public hearing for the January 14, 2021 Board meeting to address Directors compensation and expense reimbursement. Motion passed 4-1, by the following roll call vote:

AYES:	DIRECTORS	Bockmiller, Fislser, DePasquale, Dewane
NOES:	DIRECTORS	Atkinson
ABSENT:	DIRECTORS	None
ABSTAIN:	DIRECTORS	None

## 9. DISTRICT OFFICERS:

Director Bockmiller recommended modifying the stipends in item 9f from \$380 to \$400 for the District Secretary and District Treasurer and \$190 to \$200 for the Assistant District Secretary and Assistant District Treasurer.

Attorney Anslow responded to questions from the Board.

Past-President Dewane asked for comments from the Board. There were no comments.

Past-President Dewane asked for comments from the public. There were no comments.

## MOTION

Motion by Director Bockmiller, second by President DePasquale, to:

- a. Confirm Denise Garcia as District Secretary;
- b. Confirm Wendy Duncan as Assistant District Secretary;
- c. Confirm Marwan Khalifa as District Treasurer;
- d. Confirm Phil Lauri as Assistant District Treasurer;
- e. Confirm the delegation of the same authority to the Assistant District Secretary and Assistant Treasurer, as the District Secretary and District Treasurer respectively, as previously authorized and approved by the Board of Directors and as authorized by the California Water Code; and

- f. Authorize the continuance of the monthly stipends for the offices of District Secretary and District Treasurer in the amount of \$400 and a prorated stipend of \$200 per meeting for the Assistant District Secretary and Assistant District Treasurer. The new stipends will be effective January 1, 2021.

Motion passed 5-0, by the following roll call vote:

AYES:	DIRECTORS	Atkinson, Bockmiller, Fisler, DePasquale, Dewane
NOES:	DIRECTORS	None
ABSENT:	DIRECTORS	None
ABSTAIN:	DIRECTORS	None

**PRESENTATION AND DISCUSSION ITEMS:**

10. FISCAL YEAR 2020 CUSTOMER SERVICE AUDIT:

GM Shoenberger provided a brief overview of the topic.

GM Shoenberger introduced Business Administrator Lind who then introduced Moran Consulting, Inc. Senior Consultant Kimera Hobbs who proceeded with a presentation that highlighted the following:

- Overview of Customer Service Department Activity
- The Year of Disruption
- Scorecard
- The Road to Excellence - Current Performance
- Recommendations for Improvement

Discussion ensued amongst the Board.

Ms. Hobbs responded to questions from the Board and they thanked her for the presentation.

Past-President Dewane asked for comments from the Board. There were no comments.

Past-President Dewane asked for comments from the public. There were no comments.

**MOTION**

Motion by Director Bockmiller, second by President DePasquale, to adjust the operational goal of the Customer Service Metric Speed to Answer from 90 percent of calls answered in 10 seconds to 100 percent of calls answered in 20 seconds to align with the industry standard. Motion passed 5-0, by the following roll call vote:

AYES:	DIRECTORS	Atkinson, Bockmiller, Fisler, DePasquale, Dewane
NOES:	DIRECTORS	None
ABSENT:	DIRECTORS	None
ABSTAIN:	DIRECTORS	None

11. ANNUAL PERFORMANCE MEASURES AND AUDITS:

GM Shoenberger provided a brief overview of the topic.

GM Shoenberger introduced Business Administrator Lind who then introduced LA Consulting, Inc. Founder Harry Lorick who proceeded with a presentation that highlighted the following:

- Business Management Process
- Performance Measures & Audit Change Process
- Fiscal Year 2019 Mock Audit
- Background
- Performance Audit Process
- Dry-Run
- Benefits

Mr. Lorick responded to questions from the Board and they thanked him for the presentation.

**REPORTS:**

12. REPORT OF THE GENERAL MANAGER:

- November Key Indicators Report
- Other (no enclosure)
- Closed Session Announcement from July 9, 2020 Board Meeting:

District Secretary Garcia read into the record, "Pursuant to California Government Code Sections 54954.5(c) and 54956.9(d)(4), the Board of Directors conducted a Closed Session on July 9, 2020 to discuss anticipated litigation. At that time, a proposed settlement for the resolution of the issue was proposed and approved by the Board on a vote of 5-0. A final settlement agreement to resolve the property and billing matters has been agreed to between Mesa Water District and CJ Segerstrom & Sons. A copy of the final executed Settlement Agreement is now on file with the District Secretary."

13. DIRECTORS' REPORTS AND COMMENTS

**INFORMATION ITEMS:**

14. DIRECTORS' REPORTS (AB 1234) PER CA GOVERNMENT CODE SECTION 53232.3 (D)

15. OTHER (NO ENCLOSURE)

**RECESS**

Past-President Dewane declared a recess at 8:02 p.m.

The Board meeting reconvened at 8:04 p.m.

Past-President Dewane announced the Board was going into Closed Session at 8:05 p.m.

**CLOSED SESSIONS:**

16. CONFERENCE WITH LEGAL COUNSEL – EXISTING LITIGATION:  
Pursuant to California Government Code Sections 54956.9 (d)(1) and 54954.5 (c)  
Case: *Mesa Water District v. KDC, INC., dba KDC SYSTEMS, INC., dba DYNALECTRIC*  
Orange County Superior Court Case No. 30-2016-00832860-CU-BC-CJC
  
17. CONFERENCE WITH SPECIAL LEGAL COUNSEL – EXISTING LITIGATION:  
Pursuant to California Government Code Section 54956.9 (d)(1)  
Case: *Irvine Ranch Water District v. Orange County Water District and related cross-actions*, Los Angeles County Superior Court Case Nos. BS168278 and BS 175192

The Board returned to Open Session at 9:04 p.m.

District Secretary Garcia announced that the Board conducted two Closed Sessions.

Item 16 – The Board met with the General Manager, Assistant General Manager, District Secretary, and General Legal Counsel Pursuant to California Government Code Sections 54956.9 (d)(1) and 54954.5 (c).

The Board received information and gave direction to General Legal Counsel.

Item 17 – The Board met with the General Manager, Assistant General Manager, District Secretary, and Special Legal Counsel Pursuant to California Government Code Section 54956.9 (d)(1).

The Board received information and there was no further announcement.

Past-President Dewane adjourned the meeting at 9:06 p.m. to an Adjourned Regular Board Meeting scheduled for Thursday, December 17, 2020 at 3:30 p.m.

Approved:

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Marice H. DePasquale, President

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Denise Garcia, District Secretary



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**MINUTES OF THE BOARD OF DIRECTORS  
MESA WATER DISTRICT  
Thursday, December 17, 2020  
1965 Placentia Avenue, Costa Mesa, CA 92627  
3:30 p.m. Adjourned Regular Board Meeting**

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**BOARD OF DIRECTORS COMMITTEE MEETING**

<b>CALL TO ORDER</b>	The meeting of the Board of Directors was called to order at 3:31 p.m. by President DePasquale.
<b>PLEDGE OF ALLEGIANCE</b>	Vice President Dewane led the Pledge of Allegiance.
<b>Directors Present</b>	Marice H. DePasquale, President <i>(teleconference)</i> Shawn Dewane, Vice President <i>(teleconference)</i> Jim Atkinson, Director <i>(teleconference)</i> Fred R. Bockmiller, P.E., Director <i>(teleconference)</i> James R. Fidler, Director <i>(teleconference)</i>
<b>Directors Absent</b>	None
<b>Staff Present</b>	Paul E. Shoenberger, P.E., General Manager <i>(teleconference)</i> Phil Lauri, P.E., Assistant General Manager <i>(teleconference)</i> Denise Garcia, Administrative Services Manager/ District Secretary Wendy Duncan, Records Management Specialist/ Assistant District Secretary <i>(teleconference)</i> Marwan Khalifa, CPA, MBA, Chief Financial Officer/ District Treasurer <i>(teleconference)</i> Tracy Manning, Water Operations Manager <i>(teleconference)</i> Stacy Taylor, Water Policy Manager <i>(teleconference)</i> Kurt Lind, Business Administrator <i>(teleconference)</i> Celeste Carrillo, Public Affairs Coordinator <i>(teleconference)</i> Rob Anslow, Partner, Atkinson, Andelson, Loya, Ruud & Romo <i>(teleconference)</i>
<b>Others Present</b>	Jonathan Aparicio, IT Support Engineer, T2 Technology Group Jeff Hoskinson, Partner, Atkinson, Adelson, Loya, Ruud & Romo <i>(teleconference)</i> Adam Zacheis, Senior Client Service Manager, Brown and Caldwell <i>(teleconference)</i> Katie Porter, Executive Engineer/Senior Client Service Manager, Brown and Caldwell <i>(teleconference)</i> John Ganz, Senior Project Manager, Brown and Caldwell <i>(teleconference)</i> Chris Kindle, Principal Project Manager/Electrical Engineer, Brown and Caldwell <i>(teleconference)</i> Windsor Lee, Staff Environmental Engineer, Brown and Caldwell <i>(teleconference)</i>

Alan Monagosong, Staff Environmental Engineer, Brown and Caldwell (*teleconference*)

President DePasquale stated that the Board of Directors was attending the meeting via teleconference per Governor Newsom's Executive Order N-29-20, which suspended certain provisions of the Ralph M. Brown Act.

President DePasquale stated that for each action, a roll call vote was taken in accordance with California Government Code Section 54953(b)(2) which states, "all votes taken during a teleconferenced meeting shall be by roll call."

President DePasquale proceeded with the meeting.

## **PUBLIC COMMENTS**

President DePasquale asked for public comments on non-agendized topics.

Director Bockmiller asked for clarification on Governor Newsom's Executive Orders as there are challenges regarding their validity and constitutionality going through the court system.

Attorney Anslow commented that challenges are being considered; however, as of today, the Governor's Executive Orders are still valid, and Mesa Water is in compliance.

The Board received the comment and President DePasquale proceeded with the meeting.

## **ITEMS TO BE ADDED, REMOVED, OR REORDERED ON THE AGENDA**

General Manager Shoenberger recommended reordering the agenda to take Item 15 after the Consent Calendar. There were no objections.

### **CONSENT CALENDAR ITEMS:**

Approve all matters under the Consent Calendar by one motion unless a Board member, staff, or a member of the public requests a separate action.

1. Approve minutes of adjourned regular Board meeting of November 19, 2020.
2. Receive and file the Developer Project Status Report.
3. Receive and file the Mesa Water and Other Agency Projects Status Report.
4. Receive and file the Water Quality Call Report.
5. Receive and file the Water Operations Status Report.
6. Receive and file the Accounts Paid Listing.
7. Receive and file the Monthly Financial Reports.
8. Receive and file the Major Staff Projects.
9. Receive and file the State Advocacy Update.
10. Receive and file the Orange County Update.
11. Receive and file the Outreach Update.

President DePasquale asked for comments from the Board. There were no comments.



**MOTION**

Motion by Director Bockmiller, second by Director Atkinson, to approve Items 1 - 11 of the Consent Calendar. Motion passed 5-0, by the following roll call vote:

AYES:	DIRECTORS	Atkinson, Bockmiller, Fisler, Dewane, DePasquale
NOES:	DIRECTORS	None
ABSENT:	DIRECTORS	None
ABSTAIN:	DIRECTORS	None

**PRESENTATION AND DISCUSSION ITEMS:**

**ITEM 15 – ASSEMBLY BILL 992:**

GM Shoenberger introduced Atkinson, Adelson, Loya, Ruud & Romo Attorney Jeff Hoskinson who proceeded with a presentation that highlighted the following:

- Background – Brown Act, Social Media
- Examples of Possible Brown Act Violations
- Internet-Based Social Media Platforms
- Permissible Online Activity

Attorneys Anslow and Hoskinson responded to questions from the Board.

The Board thanked them for the presentation.

**ACTION ITEMS:**

**12. PROGRAMMABLE LOGIC CONTROLLER UPGRADES:**

President DePasquale asked for comments from the Board. There were no comments.

**MOTION**

Motion by Vice President Dewane, second by Director Atkinson, to award a contract to Prime Systems for \$118,035 and a 10% contingency for an amount not to exceed \$129,838 to furnish, install, and integrate new programmable logic controllers and power supplies at the 19 remote sites, and authorize execution of the contract. Motion passed 5-0, by the following roll call vote:

AYES:	DIRECTORS	Atkinson, Bockmiller, Fisler, Dewane, DePasquale
NOES:	DIRECTORS	None
ABSENT:	DIRECTORS	None
ABSTAIN:	DIRECTORS	None

**13. LEGISLATIVE PLATFORMS:**

President DePasquale asked for comments from the Board. There were no comments.

**MOTION**

Motion by Vice President Dewane, second by Director Atkinson, to approve the proposed 2021 Legislative Platforms. Motion passed 5-0, by the following roll call vote:

AYES:	DIRECTORS	Atkinson, Bockmiller, Fislser, Dewane, DePasquale
NOES:	DIRECTORS	None
ABSENT:	DIRECTORS	None
ABSTAIN:	DIRECTORS	None

**PRESENTATION AND DISCUSSION ITEMS:**

14. WATER SUPPLY, ENERGY, AND SUPPLY CHAIN RELIABILITY ASSESSMENT:

GM Shoenberger provided an overview of the topic and introduced Assistant General Manager Lauri who then introduced Brown and Caldwell Senior Client Services Manager Adam Zacheis and Executive Engineer/Senior Client Service Manager Katie Porter who proceeded with a presentation that highlighted the following:

- Background and Objectives
- Water Supply Reliability
- Energy Supply Reliability
- Emergency Supply Chain Reliability and Disruption
- Overall Recommendations

Ms. Porter and AGM Lauri responded to questions from the Board.

The Board thanked them for their presentation and directed staff to bring this topic back to a future committee meeting.

15. ASSEMBLY BILL 992:

Item taken earlier in the meeting.

**REPORTS:**

16. REPORT OF THE GENERAL MANAGER

17. DIRECTORS' REPORTS AND COMMENTS

**INFORMATION ITEMS:**

18. OTHER (NO ENCLOSURE)

President DePasquale adjourned the meeting at 5:30 p.m. to a Regular Board Meeting scheduled for Thursday, January 14, 2021 at 6:00 p.m.

Approved:

\_\_\_\_\_  
Marice H. DePasquale, President

\_\_\_\_\_  
Denise Garcia, District Secretary

Unapproved



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## MEMORANDUM

TO: Board of Directors  
FROM: Paul E. Shoenberger, P.E., General Manager  
DATE: January 14, 2021  
SUBJECT: Attendance at Conferences, Seminars, Meetings, and Events

---

### RECOMMENDATION

In accordance with Ordinance No. 29, adopted February 14, 2019, authorize attendance at conferences, seminars, meetings, and events.

### STRATEGIC PLAN

- Goal #1: Provide a safe, abundant, and reliable water supply.
- Goal #2: Practice perpetual infrastructure renewal and improvement.
- Goal #3: Be financially responsible and transparent.
- Goal #4: Increase public awareness about Mesa Water® and about water.
- Goal #5: Attract and retain skilled employees.
- Goal #6: Provide outstanding customer service.
- Goal #7: Actively participate in regional water issues.

### PRIOR BOARD ACTION

At its June 11, 2020 meeting, the Board of Directors (Board) approved Fiscal Year 2021 attendance at Conferences, Seminars, Meetings, and Events.

### DISCUSSION

During the discussion of this item, if any, the Board may choose to delete any item from the list and/or may choose to add additional conferences, seminars, meetings, or events for approval, subject to available budget or additional appropriation.

### FINANCIAL IMPACT

None.

### ATTACHMENTS

None.

**2021 CONFERENCES, SEMINARS, AND MEETINGS:**

<b>January 25 - 26, 2021</b>	
CMUA Capitol Days	
Virtual	
<b>February 10 - 11, 2021</b>	
CalDesal Annual Conference	<i>DePasquale</i>
Virtual	
<b>February 17 - 18, 2021</b>	
Urban Water Institute Spring Conference	
Virtual	
<b>February 24, 2021</b>	
ACWA Annual Washington D.C. Conference	
Virtual	
<b>March 11, 2021</b>	
ACWA Legislative Symposium	
Virtual	
<b>March 15 - 25, 2021</b>	
WaterReuse Conference	
Virtual	
<b>April 6 - 8, 2021</b>	
WaterNow Alliance 6th Annual Summit	
Virtual	
<b>April 19 - 22, 2021</b>	
California United Water Conference	
San Diego, CA	
<b>May 11 - 14, 2021</b>	
ACWA/JPIA Spring Conference & Exhibition	
Monterey, CA	
<b>May 18 - 19, 2021</b>	
CSDA Legislative Days	
Sacramento, CA	
<b>June 13 - 16, 2021</b>	
AWWA ACE21 Conference	
San Diego, CA	
<b>July 19 - 22, 2021</b>	
Jt. CA-NV AWWA/AMTA Conference	
West Palm Beach, FL	
<b>July 27 - 29, 2021</b>	
SWMOA Annual Symposium	
Pico Rivera, CA	
<b>August 30 - September 2, 2021</b>	
CSDA Annual Conference	
Monterey, CA	

# January 2021

January 2021							February 2021						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
3	4	5	6	7	8	9	7	8	9	10	11	12	13
10	11	12	13	14	15	16	14	15	16	17	18	19	20
17	18	19	20	21	22	23	21	22	23	24	25	26	27
24	25	26	27	28	29	30	28						
31													

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Dec 27	28	29	30	31	Jan 1, 21 District Holiday Pay Period Ends 7:30am R/S to 1/08 WACO Meeting	2
3	4 8:30am MWDOC Planning & Operations Committee Meeting	5 7:30am ISDOC Executive Committee Meeting 5:30pm CANCELED Costa Mesa City	6 Payday 8:30am Jt. MWDOC/MWD 5:30pm OCWD Board	7	8 7:30am R/S from 1/01 WACO Meeting (Virtual)	9
10	11 5:00pm IRWD Board Meeting (Virtual) 5:00pm GWRS Steering Committee (Virtual)	12 8:00am R/S to 1/19/21 OCBC Infrastructure Committee (Virtual)	13 8:00am LAFCO Meeting (Virtual) 8:30am MWDOC Admin 11:30am CM Chamber	14 6:00pm Mesa Water Board Meeting (ZOOM)	15 Pay Period Ends	16
17	18 District Holiday 8:30am MWDOC Public Affairs & Legislation (Virtual)	19 7:30am WACO Planning Committee (VIRTUAL) 10:00am R/S from 5:00pm Costa Mesa City	20 Payday 8:30am MWDOC Board Meeting (VIRTUAL) 5:30pm OCWD Board	21 8:30am MWDOC Executive Committee 4:00pm Costa Mesa Chamber of	22	23
24	25 8:00am CMUA Capitol Days (VIRTUAL) 3:30pm 5:00pm IRWD Board Meeting (Virtual)	26 3:30pm Board of Directors Committee Meeting (ZOOM)	27 8:30am Jt. MWDOC/OCWD Meeting (Virtual)	28 11:30am ISDOC Quarterly Event (Virtual)	29 Pay Period Ends	30
31	Feb 1	2	3	4	5	6

# February 2021

February 2021							March 2021						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
	1	2	3	4	5	6		1	2	3	4	5	6
7	8	9	10	11	12	13	7	8	9	10	11	12	13
14	15	16	17	18	19	20	14	15	16	17	18	19	20
21	22	23	24	25	26	27	21	22	23	24	25	26	27
28							28	29	30	31			

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Jan 31	Feb 1 8:30am MWDOC Planning & Operations Committee Meeting (Virtual)	2 7:30am ISDOC Executive Committee Meeting (Virtual) 5:30pm Costa Mesa City Council Meeting (Virtual)	3 Payday 8:30am Jt. MWDOC/MWD Workshop (Virtual) 5:30pm OCWD Board Meeting (Virtual)	4	5 7:30am WACO Meeting (Virtual)	6
7	8 5:00pm IRWD Board Meeting (Virtual)	9 8:00am OCBC Infrastructure Committee (Virtual)	10 CalDesal Annual Conference (VIRTUAL) 8:00am LAFCO Meeting (Virtual) 8:30am MWDOC Admin and Finance 11:30am CM Chamber	11 6:00pm Mesa Water Board Meeting (ZOOM)	12 Pay Period Ends	13
14	15 District Holiday 8:30am MWDOC Public Affairs & Legislation (Virtual)	16 7:30am WACO Planning Committee (VIRTUAL) 9:30am ACCOC Energy, Environment & Water 5:00pm Costa Mesa City Council Meeting	17 Urban Water Institute Spring Conference (VIRTUAL) Payday 8:30am MWDOC Board Meeting (VIRTUAL) 5:30pm OCWD Board Meeting (Virtual)	18 8:30am MWDOC Executive Committee (Virtual)	19	20
21	22 5:00pm IRWD Board Meeting (Virtual)	23 3:30pm Board of Directors Committee Meeting (ZOOM)	24 ACWA DC2021 - Washington D. C. Virtual Conference (VIRTUAL)	25	26 Pay Period Ends	27
28	Mar 1	2	3	4	5	6

# March 2021

March 2021							April 2021						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
7	1	2	3	4	5	6	4	5	6	7	1	2	3
14	8	9	10	11	12	13	11	12	13	14	15	16	17
21	15	16	17	18	19	20	18	19	20	21	22	23	24
28	22	23	24	25	26	27	25	26	27	28	29	30	

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Feb 28	Mar 1 8:30am MWDOC Planning & Operations Committee Meeting (Virtual)	2 7:30am ISDOC Executive Committee Meeting (Virtual) 5:30pm Costa Mesa City Council Meeting (Virtual)	3 Payday 8:30am Jt. MWDOC/MWD Workshop (Virtual) 5:30pm OCWD Board Meeting (Virtual)	4	5 7:30am WACO Meeting (Virtual)	6
7	8 5:00pm IRWD Board Meeting (Virtual)	9 8:00am OCBC Infrastructure Committee (Virtual)	10 8:00am LAFCO Meeting (Virtual) 8:30am MWDOC Admin and Finance 11:30am CM Chamber Event - "Careful"	11 ACWA 2021 Legislative Virtual Symposium (VIRTUAL) 6:00pm Mesa Water Board Meeting (ZOOM)	12 Pay Period Ends	13
14	15 8:30am MWDOC Public Affairs & Legislation (Virtual)	16 7:30am WACO Planning Committee (VIRTUAL) 5:00pm Costa Mesa City Council Meeting (Virtual)	17 Payday 8:30am MWDOC Board Meeting (VIRTUAL) 5:30pm OCWD Board Meeting (Virtual)	18 8:30am MWDOC Executive Committee (Virtual) 4:00pm Costa Mesa Chamber of	19	20
WaterReuse Symposium (VIRTUAL)						
21	22 5:00pm IRWD Board Meeting (Virtual)	23 3:30pm Board of Directors Committee Meeting (ZOOM )	24	25	26 Pay Period Ends	27
28	29	30	31 Payday	Apr 1	2	3





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## MEMORANDUM

TO: Board of Directors  
FROM: Stacy Lynne Taylor, Water Policy Manager  
DATE: January 14, 2021  
SUBJECT: Community Choice Aggregation

---

### RECOMMENDATION

Receive the presentation.

### STRATEGIC PLAN

- Goal #1: Provide a safe, abundant, and reliable water supply.
- Goal #2: Practice perpetual infrastructure renewal and improvement.
- Goal #3: Be financially responsible and transparent.
- Goal #6: Provide outstanding customer service.
- Goal #7: Actively participate in regional water issues.

### PRIOR BOARD ACTION/DISCUSSION

At its November 19, 2020 meeting, the Board of Directors (Board) received a presentation from a Southern California Gas Company representative regarding California energy policies, technologies, and solutions that can address climate change. The Board directed staff to draft a resolution supporting balanced energy solutions and maintaining local control of energy solutions.

At its December 10, 2020 meeting, the Board adopted Resolution No. 1536 Supporting Balanced Energy Solutions and Maintaining Local Control of Energy Solutions. The resolution signifies the District's support of balanced energy solutions that can:

1. provide Mesa Water District (Mesa Water®) with decision-making authority and the resources needed to achieve California's climate goals; and,
2. retain Mesa Water's local control by allowing the use of all technologies and energy resources that can power buildings and facilities while also meeting or exceeding emission reduction mandates.

### BACKGROUND

California Governor Newsom, along with several administrative agencies, legislators and regulators, are proposing new policies, legislation, and regulations that would eliminate energy choices by mandating full electrification of homes and businesses and, in the future, limiting or eliminating the use of natural gas and other fossil fuels. These mandates could remove local control, limit customer choice and, in so doing, suppress innovation in power solutions, reduce reliability, and unnecessarily increase costs to Mesa Water residents and businesses.

### DISCUSSION

In December 2020, five Orange County cities — Buena Park, Fullerton, Huntington Beach, Irvine, and Lake Forest — formed the [Orange County Power Authority \(OCPA\)](#) to implement a Community Choice Aggregation (CCA) program, thus joining the growing trend of California cities choosing to



buy electricity directly from suppliers rather than from privately owned utilities such as Southern California Edison (SCE). SCE will continue to transmit and deliver energy for the cities while the new authority will choose the source.

Over the past several months, additional Orange County cities have expressed interest in joining the OCPA — including Aliso Viejo, Costa Mesa, Mission Viejo, Placentia, Santa Ana, Stanton, and Villa Park — however, because they did not join by December 31, 2020, they must wait until this year, per the state’s Public Utilities Commission.

Formed to offer county businesses and residents renewable power options, the OCPA was spearheaded and funded by the City of Irvine, which loaned \$2.5MM to the OCPA for pre-launch and initial start-up costs. For added startup and anticipated working capital costs, the OCPA plans to take out a bank loan of \$8-20MM with Irvine lending the 20% collateral for the loan. Participating cities would repay Irvine for the loans starting in 2026.

Proponents of CCA programs claim that they help accelerate the move to clean energy and provide modest cost savings. The City of Irvine released a [feasibility study](#) “using extremely conservative modeling parameters” that determined the OCPA CCA program would decrease energy costs by about 2 percent.

As the City of Costa Mesa has not yet joined the OCPA, Mesa Water is in the early stages of exploring CCA programs, including what they are, how they work, which municipalities are using them, and the pros and cons of doing so. An overview of CCA programs will be provided by Mesa Water’s state lobbyists from California Advocates, as well as an SCE representative.

## FINANCIAL IMPACT

There is no financial impact for the discussion of this item.

## ATTACHMENTS

Attachment A: Resolution No. 1536

## **RESOLUTION NO. 1536**

### **RESOLUTION OF THE MESA WATER DISTRICT BOARD OF DIRECTORS SUPPORTING BALANCED ENERGY SOLUTIONS AND MAINTAINING LOCAL CONTROL OF ENERGY SOLUTIONS**

WHEREAS, the Mesa Water District (Mesa Water or District) is a county water district organized and operating pursuant to the provisions of the laws of the State of California (State or California); and

WHEREAS, California's energy policies are critical to reducing greenhouse gas emissions and reducing the impact of climate change on our citizens; and

WHEREAS, the state legislature and state agencies are increasingly proposing new legislation and regulations eliminating choice of energy by mandating technologies to power buildings and facilities, as a strategy to achieve the State's climate goals; and

WHEREAS, clean, affordable and reliable energy is crucial to the material health, safety and well-being of Mesa Water customers, particularly the most vulnerable; and

WHEREAS, energy policies directly impact Mesa Water's ability to provide a clean, affordable and reliable water supply, which is similarly essential to protecting public health and safety; and

WHEREAS, properly treated wastewater is also vital to preventing disease and protecting the environment; and

WHEREAS, Mesa Water values local control and the right to choose the policies and investments that most affordably and efficiently enables the District to comply with state requirements; and

WHEREAS, technology mandates eliminate local control and choice, suppress innovation, reduce reliability and unnecessarily increase costs for Mesa Water and its customers; and

WHEREAS, Mesa Water understands that relying on a single energy delivery system unnecessarily increases vulnerabilities to natural and man-made disasters, and that a diversity of energy delivery systems and resources contribute to greater reliability and community resilience; and

WHEREAS, Public Safety Power Shutoffs can impact water pumping and water treatment plants, putting public health and safety at risk and potentially hampering firefighting efforts; and

WHEREAS, Mesa Water understands the need to mitigate the impacts of climate

change and is committed to doing its part to help the State achieve its climate goals, but requires the flexibility to do so in a manner that best serves the needs of the District and its customers.

NOW, THEREFORE, THE BOARD OF DIRECTORS OF THE MESA WATER DISTRICT DOES HEREBY RESOLVE, DETERMINE, AND ORDER AS FOLLOWS:

**Section 1.** Mesa Water District supports balanced energy solutions that provide it with the decision-making authority and resources needed to achieve the State's climate goals and supports proposed state legislation and regulation that retains local control by allowing all technologies and energy resources that can power buildings and facilities, and also meet or exceed emissions reductions regulations.

ADOPTED, SIGNED, and APPROVED this 10th day of December 2020 by a roll call vote.

AYES: DIRECTORS: Atkinson, Bockmiller, Fisler, DePasquale, Dewane  
NOES: DIRECTORS:  
ABSENT: DIRECTORS:  
ABSTAIN: DIRECTORS:



---

Denise Garcia  
District Secretary



---

Shawn Dewane  
President, Board of Directors



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## MEMORANDUM

TO: Board of Directors  
FROM: Stacy Lynne Taylor, Water Policy Manager  
DATE: January 14, 2021  
SUBJECT: State Advocacy Briefing

---

### RECOMMENDATION

Receive the presentation.

### STRATEGIC PLAN

- Goal #1: Provide a safe, abundant, and reliable water supply.
- Goal #2: Practice perpetual infrastructure renewal and improvement.
- Goal #3: Be financially responsible and transparent.
- Goal #4: Increase public awareness about Mesa Water® and about water.
- Goal #5: Attract and retain skilled employees.
- Goal #6: Provide outstanding customer service.
- Goal #7: Actively participate in regional water issues.

### PRIOR BOARD ACTION/DISCUSSION

At its December 17, 2020 meeting, the Board of Directors (Board) approved the proposed 2021 Legislative Platforms. Advocacy for Mesa Water District's (Mesa Water®) platforms will continue to require significant work in Sacramento on multiple matters during Calendar Year 2021.

### DISCUSSION

California Advocates has effectively advocated for Mesa Water on several high-priority issues through active legislative monitoring and engagement with the: State legislature and its leadership, committees, consultants, and staff; Governor's administration and State Water Resources Control Board; Association of California Water Agencies; CalDesal; California Municipal Utilities Association; California Special Districts Association; Community Water Systems Alliance; Delta Stewardship Council; WaterReuse California; and others.

Mesa Water's lobbyists from California Advocates -- Dennis Albiani and Anthony Molina -- will provide a briefing to the Board regarding State advocacy activities for Mesa Water and anticipated State legislative/regulatory activities in Calendar Year 2021.

### FINANCIAL IMPACT

In Fiscal Year 2021, \$175,000 is budgeted for Support Services; \$95,940 has been spent to date.

### ATTACHMENTS

None.



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## MEMORANDUM

TO: Board of Directors  
FROM: Stacy Lynne Taylor, Water Policy Manager  
DATE: January 14, 2021  
SUBJECT: Independent Special Districts of Orange County Executive Committee Vacancy

---

### RECOMMENDATION

Review the Independent Special Districts of Orange County Executive Committee vacancy information and discuss potential candidacy interest

### STRATEGIC PLAN

Goal #3: Be financially responsible and transparent.  
Goal #4: Increase public awareness about Mesa Water® and about water.  
Goal #7: Actively participate in regional water issues.

### PRIOR BOARD ACTION/DISCUSSION

None.

### DISCUSSION

On December 16, 2020, Mesa Water District (Mesa Water®) received correspondence, from the Independent Special Districts of Orange County (ISDOC) seeking nominations in order fill the vacancy for the Executive Committee Third Vice President by appointment, per its bylaws.

In order to be considered, a candidate must be an elected or appointed official of a regular member agency and be endorsed by his/her district in the form of a Board resolution. All Board resolutions, along with a letter/email of interest, must be sent to Heather Baez at [Hbaez@mwdoc.com](mailto:Hbaez@mwdoc.com) and be received by 5:00 p.m. on Friday, January 22, 2021. The appointment will be made by the ISDOC Executive Committee on Tuesday, February 2, 2021.

The responsibilities of the Third Vice President position are as follows:

**Third Vice President** - The Third Vice President chairs the Legislative Committee. Duties include providing a legislative update, making legislative position recommendations to the Executive Committee, and in the absence of the President, First Vice President, and Second Vice President, shall perform all duties of the President.

### FINANCIAL IMPACT

None; the annual membership dues to ISDOC are estimated at \$50.

### ATTACHMENTS

Attachment A: ISDOC Executive Committee Third Vice President Vacancy Correspondence



December 11, 2020

RECEIVED  
DEC 16 2020  
ADMINISTRATIVE SERVICES

**PLEASE DISSEMINATE TO ALL BOARD MEMBERS**

Mailing Address

P.O. Box 20895  
Fountain Valley, CA 92728

Meeting Location

MWDOC/OCWD  
18700 Ward Street  
Fountain Valley, CA 92708

(714) 963-3058  
(714) 964-5930 fax

[www.mwdoc.com/isdoc](http://www.mwdoc.com/isdoc)

Executive Committee

**President**

**Hon. Mark Monin**  
*El Toro Water District*

**1<sup>st</sup> Vice President**

**Hon. Arlene Schafer**  
*Costa Mesa Sanitary District*

**2<sup>nd</sup> Vice President**

**Hon. Larry Dick**  
*Municipal Water District Orange County*

**3<sup>rd</sup> Vice President**

**Secretary**

**Hon. Greg Mills**  
*Serrano Water District*

**Treasurer**

**Hon. Bill Green**  
*South Coast Water District*

**Immediate Past President**

**Hon. Sandra Jacobs**  
*Santa Margarita Water District*

Staff Administration

**Heather Baez**

*Municipal Water District of Orange County*

**Christina Hernandez**

*Municipal Water District of Orange County*

Re: ISDOC Executive Committee 3rd Vice President Vacancy

This email shall serve as official notice and call for candidates to fill the vacancy for the 3rd Vice President position on of the Independent Special Districts of Orange County (ISDOC). The ISDOC Executive Committee will fill the vacancy by appointment.

Per the ISDOC bylaws, Article III Section II Point E: "With the exception of the immediate past president, if a vacancy occurs on the Executive Committee, the Committee shall, within 60 days from the commencement of the vacancy, either fill the vacancy by appointment or call a special election to fill the vacancy. A person appointed or elected to fill a vacancy shall hold office for the unexpired term of the former incumbent."

Nominations will close on **Friday, January 22, 2021 at 5:00 p.m.** Any Board Member/Trustee of a regular ISDOC member agency is eligible for nomination for this open position. Individuals who wish to be considered should submit a letter of interest, together with a resolution from their Board authorizing their candidacy. The appointment will be made by the ISDOC Executive Committee **on Tuesday, February 2, 2021.**

Responsibilities of the positions are as follows:

**THIRD VICE PRESIDENT:** The Third Vice President chairs the Legislative Committee. Duties include providing a legislative update, making legislative position recommendations to the Executive Committee, and in the absence of the President, First Vice President, and Second Vice President, shall perform all duties of the President.

Meetings of the Executive Committee typically occur on the first Tuesday of each month at 7:30 a.m. in the offices of the Municipal Water District of Orange County (MWDOC) in Fountain Valley. Due to COVID-19 restrictions, meetings are currently being held via teleconference until further notice.

If you are seeking nomination to the 3<sup>rd</sup> Vice President position on the Executive Committee, please send your letter/email of interest and a copy of your Board's authorizing resolution to Heather Baez at [Hbaez@mwdoc.com](mailto:Hbaez@mwdoc.com). All nomination requests must be received by **January 22, 2021.**

If you have any questions about the any of the positions or the election process, please contact either Heather Baez at [Hbaez@mwdoc.com](mailto:Hbaez@mwdoc.com) or Christina Hernandez at [Chernandez@mwdoc.com](mailto:Chernandez@mwdoc.com)

Sincerely,

*Sandra F. Jacobs*

Sandra F. Jacobs, President  
Independent Special Districts of Orange County



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## MEMORANDUM

TO: Board of Directors  
FROM: Celeste Carrillo, Public Affairs Coordinator  
DATE: January 14, 2021  
SUBJECT: Mesa Water Education Center Student Education Program

---

### RECOMMENDATION

Award a three-year contract to Brain Builders STEM Education, Inc. for \$95,169 to develop, market, and facilitate a student education program for the Mesa Water Education Center.

### STRATEGIC PLAN

Goal #4: Increase public awareness about Mesa Water® and about water.  
Goal #6: Provide outstanding customer service.

### PRIOR BOARD ACTION/DISCUSSION

At its August 25, 2020 meeting, the Board of Directors (Board) received information that staff was researching potential partners to develop a robust education program. Per the Board's direction, staff conducted a Request for Proposals for this program.

### BACKGROUND

The Education Center will allow Mesa Water District (Mesa Water®) staff to host educational programs and tours at the Mesa Water Reliability Facility (MWRF), highlighting Mesa Water's primary benefit of being 100% locally reliable, while informing its audiences about environmental stewardship, resource sustainability, and wise water use.

The education program shall be designed to capture students' imaginations, engage their intellects, and stimulate their curiosity about water. The program shall be fun, immersive, and engaging, while concurrently supporting the current California state academic standards.

### DISCUSSION

Mesa Water solicited proposals from seven qualified firms to provide the required scope of work necessary to implement the education program. Six proposals were received on November 30, 2020. The proposing firms included:

- Brain Builders STEM Education, Inc.
- Clarity Consultants
- The Environmental Nature Center
- The Institute of Conservation Research Education
- Mad Science of West Orange County
- Orange County Department of Education Inside the Outdoors

On December 15, 2020, proposals were reviewed and evaluated by a Selection Panel comprised of Mesa Water staff. Each proposal was evaluated based on qualifications, experience, staff availability, project understanding, scope of work approach, and proposal quality. The results of each cost proposal are as follows:





Rank	Proposer	Submitted Cost
1	Brain Builders STEM Education, Inc.	\$79,307
2	Orange County Department of Education Inside the Outdoors	\$55,088
3	The Institute of Conservation Research Education	\$565,500

Although all three firms provided a unique and solid approach to the required scope of work and are well qualified to perform the work effort, it was determined that Brain Builders STEM Education, Inc. has significant experience with developing unique and hands-on education programs, and would be the best fit for Mesa Water’s vision for the Education Center.

Staff recommends that the Board award a three-year contract to Brain Builders STEM Education, Inc. in the amount of \$79,307 and a 20% creative allocation contingency for an amount not to exceed \$95,169 to develop, market, and facilitate a student education program at the Mesa Water Education Center.

#### FINANCIAL IMPACT

In Fiscal Year 2021, \$583,730 is budgeted for Support Services; \$278,515 has been spent to date.

#### ATTACHMENTS

Attachment A: Brain Builders STEM Education, Inc. Proposal



**RFP-Request for Proposals 20-1012  
Education Program Development,  
Implementation and Facilitation**

**BRAINBUILDERS**  
**STEM EDUCATION**



# RFP-Request for Proposals 20-1012 Education Program Development, Implementation and Facilitation

FROM:



**Brain Builders STEM Education, Inc**  
725 El Camino Way  
Tustin, CA 92780  
714-360-1101  
Tax I.D # : 81-3007342  
[www.BrainBuildersEd.org](http://www.BrainBuildersEd.org)

**Point of contact:**  
**Shane Veera**  
**Director**  
725 El Camino Way  
Tustin, CA 92780  
714-360-1101 Office  
562-818-3269 Mobile

ATTENTION:



**Mesa Water District**  
Attn: Mary Chambers  
1965 Placentia  
Costa Mesa, CA 92627

For Mesa Water District consideration, please find all required information included as set forth per the RFP 20-1012 requirements. We are excited for the opportunity to serve the community of Costa Mesa and extend water education to young learners!

This proposal shall remain valid for 90 days from November 30th, 2020.

Addendums Received : Addendum No. 1 received. See signed acknowledgement attached at the end of the proposal.

Shane Veera, Director

11/28/2020

Date

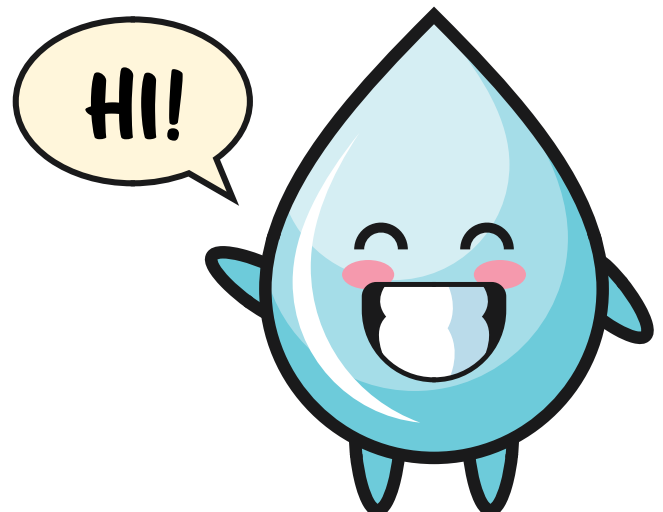
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Appendix 1 - Resumes of key staff

Appendix 2 - Professional Services Agreement Acceptance Form

Appendix 3 - Addendum





# Brain Builders STEM Education, Inc

Building Bigger Brains Since 2002!

**Years in operation:** Serving Orange County for 18 years, founded in 2002  
**Main Office Location:** Tustin STEM Center, 725 El Camino Way, Tustin CA 92780  
**Other Locations:** Engineering w/LEGO Center, 27601 Forbes Rd STE 6, Laguna Niguel CA 92677



## HISTORY

Brain Builders STEM Education was founded in 2002, beginning our vision by implementing after school programs for elementary schools in Orange County. In 2009, we saw a need for engineering and STEM programs and launched our first STEM enrichment classes. Since then we have continually strived to improve and perfect our curriculum and teaching methods. In 2010 we opened our first STEM center in Laguna Niguel, followed by our Tustin STEM Center which opened in 2016. We now teach K-12th grade students, providing after school enrichment, STEM curriculum development, STEM lab setup, and STEM programs at our centers, working with many schools and community education partners.

## VISION

Empower students to think independently and achieve their goals!

## MISSION

Get students excited about education by creating a hands-on learning experience which encompasses 3 main elements:

1. Goal Setting - giving students something to aim for.
2. Teaching concepts - which help students reach their goals.
3. Providing a tangible platform so students can physically achieve their goals in class.



# Community Partners

We have been teaching the community since 2002! We have worked with many different organizations and made many great partnerships along the way!

## SCHOOL DISTRICTS WE WORK WITH

We currently teach at 60+ school sites per year.

Capistrano (CUSD)  
Saddleback(SVUSD)  
Newport-Mesa(NMUSD)  
Orange(OUSD)  
Tustin(TUSD)  
Huntington Beach(HBUSD)  
Fountain Valley(FVUSD)  
Brea-Olinda(BOUSD)  
Placentia-Yorba Linda(PYUSD)  
Garden Grove(GGUSD)  
Santa Ana(SAUSD)

## COMMUNITY PARTNERS

OC Diocese Catholic Schools  
Private Christian Schools  
Public Charter Schools  
Saddleback College  
Yorba Linda Community Recreation  
Boy Scouts of America- Newport Sea Base  
Girls Inc – Summer programs  
YMCA – Summer programs  
Boys and Girls Club – Summer programs

## OTHER NOTABLE PARTNERSHIPS

**First Tech Challenge (FTC)**  
Orange County league host for competitive robotics

**STEM Conference Speaker in China**

**University of California, Irvine**  
Summer Gifted Students Academy engineering teacher

**Microsoft Technology Center in Irvine**  
Provided Stem activities for middle and high school students

**Orange County Fairgrounds, Imaginology (Youth STEM Fair)**  
Providing hand-on STEM activities



# Experience in STEM Education

## 1.2b STEM Education Experience

- 18 Years educating youth in Orange County
- 11 years of STEM Education experience starting in 2009
- STEM Education implemented at over 50 different school sites per year
- STEM Education implemented at community centers, special events, and through community partnerships
- Implementation of over 20 different STEM classes at our STEM Center in Tustin, CA.
- Developed STEM curriculum for school implementation

## 1.2c & 1.3a Curriculum Design

We have extensive experience designing curriculum that meets NGSS, UDL and and EP & C's.



### NGSS

**Cross Cutting Concepts** - We currently teach and design curriculum for all 4 aspects of Physical Science, Life Science, Earth & Space Science and Engineering design. Student's are able to make connections between each specified field of study.

**Practices** - We teach students how to apply the scientific and engineering methods when approaching any problem and they are able to apply these concepts in class.

**Core Ideas** - Core ideas are taught at every level according to student's skill level. These core ideas are able to be applied as they move up in their knowledge of the subject matter, creating a broader view of the ideas. We design classes that naturally progress upon each other.

### UDL

The Universal Design Learning framework is in line with our Mission Statement!

**Engagment** - We identify a problem to be solved, and then students set goals.

**Representation** - We teach through many different platforms such as through work-sheets, auditory lectures, videos, technology and hands-on labs.

**Action & Expression** - Students reach their goals through hands-on experiences in which they have multiple means to achieve the goal.

### EP & C's

We have designed many classes that involve environmental principles and the natural cycles and ecosystems within them. Here are some of our classes where EP & C's are implemented.

**Aquaponics**

**Biology**

**World History**

**Life Science - Botany**

**Physics/Physical Science**

**Chemistry**

**Earth Science and Astronomy**



# Experience in STEM Education Projects & Work Samples

## 1.4a Outline of Programs Implemented

We implement programs in-house, at our 2 center locations, and offsite at schools and with our community partners. Here are some of the projects that we are currently implementing or have done:

Programs implemented at our centers include(K-12th grades) : Robotics, Wood Shop, Reverse Engineering, Coding, Physics, Biology Labs, Chemistry Labs, Forensic Science, Digital Arts, Engineering with LEGO, 3d Printing, Digital Design, English, Math, History, Astronomy, Aquaponics, Paleontology, Animation and more.

### Offsite After School Programs Engineering with LEGO

- Created custom worksheets
- Created teacher manuals and guides
- Created 8 different themed classes with proprietary lesson modules that last for 6-8 weeks each.
- Implemented training sessions for teachers
- Held promotional events to boost participation in programs

### Moulton Elementary School Robotics and Engineering Program

- Created curriculum for entire school from grades K-5th grade.
- Held in-school STEM classes that supplemented their school day learning.
- Created custom workbooks and worksheets
- Varied curriculum to keep student interest and excitement each year.
- Currated in-class competitions

### Boy Scouts of America Newport SeaBase - Robotics

- Created custom robotics curriculum
- Held and currated weekly robotics classes
- Ran weekly summer and spring camps
- Catered to students 1st-6th grades
- Currated in-class competitions

### Santa Ana Unified School District Engage 360 - Engineering Program

- Created custom workbooks
- Created teacher manuals and guides for both in-person and virtual learning
- Catered to students K-8th grade
- Implemented training sessions for teachers
- Currated in-class competitions

### Tustin Memorial Academy STEM Curriculum Development

- Developed grade level specific STEM curriculum to be deployed by the teachers.
- Created custom worksheets
- Created custom lesson plans with teacher manuals
- Created cross curricular activities
- Helped redesigned the schools STEM lab
- Created grade level specific curriculum

### University of California Irvine Gifted Students Academy

- Created a summer engineering program for students grades 3-7
- Created custom workbook for the students
- Currated class competitions
- Created custom curriculum according to student skill levels.





# Experience in STEM Education Projects & Work Samples

## 1.4b-c Sample Content & Metrics

A+

## After School Engineering with LEGO program

### Metrics about the program

- Taught at over 100 different school sites since inception
- Running at approximately 50+ schools each year
- Over 1000 students reached each year
- 15+ employees staffed across Orange County
- Have worked with every school district in Orange County
- Program implemented at public, private and charter schools
- 8 Custom designed curriculum sets

SAMPLE TEACHER LESSON GUIDE

SAMPLE STUDENT WORKSHEET

Engineering with LEGO® Bricks

**BRAINBUILDERS STEM EDUCATION**

**SUPER STRUCTURES**

**DAY 4: LOAD BEARING COLUMNS**

**Learning Objectives**

Students will learn about load bearing columns and how they are implemented in engineering and the construction of structures.

**Extra Equipment**

Books or weight

**Key Words**

Load Bearing Column, Force

**Worksheet**

Load Bearing Column

**LESSON** 10-15 Minutes

**INTRODUCTION / DIALOGUE**

**REVIEW QUESTIONS:**

Did anyone pass the air cannon challenge?  
How did you build a structure that survived the cannon?

"Today we will be learning about tall towers and how columns help. Does anybody know what a column is? Columns are usually built straight up and down. Can you see any columns in this room or do you know of any columns that are used in buildings?"

**VISUAL / DEMONSTRATION**

Get students to identify columns around the room. Examples are chair or table legs. Also show that people's legs are also used as columns.

**LESSON**

Pass out worksheets and review with the class.

Make sure to emphasize that "load bearing columns" are structural support units in structures, unlike regular columns that can sometimes just be decorative.

Load bearing columns transfer a vertical force (from up to down) that is transferred through the column and directly to the ground. If the column is slanted, then force does not travel straight down into the ground and is transferred towards the side of the column and will cause a weak point in the structure.

Copyright 2015, Brain Builders™ Educational Programs, Inc.

Engineering with Legos : Sturdy Structures & Tall Towers

**BRAINBUILDERS STEM EDUCATION**

Name: \_\_\_\_\_

**Load Bearing Columns**

Columns were used as far back as ancient Egypt during 2600BC, and they are still used today. Some columns are used just for decoration, while others are used to hold up buildings and homes. These are known load bearing columns, meaning they can support weight that is applied from top to bottom.

**Column design and engineering**

- Columns are built vertically (up and down).
- Columns are symmetrical.
- Different structures have different numbers of columns.
- The taller a column, the more likely it will fall over due to wind or other side forces.
- Columns can be skinny or wide and can be different shapes such as round or square.

**Challenge**

1. Engineer a chair or table with 4 columns. The columns are also known as legs on a chair.
 

**Rules:**

  - Chair must be at least 4 inches tall.
  - Chair must be able to support the test weight and not fall over or break.
2. Engineer a chair or table with columns at least 6 inches tall that can support weight on top.
3. Engineer a chair or table with columns at least 10 inches tall that can support weight on top.

© Brain Builders Educational Programs 2014



# Experience in STEM Education Projects & Work Samples

1.4b-c Sample Content & Metrics



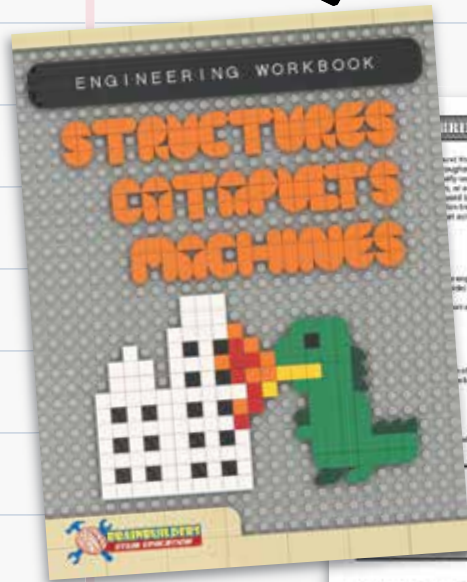
## Santa Ana Unified School District - Engage 360 Engineering Program

### Metrics about the program

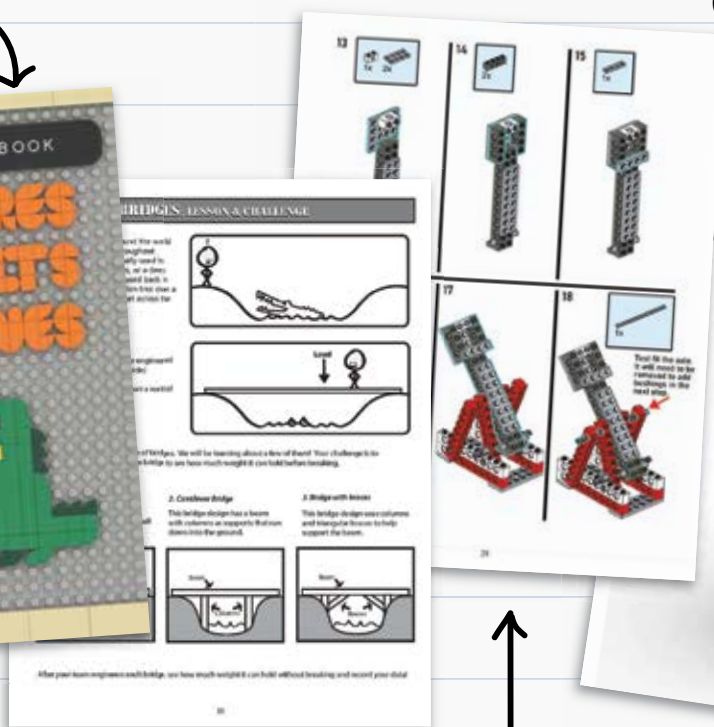
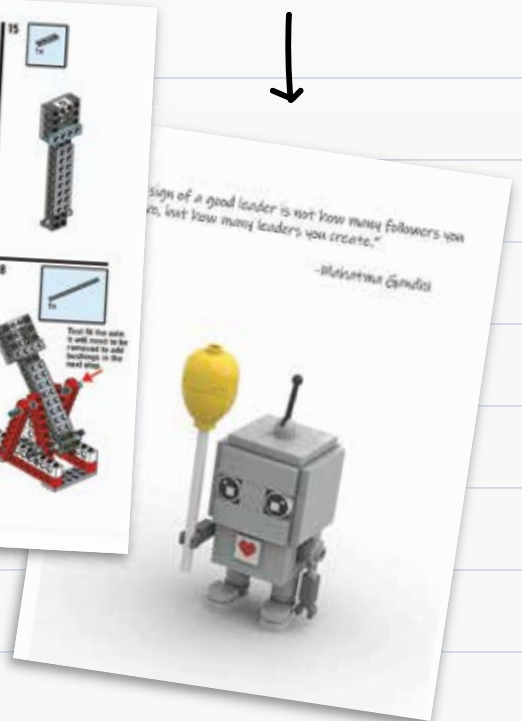
- Teaching at 45 different school sites throughout the year
- Teach K-8th Grade
- 10 employed staff assigned
- Custom workbook and materials created
- 60, one-hour classes taught each week

### CUSTOM WORKBOOK

KID FRIENDLY & FUN COVER!



INSPIRING & RELEVANT  
QUOTES AND PICTURES!



ENGAGING WORKSHEETS

STEP BY STEP INSTRUCTIONS



# Experience in STEM Education Projects & Work Samples

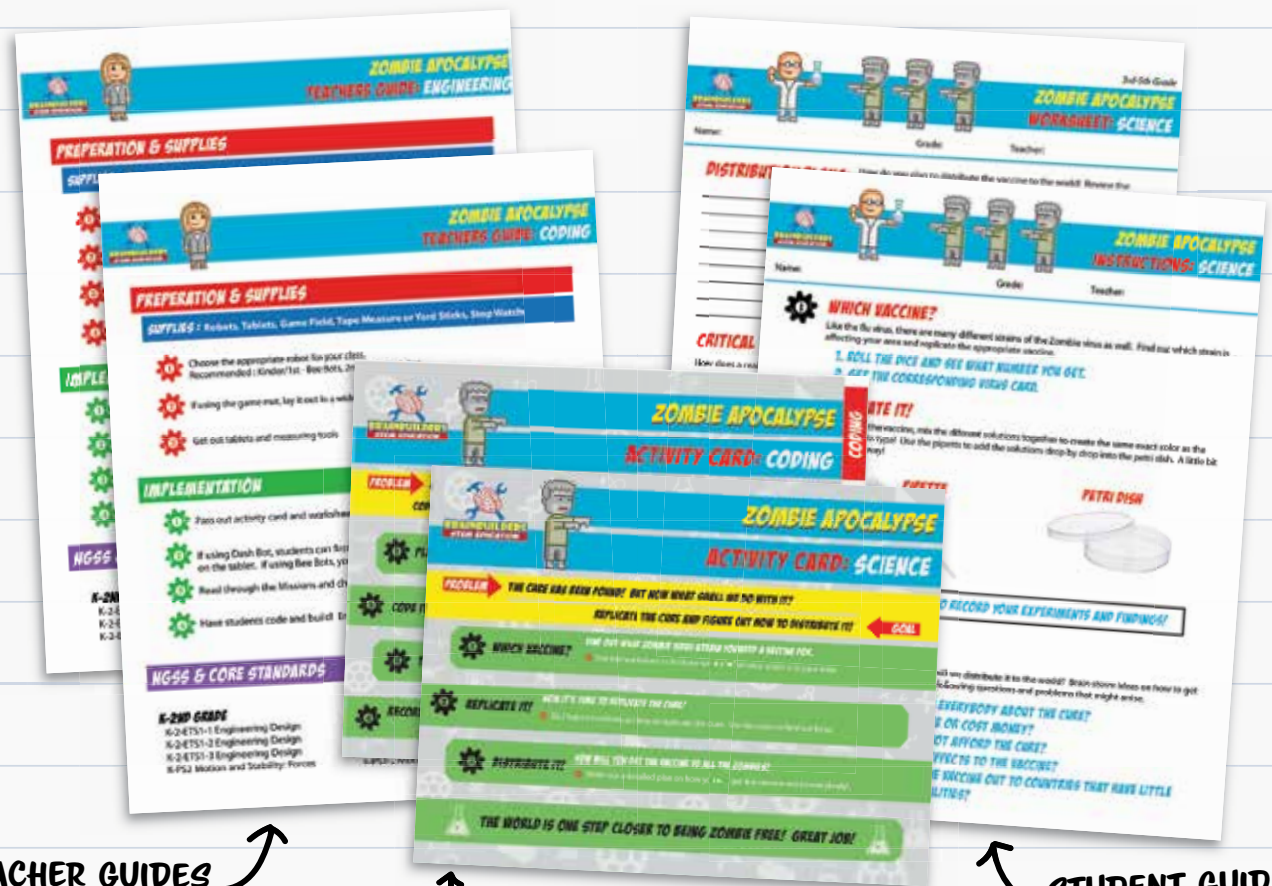
## 1.4b-c Sample Content & Metrics



## Tustin Memorial Academy STEM Lab Renovation & Curriculum Design

### Metrics about the program

- Designed 4 different modules pertaining to one main theme
- Modules deployable by teachers
- Curriculum served over 500 students
- Helped redesign schools STEM lab including safety implementations



TEACHER GUIDES  
FOLLOWS NGSS

STUDENT ACTIVITY CARDS

STUDENT GUIDES  
AND WORKSHEETS

# Experience in STEM Education Projects & Work Samples

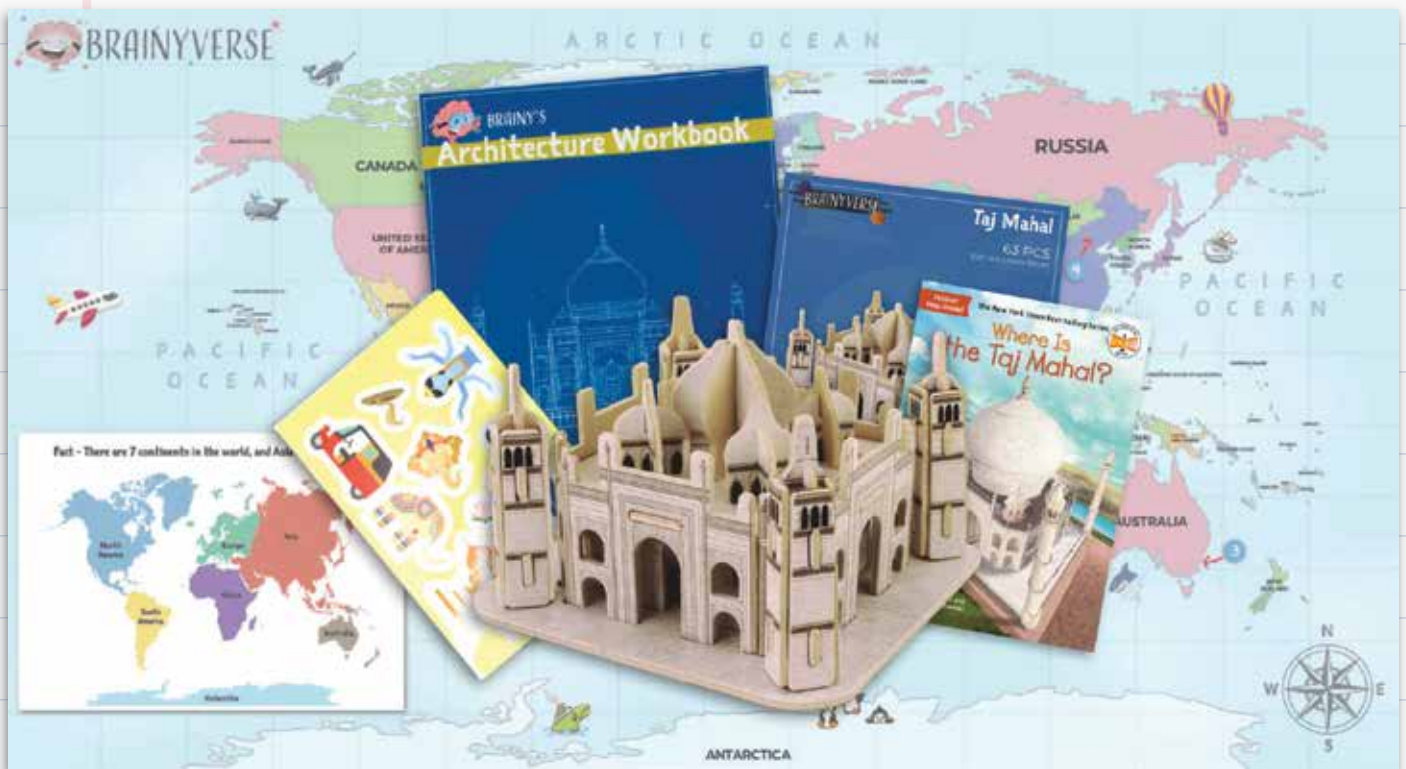
## 1.4b-c Sample Content & Metrics



## Other Notable Content Creations Brainyverse Architecture Kits

### Metrics about the program

- Designed 10 different monthly subscription boxes
- 10 different wooden buildable models
- 10 custom workbooks and sticker sheets
- Custom world map
- Custom designed characters and branding





# References

## 1.5a-b References

### Moulton Elementary School - Integrated STEM Program

Dates of service: 2014-2020

#### Project Description:

- 6 years of providing STEM education for over 500 students yearly
- Developed and deployed custom curriculum
- Taught students k-4th grade engineering, 5th grade robotics program
- Integrated STEM program during school hours
- Hosted "STEM Nights" with hands-on stem activities

#### Contacts:

Jacqueline Campbell

School Principal

JLCampbell@capousd.org

949-234-5980

Ann Hiraakawa

Moulton School Foundation President

howard\_ann@sbcglobal.net

949-244-5776

#### Program Relevance

1. Proves long term program loyalty due to exceptional programming and service
2. Displays ability to design unique and engaging curriculum
3. Shows successful integration of STEM curriculum

### Santa Ana Unified School District - Engage 360 Engineering Program

Dates of service: January 2020-Current

#### Project Description:

- Created 3 different curriculums for K-2nd, 3rd-5th and 6th-8th
- Initially deployed in person, now virtual due to Covid-19
- 60 classes per week
- 45 different sites throughout the school year

#### Contacts:

Jennifer Cisneros

Director

Extended Learning

Jennifer.Cisneros@SAUSD.US

714-558-5633

Lupita Cruz

District Coordinator

Extended Learning

Lupita.cruz@SAUSD.US

657-336-1477

#### Program Relevance

1. Shows the scale at which our programs can expand
2. Displays district wide collaboration capability and expandability of our work force
3. Shows successful integration of STEM curriculum



# References, Contractors & the BEST!

## 1.5a-b References Continued

**Tustin Memorial Academy - STEM Lab Curriculum Design**  
**Dates of service: 2018-2019**

### Project Description:

- Designed custom curriculum for STEM learning
- Created 4 custom modules that were Zombie themed!
- Activities included Coding, Engineering, New Casting and Science Labs
- Developed student activity cards, worksheet and directives
- Developed teacher guides that aligned with NGSS

### Contacts:

Sharon Maeda  
 School Principal  
 smaeda@tustin.k12.ca.us  
 714-730-7546

Tanveer Husain  
 PTA President  
 tanhuss@hotmail.com  
 714-296-6314

### Program Relevance

1. Proves ability to design a deployable curriculum that others can teach
2. Displays ability to align curriculum with current NGSS standards
3. Shows ability to design cross cutting curriculum

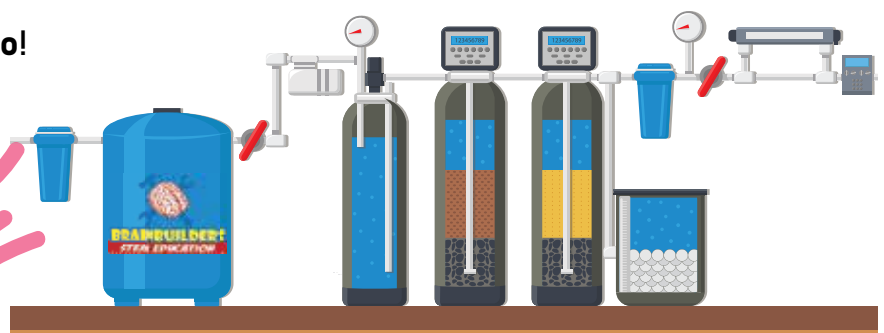
## 1.6 Hiring of Sub-Contractors

We will not be using any sub-consultants or sub-contractors. All our work is done in house.

## 1.7 The Best Choice for the Project!

While we know there are many qualified organizations, we feel we are the best because:

- 💧 We have 18+ years of experience working with youth and designing curriculum!
- 💧 We have a great reputation in the communities we serve!
- 💧 We have experience in general construction and design, which makes collaboration with the architects and designers a breeze!
- 💧 We are visionaries!
- 💧 We create fun learning experiences!
- 💧 We are experts in STEM education!
- 💧 We are passionate about what we do!
- 💧 We LOVE what we do!

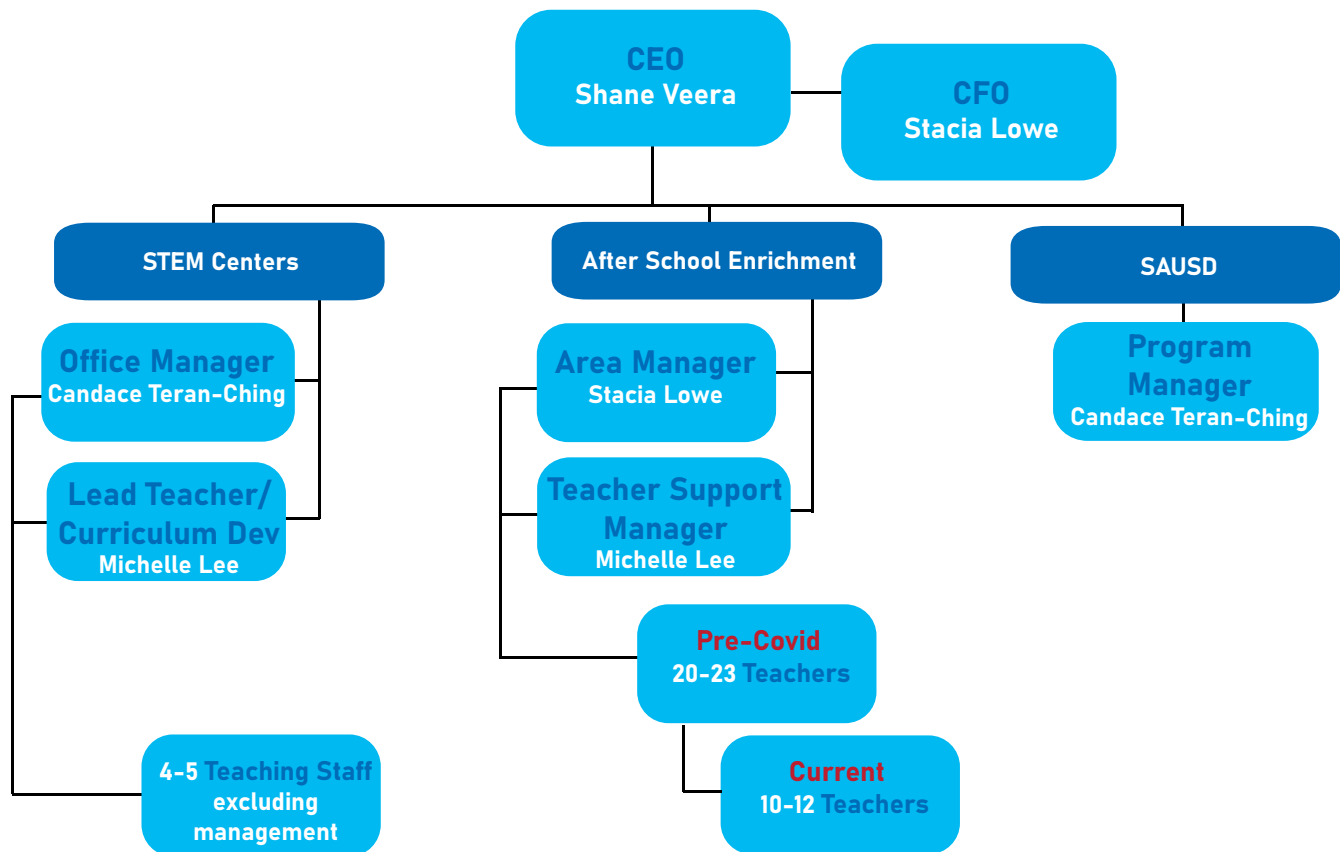




# Organization Chart & MW Proposed Team

## 2.1 Organization Staff chart

### Brain Builders STEM Education Organization chart



Brain Builders STEM Education is equipped with the capability to perform all required work set forth by Mesa Water. We have an expandable framework for management and teachers if we need to hire more people on due to the expanding nature of our organization. We have successfully been able to expand our operations as the need for our programs grow.

## 2.2a-c Mesa Water Assigned Staff

Each proposed staff member will be made available to conduct and complete Mesa Water's project. These are the proposed staff members which will be the main team leading this project.

**Shane Veera(CEO) - Project Director**

- 6+ years in STEM curriculum development and implementation.
- 20+ years of experience working with youth.
- Founder of Brain Builders STEM Education

**Reason selected: Experience in program development, project coordinating and passionate energy!**



# MW Proposed Team

## 2.2a-c Mesa Water Assigned Staff

**Michelle Lee - Curriculum Development Lead**

- 9 Years of teaching experience
- 4 Years STEM teaching experience
- Credentialled California State Teacher

**Reason selected:** Teaching experience, ability to align curriculum to state standards, connectivity for engaging and connecting with students through teaching.

**Candace Teran-Ching - Curriculum Development Lead, Program/hiring Manager**

- 4 years of teaching experience
- Credentialled California State Teacher
- Masters Degree in Curriculum and Instruction

**Reason selected:** Ability to align curriculum to state standards, organization and management skills, experience implementing engaging curriculum.

**Our team has been working together for the past 3 years to complete projects and reach goals. We work together well and are excited to take on new tasks and reach youth with more amazing programs!**

**Please see resumes attached in the appendix.**







# Work Load and WBS

## 2.3a-b Work Load

As with all our projects, we are able to efficiently and effectively assign job tasks as it pertains to our skills and time available. We set goal sheets and are able to meet deadlines. Mesa Water projects will be included in our organizations planning schedule.

If need be, we are able to hire or assign tasks to our other employees so we may supply all necessary focus on Mesa Water projects.

We are confident in our availability and professionalism to complete Mesa Water projects per deadlines.

Priority will be given to Mesa Water projects as we understand the concerns and dedication needed to deploy and new program. All our other programs are currently in place and are running, therefor our key staff for this project are able to focus attention to Mesa Water projects.

## 2.4 Work Breakdown Schedule

Phase 1	Tasks	Hours	Staff Assigned
1.1	Kick off meeting	10	Shane, Candace
1.2	Create visitor experience narrative	10	Shane, Candace, Michelle
1.3	Collaborate with MW staff to review content	5	Shane
1.4	Collaborate with building team to review 8 exhibits	10	Shane, Candace
1.5	Develop initial curriculum plan for review	29	Shane, Candace, Michelle
1.6	Create written lesson plans, workbooks, teachers manuals, worksheets	143	Shane, Candace, Michelle
1.7	Create advertisement and promotional content	34	Shane
Phase 2	Tasks	Hours	Staff Assigned
2.1	Establish relations with NMUSD staff and district	67	Shane, Candace
2.2	Promote MW Education Center Field Trips	7	Candace
2.3	Facilitate Mock field trip for internal stakeholders	27	Shane, Candace
2.4	Schedule and facilitate field trips (2022 - 10-15 field trips)	30	Shane, Candace, Michelle
2.4	Facilitator hours for 15 field trips	105	Shane, Assigned Facilitators(TBD)
2.4a	Maintain Shared Calendar	5	Candace
2.4b	Invite Key Members to Observe Class	4	Candace
2.4c	Setup Transportation with NMUSD	80	Shane, Candace
2.5	Provide monthly report to MW	40	Shane, Candace
2.6	Train MW staff to facilitate program	8	Shane, Candace
2.6a	Create Training Manual for Field Trip	40	Shane
2.7	Schedule and facilitate field trips (2023- 20-25 field trips)	50	Shane, Candace, Michelle
2.7a	Facilitator hours for 25 field trips	175	Shane, Assigned Facilitators(TBD)



# Project Understanding & Approach

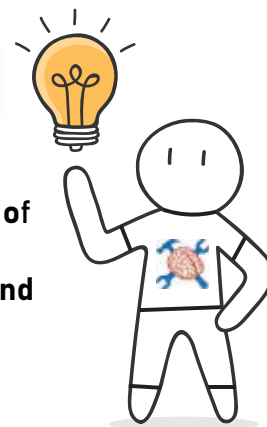
## 3.1-3.3 Project Understanding & Approach

Due to the nature of the project and unknown variables, as the Water Center is not yet completed, this section will be divided into 2 separate parts: Key Concepts and Field Trip Delivery Plans.

**Key Concepts** - Despite how the center will look or how the concepts will be delivered, these are topics that will be covered to best educate the youth about water and fulfill Mesa Waters scope of work.

**Field Trip Delivery Plans** - As the Water Centers physical logistics are still unknown, this will serve as a proposal that will best represent the delivery of "Key Concepts." This part of the proposal is adaptable to how the center will look and to the different exhibits created.

### Key Concepts



Key concepts and sub concepts will be outlined in this section.

Key concepts serve to engage students' minds and have them start thinking of answers to questions.

Sub-concepts will serve to explain key concepts, affirm students answers and educate them further on the subject matter.

#### 4 main key concepts that will be covered:

- What is water and why do we need it? (Water 101)
- Where does water come from and how do we get it? (Water Basin)
- Why do we need clean water? (MW's Nanofiltration)
- What is water conservation? (What MW is doing to conserve water)

**Key Concept** : What is water and why do we need it?

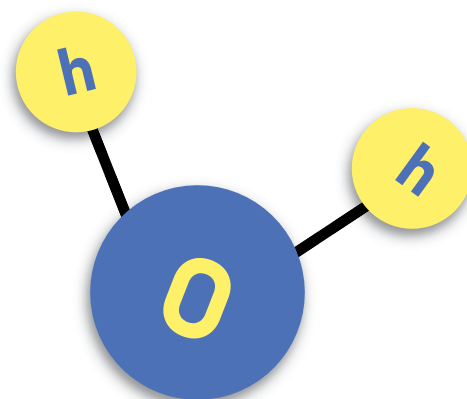
**Sub-Concept** : What is the molecular structure of water?

- What things need water to live?
- How much water is there in the world?
- Are we made of water?

**Key Concept** : Where does water come from and how do we get it?

**Sub-Concept** : Why is there something called the "water cycle"?

- How much water in the world is fresh water?
- How did people get water in the past?
- How do we get water now?
- How does Costa Mesa get water?
- What is a groundwater basin?





# Project Understanding & Approach

## 3.1-3.3 Project Understanding & Approach Continued

**Key Concept :** Why do we need clean water?

**Sub-Concept :** What lives in water?

What things pollute water?

Can you get sick from drinking water that looks clean?

How do we filter water?

How does Mesa Water filter water?



**Key Concept :** What is water conservation?

**Sub-Concept :** Are we running out of water?

Why do we need to conserve water usage?

What happens if we have a water shortage?

What does Mesa Water do to help conserve water?

## Field Trip Implimentation Plan

This section consists of 3 parts; 1. Pre-visit classroom lessons, 2. Field trip at Mesa Water Education Center, 3. Post-visit classroom activities

### 1. Pre-visit Classroom Lessons

The first key concept, “what is water and why we need it”, will be covered in class by the teacher prior to the field trip.

**Goal -** That students will come with some knowledge about water and a sparked curiosity about water and Mesa Water. We are able to review these concepts and focus on the other 3 concepts in which Mesa Water has a direct correlation to.

**Implimentation Plan -** We will create a teachers manual and worksheets in order for teachers to teach these concepts in class. Lessons will follow NGSS and the specific standard will be noted so teachers can easily integrate it into their lesson plans.

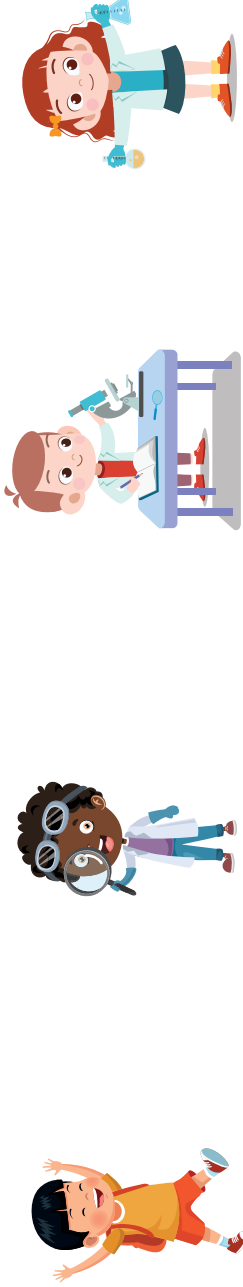
### 2. Field Trip at Mesa Water Education Center

During the field trip, the final 3 key concepts will be covered; “Where does water come from and how do we get it?”, “Why do we need clean water?” and “What is water conservation?”

The field trip will consists of self-guided exploration of exhibits and guided hands-on labs about water. The flow of the field trip can be seen on the flow chart.



# Field Trip Flow Chart



10 Minutes	30 Minutes	30 Minutes	30 Minutes	35 Minutes	15 Minutes
<p><b>Pre Field Trip</b></p> <p>Connect with teacher so they can implement initial lesson. Key Concept #1.</p> <p><b>START FIELD TRIP</b></p>	<p><b>Introduction:</b></p> <p>Welcome students, explain rules of the center, hand out workbook, review water basics, explain the itinerary of the day and objectives.</p> <p><b>START SELF GUIDED EXPLORATION</b></p>	<p>Students will explore the different exhibits and answer questions in their interactive workbooks. Exhibits will have both static and interactive elements.</p> <p>Volunteers and staff will be walking around helping students and answering questions.</p> <p><b>START HANDS-ON LAB #1 : WHATS LIVING IN WATER?</b></p>	<p>Students called in to participate in Lab #1 : What is living in water?</p> <p>Students will hypothesize, and experiment by examining different types of water under a microscope and record their findings.</p> <p><b>START HANDS-ON LAB #2 : WHAT FILTERS WATER?</b></p>	<p>Students called in to participate in Lab #2 : What filters water?</p> <p>Students will hypothesize, and experiment by examining different types of materials and finding out what can filter water.</p> <p><b>END: REVIEW CONCEPTS &amp; CLOSING REMARKS</b></p>	<p>Closing remarks: Teacher will review concepts, pass out parting gifts and students will have time to explore the center more while waiting for the bus to arrive.</p>



# Flow Chart Details

## 3.1-3.3 Project Understanding & Approach Continued

### Flow Chart Details

\*Times listed on each aspect are approximates and can be adjusted accordingly.

#### Start Field Trip (10 minutes)

Field trip guide gathers students in a central area to:

- Give an introduction
- Explain rules of the center and brief history of Mesa Water
- Hand out workbooks and explain what the guests are to do in the workbook (optional - custom lanyards with "Jr. Hydrologist" name tags)
- Review basic concepts that were covered about water in class(pre-visit)
- Explain itinerary of the day

#### Self Guided Exloration (30 minutes)

Students will independently explore the Education Center

- They will answer questions in their interactive workbooks
  - Answers can be found around the center exhibits
- Field trip guides and volunteers will be walking around interacting with students and helping with exhibit questions
- Students will get to experience all the exhibits' static and interactive elements

#### Hands on Lab #1 (30 minutes)

Students will be called into a hands-on lab led by the guide. Lab #1 is on "what's living in water?"

- Students will put on lab coats and goggles
- Overview and lesson given by guide
- Instructions on lab given by guide
- Students will hypothesize on what they think live in water
- Students will investigate by collecting water samples and looking at them under a microscope
- Students will write down their observations and take notes
- Students will share their conclusions on what lives in water and why we need to clean water for consumption



# Flow Chart Details & Post Trip Activity

## 3.1-3.3 Project Understanding & Approach Continued

### Flow Chart Details

\*Times listed on each aspect are approximates and can be adjusted accordingly.

#### Hands on Lab #2 (30 minutes)

Students will be called into a hands-on lab led by the guide. Lab #2 is on “What filters water?”

- Students will put on lab coats and goggles
- Overview and lesson given by guide
- Instructions on lab given by guide
- Students will hypothesize on what filters water according to the materials given
- Students will experiment with each medium and how it filters water and write down their observations
- Students will share their conclusions
- Guide will explain how Mesa Water filters water through nanofiltration

#### End : Closing remarks (15 minutes)

Guide will give closing remarks

- Guide will review discoveries made by students during the field trip
- Guide will hand out parting gifts
- Students will get to take home their workbook and gift (proposed - custom water bottles)
- While waiting for bus pickup, students can continue to explore the exhibits

### Post-visit Classroom Activity

#### 3. Post-visit classroom activity - Writing Contest

**Purpose:** To get students to think of how to give back and become future leaders and positive world-changers!

Teachers will be given a writing lesson to implement with their students. This will be a district wide contest where each teacher will choose their classes top 3 essays to submit to Mesa Water to judge the contest winner.

**Topic** - “How can I change the world with water?”

**Rules** - Students will submit an essay, up to a 2 pages, on the topic. Students can include drawings with their essays.

**Prizes** - Prizes to be determined. We can have multiple winners for different categories.



# Recommended Exhibits

## 3.1-3.3 Project Understanding & Approach Continued

### Recommended Exhibits

Due to the nature of the project and the unknown elements of the exhibits, space allotment and budget, these suggestions serve as elements that can benefit Mesa Waters Education Center and proves our understanding of creating a fun, educational and interactive experience.

- 3d Hologram Pyramid showing the water cycle
- Static model of Mesa Waters ground water basin and how it is collected
- Interactive water table - Students rearrange pipes so water reaches all its destination points
- Cutaway model of Mesa Waters nano-filtration system
- Display of beneficial organisms that live in water
- Modified weight scale that is adjusted to show students "water weight"
- Map of how water is distributed from Mesa Water to the city
- Interactive water table showing how pollution inland can reach the ocean
- Scientific explanation display on what is water and why we need it
- Interactive or static display on water usage in the house(water conservation)
- Drought tolerant plant exhibit
- Aquaponics system display
- Display of water use from power plants to your home
- Interactive "weight of water" display : Connecting the effects of getting clean water

## 3.4 Project Management Capabilities

We have no issues with project management as we have facilitated projects of similar or at a larger scale as per listed in section 1. We have a great professional team ready to tackle any project!

## 3.5 Quality Deliverables

Per previous and current projects we have proven to deliver quality programs and maintain good rapport with the organizations we work with. We keep accountable through our ability to meet deadlines, and maintain good teamwork and communication. We keep a deadlines calendar and hold meetings to address successes and potential issues.

## 3.6 Potential Issues and Challenges

Issues that we have faced in the past include workers not showing up because of unforeseen accidents or illness that might occur. However we have established staff that is able to fill in during these rare occasions. Other issues include outside parties involved in projects being unresponsive to communications. In this case we make sure we have multiple means of communication listed so that we can efficiently complete projects.



## Project Understanding and Approach Continued

### 3.7 Monitoring of Project

Projects operations are monitored continuously through a task list and calendar of events/deadlines. Team meetings will also be set according to deadlines and as needed depending on complexities of the project.

### 3.8 Plan for Completing Work in appendix A

Due to the nature of the proposal and the unknown variables, we can only outline a typical scenario of events. We understand that much of the timeline will depend on the completion of the education center and exhibits. There are many unknown variables that will effect our comprehensive plan.

See section 3.11 for a sample timeline.

### 3.9 Firms Approach and Mesa Waters Benefit

See section 3.1 -3.3 for our approach to the project.

Mesa Water will benefit from positive branding through the field trip. Not only will all printable materials include Mesa Waters branding but many concepts covered will tie in how Mesa Water approaches the answers to the problems. Mesa Water will become the key place for water education not only during the field trip but beyond the field trip through student contests and it's postitive impact for the community.

### 3.10 Additinal Information for Project Completion

We do not have any more information at this time as we have a firm grasp of what it takes to complete this project.

### 3.11 Project Schedule

Our project schedule is included on the next page.

Please note that this schedule is approximate depending on unknown variables such as completion of the education center, other parties schedules and availability to have meetings.





# Project Understanding and Approach Continued

## 3.11 Project Schedule

Phase 1	Dates
Schedule Kick off Meeting - Send initial email	December 28 - 31, 2021
Kick off meeting	January 4-8, 2021
Create Visitor Narrative	January 11-13, 2021
Schedule Collaborative meeting - Send out email to plan	January 11-13, 2021
Meeting to review overarching messages	January 19-22, 2021
Collaborate with building teams	January 25-February 5, 2021
Building Architect	January 25-February 5, 2021
Landscape Architect	January 25-February 5, 2021
Exhibit design consultant	January 25-February 5, 2021
Field Trip Development - initial design	February 8-12, 2021
Pre Visit Curriculum Lesson plans	February 8-12, 2021
Field Trip Curriculum design	February 8-12, 2021
Post Visit Curriculum Lesson plans	February 8-12, 2021
Take home materials Design promotional items	February 8-12, 2021
Set meeting with MW Staff to finalize curriculum ideas, messaging and branding	February 16-19, 2021
Workbook and Worksheets per approved curriculum	February 22-May 31st, 2021
Develop worksheets - pre visit	February 22-May 31st, 2021
Develop workbook - Field trip	February 22-May 31st, 2021
Develop worksheet - Hands-on labs	February 22-May 31st, 2021
Teacher materials - previsit lesson manual	February 22-May 31st, 2021
Design advertising and marketing materials	March 8-March 22, 2021
Meeting to approve marketing materials	March 23-25, 2021
Revisions if necessary	March 25-26, 2021
Order print materials	April 5-8, 2021
Order promotional materials	April 5-8, 2021
Order items for Field Trip	April 5-8, 2021
Phase 2	Dates
Market program to NMUSD (ongoing process)	April 11th - TBD
Facilitate mock field trip for key internal stakeholders	January 17-21, 2022
Schedule 15 Field Trips	May 2021-December 2021
Finalize schedules with interested schools	May 2021-December 2021
Contact - invite MW Staff key members of NMUSD, key officials, board of directors	September 2021-February 2022
Transportation request (ongoing depending on when schools sign up)	May 2021-December 2021
Monthly Reporting(ongoing)	February 2022-June 2022
Train MW staff to facilitate field trip	July 2022-August 2022
Schedule 25 field trips	April 2022-December 2022
Finalize schedules with interested schools	April 2022-December 2022
Contact - invite MW Staff key members of NMUSD, key officials, board of directors	July 2022-December 2022
Transportation request (ongoing depending on when schools sign up)	April 2022-December 2022

## Life Objective

To create an environment where adolescents can learn how to think so they can achieve their goals and become positive influences in their communities and beyond!

## Education

### Bachelors in Economics, Minor in Digital Arts

2002 Graduate of University of California, Irvine

## Job History

### 2002 to Present CEO and Founder - Brain Builders STEM Education

1. Capture the interest of students grades K-8th and teach engineering and chess to classes ranging from 4 to over 180 students.
2. Designed proprietary curriculum that engaged students in engineering and chess through conceptual application.
3. Successfully manage over 30 employees and a management staff through curriculum training and scheduling.
4. Expanded Brain Builders' programs into over 90 different elementary schools throughout Orange County and established Brain Builders as a leading STEM based education program.
5. Started two education centers that serves over 400 students annually.

### 2006 to 2010 Director of Operations - City Lights Dream Center (a non-profit organization)

1. Led operations in: community outreach, fundraising, volunteer management, event planning, and community partnerships.
2. Served on the board of directors as a Treasurer and overlooked the organizations financial goals.
3. Secured donations and collaborative partners with industry leaders such as Active Ride Shop, Sole Technologies, and Wells Fargo.
4. Directly worked with inner-city kids and setup weekly activities in an effort to enable them to abstain from drugs and gangs.

### 2003 to 2006 Child Care Worker - Knitas Group Home

1. Mentored adolescents that were wards of the court and lived in a 6 bed group home facility.
2. Supervised the adolescents and made sure their daily tasks and goals were being met.
3. Organized weekend activities and supervised adolescents at the events.

### 2004 Summer Program Director- Skyhawks Sport Camps

1. Led and coached summer sports camps for youth ages 5-12.
2. Coached high energy camps of football, basketball, soccer, and tennis.
3. Upkept all supplies and managed other coaches during the camps.

### 1997 Summer Directors Assistant and Tutor - California Educational Centers

1. Assisted the director with daily tasks.
2. Tutored students grades K-8th in various subjects.
3. Supervised students during summer excursions.

## Technical Skills

- Basic welding skills in MIG and TIG.
- Light fabrication of metal and composites.
- Restoration of automobiles.
- Basic soldering of circuit boards and electrical components.
- MECP Certified for low voltage electronics.
- Proficient in Adobe Photoshop, Illustrator and InDesign
- Strong Microsoft word and Excell skills

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# Candace Teran- Ching

Phone: (714) 486- 6332  
E-mail: [cteran721@gmail.com](mailto:cteran721@gmail.com)

## Education

### **Associates of Arts: Liberal Studies**

#### **Santiago Canyon College**

- ▶ Graduated: June 2014
- ▶ Honors final semester

### **Bachelors of Science: Child Development concentration in Early Childhood Education**

#### **California State University Dominguez Hills**

- ▶ Graduated: May 2017
- ▶ Major GPA: 3.672
- ▶ Honors in Major
- ▶ McNair Scholar

### **Masters of Arts: Curriculum and Instruction**

#### **California State University Dominguez Hills**

- ▶ Graduated: May 2019
- ▶ GPA: 3.9
- ▶ Recipient of CalRTA Laura E. Settle Scholarship

## Certifications

**Preliminary Multiple Subject Teaching Credential (Valid until 9/2025)**

## Work Experience

### **Lead Teacher and North OC Operations Manager** (December 2017- Present)

Brain Builders Ed STEM Education Center

Running a team of 15 for all after school programs in Santa Ana Unified School District for Engage 360 program, curriculum development, co-teaching, office organization, substituting, helping parents organize student's class schedules, differentiation in the classroom, problem solving, engineering concepts, application of meaningful use of technology in the classroom, tutoring, support social emotional learning,

### **Graduate Assistant for the Office of Graduate Studies and Research** (September 2017- 2018)

CSU: Dominguez Hills

Planning for Student Research Day 2018, organizing office materials, logging data for IRB coordinator, assisting Graduate coordinator, scanning, filing, assisting students with navigation through our graduate programs, assisting students with graduate applications, assisting students applying for funding

**Michelle Lee**  
**2329 North Milford St.**  
**Orange, CA 92867**  
**Cell: (858) 472-6872**  
**Email: [sdmeshell@gmail.com](mailto:sdmeshell@gmail.com)**

## **OBJECTIVE**

Seeking a position that will challenge and utilize my passion for teaching.

## **QUALIFICATIONS**

- Articulate educator with expertise in leadership
- Experienced in standard based instruction, curriculum design and implementation, diverse populations, gifted and talented students, and school environment
- Experienced in providing childcare in a daycare setting
- Experience in office administrative work
- Excellent communication skills and community sensitivity
- Highly motivated, reliable, flexible, and organized with good people skills

## **EDUCATION**

Concordia University Irvine, CA, May 2012

Bachelor of Arts in Liberal Studies, Concentration: English, GPA 3.47

## **TEACHING EXPERIENCE**

Instructor, October 2016 to Present

Brain Builders STEM Education, Tustin, CA

- Teach STEM based concepts (i.e. Biology, Chemistry, Astronomy, Engineering, Robotics., etc.) to students who are home schooled
- Teach engineering concepts using LEGOs to multiple schools in various districts
- Compose & implement new curriculum centered around STEM concepts

Substitute Teacher, October 2012 to June 2016

Saddleback Valley Unified School District, Lake Forest, CA

- Maintain order in the classroom by efficiently executing lesson plans left by the teacher
- Applies the necessary teaching strategies to use in classrooms with various skill levels

KUMON Instructor, February 2014 to October 2016

KUMON Learning Centers, Foothill Ranch, California

- Lesson plan for Early Learner (Preschool to Kindergarten) students on a weekly basis
- Tutor students one-on-one in reading and mathematics to strengthen their skills
- Conduct new student placement testing

## **CERTIFICATIONS**

Preliminary Multiple Subject Teaching Credential

# Appendix C: Professional Services Agreement Acceptance Form

Firm Name: Brain Builders STEM Education

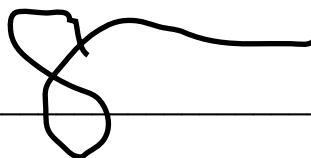
Address: 725 El Camino Way

City Tustin State CA Zip Code 92780

Telephone: 562-818-3269 Fax: \_\_\_\_\_

I have reviewed the RFP and Professional Services Agreement in their entirety. Our firm will execute the Professional Services Agreement "as is" without modification.

Name of Authorized Representative: Shane Veera

Signature of Authorized Representative:  \_\_\_\_\_

November 19, 2020

TO: ALL RFP DOCUMENT HOLDERS OF RECORD

FROM: MARY CHAMBERS, BUYER

SUBJECT: **ADDENDUM NO. 1 TO RFP DOCUMENTS FOR EDUCATION  
PROGRAM DEVELOPMENT, IMPLEMENTATION, AND FACILITATION**

This Addendum forms a part of the Request for Proposals (RFP) document for the project identified above. All remaining portions of the RFP document not specifically mentioned or otherwise revised by this Addendum remain in full force and effect.

This RFP document is modified as set forth below:

- 1) Page 4 of the RFP, Section II, A. "Proposal Procedures RFP, Evaluation, and Award Schedule" is revised to: Interviews will take place on December 14, 2020 through December 16, 2020 for firms that are selected to move forward in the RFP process.
  - a. As a reminder, it is mandatory for the proposed facilitators of the field trip program to also attend the interview.
- 2) Page 10 of the RFP, Section III, C. "Fee Schedule," paragraph 4 is deleted in its entirety.

~~Pricing shall remain firm for the entire Agreement term. Thereafter, any proposed pricing adjustment for follow on renewal periods shall be submitted to Mesa Water staff in writing at least thirty (30) days prior to the new Agreement term. Mesa Water reserves the right to negotiate any proposed pricing adjustment.~~

- 3) Responses to questions received from proposers concerning the RFP document are included herein as EXHIBIT I.

**Please acknowledge the receipt of this Addendum by attaching a signed copy to the proposal.**

## EXHIBIT I

1. Q. Would Mesa Water consider a proposal that solely focused on the creation and execution of the field trip program once the exhibits were completed? This would mean excluding the exhibit consulting aspect of the RFP, and coming in once the facility is fully completed.
  - A. No. The education program consultant's expertise will help guide the execution of the exhibits and ensure that the education guidelines are met and successful.
2. Q. "Provide three (3) references for work similar to this scope of services that your firm has provided to public agencies, water districts, federal government, non-profit organizations, or private companies." If we only have one reference, is that a deal breaker?
  - A. Three references are required. The references may include partners that provide a reference or comments on comparable work. This may include, but is not limited to, an industry or community partner, vendor, consultant, or other stakeholder that you have worked with on a similar or comparable project.
3. Q. Is there any information on what exactly the installations will be or what topics they will be covering or demonstrating?
  - A. The exhibit concepts are still being developed. The main topics are described on page 14 of the RFP and may include subtopics such as careers in water/paths of study to work in water.

Topics mentioned in the RFP include the history of Mesa Water and the groundwater basin; Water 101 – the value of water as a precious natural resource in our community and beyond; and Mesa Water's nanofiltration technology.


More information on this technology and the source of Mesa Water's water can be found in the links below.

<https://www.mesawater.org/about/infrastructure/mesa-water-reliability-facility>

<https://www.mesawater.org/news/in-the-news/640-where-does-your-water-comefrom?highlight=WyJ3aGVyZSIsIndoZXJJ3MiLCJkb2Vzliwib3Vyliwid2F0ZXIiLCJ3YXRlciZliwiY29tZSIsImZyb20iLCJ3aGVyZSBkb2VzliwiZG9lcyBvdXliLCJkb2VzIG91ciB3YXRlciIsIm91ciB3YXRlciIsIm91ciB3YXRlciBjb21liwid2F0ZXIqY29tZSIsIndhdGVyIGNvbWUgZnJvbSIsImNvbWUgZnJvbSId>

4. Q. Can we add pictures in the proposal or would it be better to add it as an appendix?
- A. Pictures may be included in the proposal or appendix depending on the firm's preference. However, please note proposals shall be a maximum of 30 pages in length (not including resumes). Any pages over the total of 30, will not be included in the evaluation/scoring.
5. Q. For the Fee Schedule it just has to be a flat fee for the contract or annually as stated? The contract being so long in term but all the work done on the back end how would it be appropriate to indicate that in the fee schedule? The 30 day notice for the agreement terms is the just for the renewal or can that be adjusted to this contract say we decided that it would be better with 2 scientists leading the programs instead of 1 per field trip or deciding to change a take home?
- A. The Fee Schedule shall include the total lump sum fee for this entire project and shall also be broken down by the total cost of each phase of the project. Any enhancements or add-ons shall be provided as a separate cost below the fees.
- Please refer to item 2, page 1 of the addendum.
6. Q. If you are able to say, what would be the available budget? I would like to propose the best program possible but understand that there are limitations.
- A. Firms should provide a fee schedule that would deliver the best possible program. Firms may also choose to submit pricing for a basic program/package and an enhanced program/package.
7. Q. Is it possible to get a tour of the MWRf prior to the submission of the RFP?
- A. No.

ADDENDUM NO. 1 ACKNOWLEDGED:

  
\_\_\_\_\_  
Signature of Proposer

11/28/2020  
\_\_\_\_\_  
Date





*Dedicated to  
Satisfying our Community's  
Water Needs*

## MEMORANDUM

TO: Board of Directors  
FROM: Kurt Lind, Business Administrator  
DATE: January 14, 2021  
SUBJECT: Annual Performance Measures and Audits

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### RECOMMENDATION

Award a five-year contract to LA Consulting, Inc. in the amount of \$162,079 to conduct the annual performance audit.

### STRATEGIC PLAN

- Goal #1: Provide a safe, abundant, and reliable water supply.
- Goal #2: Practice perpetual infrastructure renewal and improvement.
- Goal #3: Be financially responsible and transparent.
- Goal #4: Increase public awareness about Mesa Water® and about water.
- Goal #5: Attract and retain skilled employees.
- Goal #6: Provide outstanding customer service.
- Goal #7: Actively participate in regional water issues.

### PRIOR BOARD ACTION/DISCUSSION

At its April 11, 2013 meeting, the Board of Directors (Board) approved the Business Process Evaluation project. The purpose of this evaluation was to investigate and document current organizational operations and identify opportunities to improve various business processes, including organizational structure, labor usage, technology utilization and needs, work management, effectiveness, and efficiency.

At its May 22, 2014 meeting, the Board approved the Business Improvement Process Implementation. The purpose of this implementation was to institutionalize and optimize Mesa Water District's (Mesa Water®) business processes, as well as establish new systems and upgrade existing automated tools in order to increase accountability to allow for process improvement.

At its March 26, 2018 workshop, the Board directed staff to develop District-wide key performance indicators and performance audits. The purpose of this direction was to provide the final feedback link to a sound business process strategy. The Strategic Plan establishes the vision that the Board has created. Management and staff work together to develop the plans and measures detailing how to reach that vision. The Performance Audit is an independent, third-party check of our system and processes to ensure they are functioning as designed.

At its April 7, 2019 workshop, the Board received a presentation from LA Consulting, Inc. (LAC) showing the results of Mesa Water's Business Improvement Process Implementation. Mesa Water staff then outlined the process of developing performance measures and conducting performance audits for Mesa Water. The Board directed staff to include in the proposed Fiscal Year (FY) 2020 Budget third-party auditors to conduct the annual performance audit for FY 2019.



At its December 10, 2020 meeting, the Board received a presentation from LAC showing the development and implementation of the FY 2019 Dry Run Performance Audit and communicating the lessons learned. Mesa Water staff then outlined the process of developing performance measures for Mesa Water.

## DISCUSSION

### **Background**

In 2013, Mesa Water obtained professional consulting services to optimize their business operating units. LAC was retained by Mesa Water in April 2013, through a competitive selection process, to evaluate the business processes of six departments including Administrative Services, Customer Services, Engineering, Financial Services, Public & Government Affairs and Water Operations.

The evaluation was completed in March 2014 and many opportunities were identified for improvement that have saved Mesa Water an estimated \$6.3MM over five years and significantly improved productivity. Staff efforts have benefitted Mesa Water customers by optimizing the workforce and resources, while reducing overall operational costs.

### **FY 2019 Performance Audit – Dry Run**

In the fall of 2019, LAC conducted a dry run audit for FY 2019. The goal of the dry run was to help staff and auditors understand the audit process and prepare for the first “Go Live” Performance Audit. After the dry run audit was completed, LAC provided recommendations that will improve the audit process and bring clarity to select performance indicators.

### **FY 2020 Performance Audit Scorecards & Performance Audit Process Guide**

Staff has updated the Performance Audit Scorecards and completed the Draft Mesa Water Performance Audit Guide. These two documents work together. The scorecard provides the specific performance indicator, definition, data source, scoring criteria by gold/green/red, weighed score, and overall score. The guide communicates the background, strategy, and purpose for the performance audit and outlines each measure for every department. Below are the areas outlined in the Performance Audit Process Guide that describe the foundation of each key performance indicator (KPI):

- **Measure** – We can measure progress, which is the percent complete of what we are measuring and we can measure change, which is what we are expecting out of what we are measuring. An example of measuring progress is the percent of valves exercised to date. An example of measuring change would be if the Board wanted to increase the District’s day’s cash position in comparison to last year.
- **Target** – This represents the quantifiable piece of the KPI. Examples include the number of valves exercised, the number of Board Packets produced, and the number of checks written to pay vendors for the year.
- **Source** – This represents the information source that is used to determine the outcome of the KPI. Examples include the Computerized Maintenance Management System, Financial System, Customer Information System, and manual files.



- **Frequency** – This is how often the results of each KPI are reviewed; they can vary from monthly, quarterly, and annually depending on the purpose.
- **Purpose** – This outlines the importance and reasoning behind establishing a particular measure.
- **Audit Preparation** – This provides the expectation of what the department staff needs to have prepared in advance of the audit.
- **Strategic Plan** – This represents how the KPI relates to the strategic plan goal(s).

The Performance Audit Scorecards and Mesa Water Performance Audit Guide are both flexible documents that are able to adjust to future needs and processes. On an annual basis, Mesa Water will review the performance indicators to ensure they properly reflect the vision of the Board that is communicated through the strategic plan. As part of this process, any proposed changes to the performance measures will be reviewed and approved by the Board.

In order to ensure this strong management process becomes part of the Mesa Water perpetual agency philosophy, we have to anchor it in. This is accomplished through the annual performance audit as performed by an independent auditor. Staff recommends that the Board award a five-year contract to LA Consulting, Inc. in the amount of \$162,079 to conduct the annual performance audit.

### FINANCIAL IMPACT

In Fiscal Year 2021, funds have been budgeted for third-party auditors to conduct the Annual Performance Measures and Audits.

### ATTACHMENTS

- Attachment A: LA Consulting, Inc. Five-Year Performance Audit Proposal
- Attachment B: Performance Audit Process Guide
- Attachment C: Performance Audit Scorecards



**Consulting, Inc.**

September 22, 2020

Mr. Kurt B. Lind  
kurtl@mesawater.org  
Business Administrator  
Office of the General Manager  
Mesa Water District  
1965 Placentia Avenue  
Costa Mesa, CA 92627

***Subject: Update Proposal Scope of Work and Cost for Performance Audit (5 Years)***

Dear Mr. Lind:

Pursuant our discussions last week, LA Consulting, Inc. (LAC) has provided an updated scope of work with cost and description. Based upon our recent communications, as well as our knowledge of your operations, we have costed and scheduled the tasks in which we can assist the District to audit each group's performance over the next 5 years. The update is based on current staff to be assigned and current rates.

We appreciate the opportunity to assist Mesa Water District in continuing with the enhancement and institutionalization of your systems approach and optimizing District resources. LAC will perform this effort for \$142,358. We also, included an optional task order base amount annually for any efforts requested outside of our scope that then results in a total of \$162,079. We look forward to assisting Mesa Water with continuing to improve operations and processes, as well as provide professional guidance.

LAC has the capabilities and necessary resources to ensure a successful project. We look forward to helping the District evaluate and optimize your organization. The main effort would be done by Mr. Thomas Fraher with support and guidance from myself and support others as needed. Should you need any clarification or further information, please contact us.

Sincerely,

A handwritten signature in blue ink that reads "Harry C. Lorick".

Harry C. Lorick, P.E., PWLF  
Principal

*Phone: 310-374-5777 • Fax: 310-374-5557 • email: info@laconsulting.com  
124 11<sup>th</sup> Street • Manhattan Beach, California 90266  
Internet address: www.LAConsulting.com*

Enclosure

**Scope of Work**

LAC will audit the performance of each department within Mesa Water District each year for the next 5 fiscal years. The performance audit will follow the auditing guidelines and spreadsheets formalized by Mesa Water District. The following task description and deliverables chart outlines the work that will be performed for each fiscal year's audit.

No	Task	Deliverable
<b>1</b>	<b>Project Kickoff</b>	
Task 1	<i>Overview and Schedule</i> A project kickoff meeting with the Project Manager and GM shall be conducted to provide a project overview, identify the project objectives, outline the tasks, and review the project schedule.	LAC will prepare and present a kickoff presentation outline and discuss.
<b>Task 2</b>	<b>Work Performance</b>	
Task 2	<i>On-site Data Review</i> LAC will be on-site to review all data provided related to the performance audit of all identified groups at Mesa Water District. Data will be confirmed and rated according to the performance scale developed by the District.	LAC will use the previously developed spreadsheet with performance indicators for the Performance Audit to rate each group's performance. The ratings will provide the basis for the overall performance score, which will be provided to Mesa Water on the same spreadsheets.
<b>Task 3</b>	<b>Data Compilation</b>	
Task 3	<i>Off-site data compilation</i> LAC will work off-site to compile and document all of the collected data and follow the related rating scheme.	A document will be prepared summarizing all the data compiled and rated while on-site and outline the initial findings.
<b>Task 4</b>	<b>Prepare Presentation</b>	
Task 4a	<i>Initial Presentation</i> LAC will compile results from a complete evaluation and organize the information. A presentation will be made to key managers - one at a time.	LAC will make an initial presentation of findings and analysis to the Project Manager and each group manager.
Task 4b	<i>Gather feedback</i> LAC will update the complete evaluation and organize the information with all comments addressed.	LAC will compile all feedback from the Project Manager and other staff as appropriate into a document and incorporate feedback into the final presentation and report.
<b>Task 5</b>	<b>Audit Report</b>	
Task 5a	<i>Draft Analysis/Findings Section</i> LAC will provide input on findings to address deficiencies and receive input.	Draft report completed with evaluation and ideas for improvement.
Task 5b	<i>Draft Recommendations Section</i> Outline all suggestions with recommendations for improvement.	All comments for improvement of process and report will be addressed.
Task 5c	<i>Final Report</i>	Submit final report.
<b>Task 6</b>	<b>Audit Report</b>	
Task 6a	<i>Prepare Draft Presentation for Board</i> LAC will prepare and discuss presentation with GM and PM.	Draft presentation and receive input and revise
Task 6b	<i>Presentation to the Board</i> Make final presentation to Board	Presentation onsite

## Cost Estimate

We estimate that this audit effort will cost \$142,368 that we would do on a percentage complete of lump sum by task. An undefined optional Task 7 is shown annually for a task assignment basis if requested by Mesa Water on a time and material basis making the total \$162,079.

<b>Mesa Water Performance Audit</b>		FY2020-2021	FY2021-2022	FY2022-2023	FY2023-2024	FY2024-2025	
<b>Task No.</b>	<b>Task Description</b>	<b>Task Amount</b>	<b>Task Amount</b>	<b>Task Amount</b>	<b>Task Amount</b>	<b>Task Amount</b>	
<b>Task 1</b>	<b>Project Kickoff</b>						
Task 1	Overview and Schedule	\$ 1,042	\$ 1,068	\$ 1,095	\$ 1,122	\$ 1,150	
<b>Task 2</b>	<b>Work Performance</b>						
Task 2	On-site Data Review	\$ 5,000	\$ 5,125	\$ 5,253	\$ 5,384	\$ 5,519	
<b>Task 3</b>	<b>Data Compilation</b>						
Task 3	Off-site data compilation	\$ 3,333	\$ 3,416	\$ 3,502	\$ 3,589	\$ 3,679	
<b>Task 4</b>	<b>Prepare Presentation</b>						
Task 4a	Prepare Initial Presentation	\$ 2,500	\$ 2,563	\$ 2,627	\$ 2,692	\$ 2,760	
Task 4b	Gather feedback	\$ 1,667	\$ 1,709	\$ 1,751	\$ 1,795	\$ 1,840	
<b>Task 5</b>	<b>Audit Report</b>						
Task 5a	Draft Analysis/Findings Section	\$ 2,917	\$ 2,990	\$ 3,065	\$ 3,141	\$ 3,220	
Task 5b	Draft Recommendations Section	\$ 2,917	\$ 2,990	\$ 3,065	\$ 3,141	\$ 3,220	
Task 5c	Final Report	\$ 2,917	\$ 2,990	\$ 3,065	\$ 3,141	\$ 3,220	
<b>Task 6</b>	<b>Board Presentation</b>						
Task 6a	Draft Presentation	\$ 1,875	\$ 1,922	\$ 1,970	\$ 2,019	\$ 2,070	
Task 6b	Final Presentation	\$ 2,917	\$ 2,990	\$ 3,065	\$ 3,141	\$ 3,220	
		\$ -					
		<b>\$ 27,085</b>	<b>\$ 27,762</b>	<b>\$ 28,456</b>	<b>\$ 29,168</b>	<b>\$ 29,897</b>	<b>\$ 142,368</b>
<b>Task 7 Unplanned, out of scope and undefined requested effort on task order on time and material basis</b>							
		\$ 3,750	\$ 3,844	\$ 3,940	\$ 4,038	\$ 4,139	
	<b>Total</b>	<b>\$ 30,835</b>	<b>\$ 31,606</b>	<b>\$ 32,396</b>	<b>\$ 33,206</b>	<b>\$ 34,036</b>	<b>\$ 162,079</b>



# Performance Audit Process Guide

January 14, 2021

# Performance Audit Process Guide

## Overview

Mesa Water® District’s (Mesa Water®) Board of Directors (Board) has established its Strategic Plan that encompasses seven high level goals. These overarching goals provide the vision for the District and guidance with goals to achieve for staff. The Strategic Plan is the foundation of Mesa Water’s business strategy. Moreover, the Strategic Plan establishes a fundamental business management process that embraces the District’s Perpetual Agency philosophy. The steps of this business management process include the following:

- Strategic Plan
- Goals
- Key Performance Indicators
- Performance Audit



This sound business approach encompasses the important components of communication, agreement, and feedback of the Goals and Key Performance Indicators (KPIs) at every level within the organization. Communication links all of these pieces and enables Mesa Water to perform and achieve at a high level. The Strategic Plan establishes the Board’s vision. Management and staff work together to develop the plans and measures detailing how to reach that vision. It all begins with the leadership of Mesa Water providing their vision for the District.



## Strategic Plan

The Board provides the General Manager with direction regarding the District's high level goals and objectives for the upcoming year. Based on this direction, priorities are established, resources are allocated, and staff works to accomplish the goals and objectives.

## Department Goals

Mesa Water's goals for each department help determine our KPIs. For example, Water Operations staff has a goal to maintain main line valves by exercising them every two years. Administrative Services staff produces 4 – 6 Committee and Board Packets every month. Customer Services staff reads the water meters, processes billing, and provides our ratepayers excellent customer service. Financial Services staff produces the payroll, pays our vendors, and closes the books every month. By understanding the major activities of what the District does as an agency provides insight with developing goals.

## Key Performance Indicators

Mesa Water is in a strong business position in the areas of transparency, accountability, and efficiency. Through the Business Improvement Process Implementation, staff developed:

- Work activities and plans
- Balanced and streamlined labor resources
- Determinations of how and when we do our work
- Established expectations and measurable results

KPIs are the heartbeat of the District's performance management process. They tell us whether we are making progress towards our goals that are linked to the Strategic Plan. There are six areas that make up the foundation of the KPIs:

- Measure
- Target
- Source
- Frequency
- Audit Preparation
- Strategic Plan

**Measure** – We can measure progress, which is the percent complete of what we are measuring and we can measure change, which is what we are expecting out of what we are measuring. An example of measuring progress is the percent of valves exercised to date. An example of measuring change would be if the Board wanted to increase the District's day's cash position in comparison to last year.

**Target** – This represents the quantifiable piece of the KPIs. Examples include the number of valves exercised, the number of Board Packets produced, and the number of checks written to pay vendors for the year.

**Source** – This represents the information source that is used to glean the KPIs. Examples include the Computerized Maintenance Management System, Financial System, and Customer Information System.

**Frequency** – This is how often the results of each KPI are communicated; they can vary from monthly to quarterly depending on the audience.

**Audit Preparation** – This provides the expectation of what the department staff need to have prepared in advance of the audit.

**Strategic Plan** – This represents how the KPIs relate to the strategic plan goal(s).

Understanding what needs to be monitored and how often is the basis for sound decision-making. This will be a critical component of Mesa Water's business strategy.

Mesa Water establishes performance measures because it allows us as an organization to evaluate how well our services are performed and holds us accountable to our annual goals. They provide management the ability to measure accomplishment, time, and cost in order to manage all aspects of the operation. Most importantly, performance measures make transparent our activities and show what services our ratepayers receive for their dollars.

## **Performance Audits**

The performance audit focuses on our system and processes to ensure they are functioning as designed. Components of the audit vary depending on the department, but embrace the following concepts:

- Reviewing the quality of the information staff uses to measure
- Ensuring that our business systems and related processes are set up and operating appropriately
- Ensuring that critical activities of the business are completed on time and with quality
- Ensuring critical programs and processes are in place and operating properly

The performance audit is an independent, third-party confirmation of our performance for the year. The audit is designed to be simple to communicate and meaningful because the focus is on our most critical business functions. It is meant to be a straightforward evaluation of Mesa Water's efficiency and effectiveness. The performance audit supports Mesa Water's commitment to continuous improvement by providing meaningful feedback that can lead to operational improvements. Overall, the performance audit:

- Assures the vision of the Board
- Reassures efficient and effective management of public funds
- Ensures that measures and standards are in place and achieved

Embracing the Business Management Process benefits our Board, ratepayers, and Mesa Water staff. It reinforces our commitment to our responsibility to our ratepayers; our ratepayers receive an efficiently run business and accountability of resources; and provides the organization with meaningful challenges coupled with opportunity for improvement.

## Performance Audit Process

### Planning

The first phase of the audit process involves planning the audit, including defining the audit objective, scope, schedule, and audit criteria. This phase involves communicating with the Management Team and each of the departments to share the audit process expectations for both the auditors and staff. The purpose of these meetings are to accomplish the following:

- Review of the information and criteria related to the program or activity to be audited
- Communication of the scope and schedule
- Establish the expectations when the auditors are on site
- Provide a forum for staff questions and feedback

### Information Gathering and Analysis

In the second phase of the audit process, the auditors gather and analyze the information necessary to draw a conclusion on each of the particular performance measures. This includes collecting department-prepared documentation and, if necessary, conducting interviews with the managers and staff relevant to the performance measure.

What the Auditors Require:

**Access:** providing the auditor with access to the premises, systems, documents, and other property that may be necessary to the audit.

**Responsiveness:** managers and relevant staff should be reasonably available when the auditors are on site for questions, request for documentation, and access to information.

**Feedback:** concerns or issues related to the audit should be raised with the Business Administrator in a timely manner. The Business Administrator will address these concerns with the General Manager and will provide feedback within 10 business days from the date of notification. The Business Administrator will also seek feedback on the conduct of the audit process at the conclusion of the audit.

## **Reporting**

The third phase is producing the preliminary audit findings, conclusions, and recommendations. This information is provided to the Department Managers for review and feedback, including to correct errors of fact, and where necessary, to allow for provision of additional information and context.

The Business Administrator will schedule individual meetings with the auditor and Department Managers to share the draft information. The auditors first present the information in a presentation format and provide a copy of the presentation to the Department Manager. This format allows for a question and feedback process to ensure clarity of the information and that audit results are communicated. Any issues that arise will be documented by the auditor and reviewed for further consideration. The manager is responsible for providing further context, data, or any other sort of information to the Business Administrator for the auditor to review within seven business days after the audit presentation meeting. The auditor will take no more than seven business days to resolve any outstanding issues. The auditor will make the final determination and score the performance measure(s) accordingly.

The auditor will then prepare written documentation of the draft performance audit results for each department. The report will be provided as one document with a number of sections representing the audited department. The manager is provided seven business days to review the report and provide feedback to the Business Administrator for the auditor to review. The auditor will take no more than seven business days to review any comments. The auditor will make the final determination and score the performance measure(s) in question accordingly. The final report will be prepared and distributed to the Management Team. The auditor and Business Administrator will present the audit results to the Board.

The Business Administrator will be responsible for organizing the recommendations from the audit of each department into an Action Plan. The Business Administrator will submit the Action Plan to the General Manager and Department Manager within twenty business days after the submission of the final report. Each Department Manager will meet with the General Manager and Business Administrator to review each recommendation; discuss/determine/agree to a resolution; and assign a responsible resource to accomplish the agreed upon recommended action(s). This meeting will occur within fifteen business days after the submission of the Action Plan.

The Department Manager is responsible to facilitate and complete each of the agreed upon recommended action(s). Upon completion of each action, the Department Manager will meet with the General Manager and review the completed effort. The General Manager will formally approve the completed action with their signature on the specific recommended action within the Action Plan. The Department Manager will keep record of the Action Plan and will make it available for the forthcoming Annual Performance Audit.

The following pages outline the specific KPIs for each department. The intent of this narrative is to provide a higher level of detail in an effort to bring clarity and agreement to each KPI. The performance indicators are designed to be flexible in order to adjust to the vision of the Board. Any changes to the KPIs will be brought to the Board for approval. This ensures that the vision of Mesa Water aligns with the KPIs.

## Performance Audit

### Water Operations

#### WORK PERFORMANCE

**Measure 1:** Results from the 10 Key Performance Indicators for the Fiscal Year

**Target:** This measure varies based on activity

- a. Capital Mainline Valve Replace (number of valves replaced per day)
- b. Capital Hydrant Upgrade (number of hydrants upgraded per day)
- c. Hydrant Maintenance (number of hydrants maintained per day)
- d. Distribution Valve Maintenance (number of valves maintained per day)
- e. Night Valve Maintenance (number of valves maintained per day)
- f. PDO System Monitoring (number of system checks completed per day)
- g. PDO Weekly (number of completed checklists per day)
- h. Backflow Test Reports (number of test reports completed per day)
- i. Instrument Calibration Checks (number of instruments checked per day)

The activities listed above are measured utilizing a 3-point system and assigning points based upon performance. The measure for each activity is average daily production (ADP) which is a standard output measure that is based on the average number of units produced in a 9-hour day of work. A production range is established for each activity and points are awarded based on the following criteria:

- 1 point = below range (lower productivity)
- 2 points = within range (expected productivity)
- 3 points = above range (higher productivity)

The production range for each activity is determined during the Annual Work Plan Update each year. This update process begins in March and is a collaborative effort

with the Department Manager, Supervisors, and staff.

**Source:** Computerized Maintenance Management System (CMMS)

**Frequency:** Monitored monthly by the Department Manager and Supervisors through work status meetings. Audited annually based on the year-end results compared to established standards for the audit year.

**Purpose:** To evaluate how well our key services are performed and holds management accountable to our annual goals. They provide management the ability to measure time (through ADP and Hours per Unit) in order to manage all aspects of the operation.

**Audit Preparation:** No preparation needed. Information from Work Status Reports from CMMS.

**Strategic Plan:** Goal 3 – Be financially responsible and transparent.

## VERIFY ACCURATE REPORTING OF WORK

**Measure 2:** Work Reporting Accuracy

**Target:** This measure is verified by the percent of accurate work reporting entry into the Computerized Maintenance Management System. A random sample of work reporting forms are selected by the auditor. The auditor will then compare the data on the work reporting form to the data entered in the Computerized Maintenance Management System. Points of focus includes as applicable: Activity Number, Project Number, Employee Name, Labor Hours, Equipment Hours, Parts/Materials, and Work Quantity.

Deviations between what was reported and what was entered into the system will be noted and the accuracy percent will be determined.

Work Reporting Accuracy = Total Data Entry Points/Accurate Data Entry Points

The following is the acceptable accuracy range:

- 89% or less is below acceptable accuracy standards
- 90% - 94% is within acceptable accuracy standards
- 95% or higher is exceeding acceptable accuracy standards

**Source:** Computerized Maintenance Management System

**Frequency:** Monitored monthly by the Department Manager and Supervisors through work status meetings. Audited annually based on the year-end results compared to established standards for the audit year.

**Purpose:** To ensure the accuracy of the information entered into the Computerized Maintenance Management System. The various reports generated from the system are used to make management decisions including work planning, work scheduling, activity performance (productivity), activity costing, work loading, monthly activity monitoring, labor/equipment/parts utilization, and various analysis reports. The management

decisions are impactful to the organization and require data entry to meet or exceed acceptable accuracy standards.

**Audit Preparation:** No preparation needed. Information from Work Status Reports from CMMS.

**Strategic Plan:** Goal 3 – Be financially responsible and transparent.

## MANAGEMENT PROCESS

**Measure 3:** Two-Week Scheduling, Data Entry, & Monthly Work Status Meetings

**Target:** Percent of successfully completed and on-time submittal of the two-week work schedule, entry of performance data, and holding the monthly work status meeting. There are 26-27 occurrences (depending on the year) where the two-week schedule needs to be completed/submitted and 12 occurrences where the monthly work status meeting needs to be conducted with staff. There are a total of 38 to 39 opportunities for the year.

The Business Administrator develops and submits to the Department Managers by June 15 the monthly schedule with the expected date of completion for these events. The Business Administrator tracks the completion of the two-week schedule adherence by checking the electronic file location and ensuring the schedule has been developed by the designated time frame. The Business Administrator runs the labor report out of the Computerized Maintenance Management System at the end of the scheduled data entry due date to ensure all labor hours for each employee have been entered. The Business Administrator tracks the completion of the monthly status meeting through the electronic documentation in the same file location of the Meeting Agenda and Monthly Status Report.

This measure is verified by the percentage of successful on-time submission of the two-week schedule, data entry date, and successful on time event for the monthly status meeting with department staff. For example, if there were 35 successful submissions and events out of 38 possible, the success rate would be 92%.

The following is the acceptable accuracy range:

- 89% or less is below acceptable accuracy standards
- 90% - 94% is within the acceptable accuracy standards
- 95% or higher is exceeding acceptable accuracy standards

**Source:** Monthly Management Process Schedule/Tracker

**Frequency:** Monitored monthly by the Business Administrator and submitted to the Department Managers. Audited annually based on the year-end results compared to established standards for the audit year.

**Purpose:** To ensure the excellent business processes related to two-week scheduling (planning work in advance in short two week sprints) and monitoring work performance

monthly (time, productivity, and costs for delivering our services to the ratepayers) are part of Mesa Water's culture and embraces the District's perpetual agency philosophy.

**Audit Preparation:** No preparation needed. Information from the Monthly Management Process Schedule/Tracker.

**Strategic Plan:** Goal 3 – Be financially responsible and transparent.

## ACCURACY OF ASSETS

**Measure 4:** Affirm Quarterly Asset Verification Meetings

**Target:** Percent of successfully scheduled and performed asset verification meetings. The meetings are run by the Water Operations Manager with the following staff in attendance:

- Water Operations Supervisor(s)
- Water Quality & Compliance Supervisor
- Field Services Supervisor
- Department Assistant

A meeting agenda is developed that outlines the various assets groups to be discussed and reviewed including Water System, MWRFF, Water System Valves, Water System Hydrants, Facilities, and Fleet. Each supervisor will report any assets that have been added or replaced within the asset groups that are under their responsibility. Added or replaced assets are recorded on the Retiring and Implementing New Asset Form that will be presented at this meeting and confirmed as complete.

This measure is verified by the percentage of successful on time events for the quarterly meeting with department staff. For example, there are 4 scheduled meetings for the fiscal year and if 4 successful events occurred out of 4 possible, the success rate would be 100%.

The following is the acceptable accuracy range:

- 99% or less is below acceptable accuracy standards
- 100% is the acceptable accuracy standard

**Source:** Manual Files

**Frequency:** Monitored quarterly by the Department Manager and Supervisors through Asset Verification Meetings. Audited annually based on the year-end results compared to established standards for the audit year.

**Purpose:** To ensure Mesa Water's critical assets are monitored, maintained, and that the CMMS accurately reflects the assets that are in the field.

**Audit Preparation:** Meeting Package (agenda, any Retiring and Implementing New Asset Form(s), minutes, action list) organized in a file drawer with easy access upon request.



**Strategic Plan:** Goal 2 – Practice perpetual infrastructure renewal and improvement.

## WATER QUALITY

**Measure 5:** Verify Monthly Water Quality Test Results Submitted to California Division of Drinking Water

**Target:** Percent of on-time submittals of Mesa Water’s water quality test results submitted to California Division of Drinking Water. This measure is verified by the 12 sent emails to California Division of Drinking Water.

- 99% or less is below acceptable accuracy standards
- 100% is the acceptable accuracy standard

**Source:** Manual Files

**Frequency:** Monitored monthly by the Department Manager and supervisor through review and submission of test results to California Division of Drinking Water. Audited annually based on the year-end results compared to established standards for the audit year.

**Purpose:** To ensure the compliance with California Division of Drinking Water, water quality testing requirements.

**Audit Preparation:** Organize confirmation emails in one file folder from July to June for the audit year.

**Strategic Plan:** Goal 1 – Provide a safe, abundant, and reliable water supply.

## PRODUCTION DUTY OPERATOR

**Measure 6:** Production Duty Checklist Compliance

**Target:** Percent of on-time submittals of emailed production duty checklist to the Production Duty Operator (PDO) Group within the agreed upon time requirements as documented in the Production System Operation Plan. This measure is verified by review of the Supervisor’s PDO Daily Performance Log.

The PDO is on-call 24 hours a day for a 7-day period to oversee the operations of Mesa Water’s production and storage systems. The PDO shall be responsible for monitoring the SCADA system and use it to capture the required checklist parameters. The PDO shall check the SCADA system (per checklist requirements) to monitor the system parameters via their assigned production duty laptop computer per the following schedule:

- Weekdays (Regular Shift): The PDO shall monitor the operational system parameters at the start of regular work shift at 7:15 (7:45 am Mondays), 10:00 am, 1:00 pm, and 4:15 pm;

- Weeknights: The PDO shall monitor the operational system parameters at 7:00 pm, between 10:00-11:00 pm, and between 4:00-5:00 am;
- Weekends: The PDO shall monitor the operational system parameters at 7:00 am, 10:00 am, 1:00 pm, 4:00 pm, 7:00 pm, between 10:00-11:00 pm, and 4:00-5:00 am;

The checklist is submitted seven times per day, 365 days per year resulting in 2,555 submittals. This is measured by the percentage of successful on-time submission of the PDO Checklist based on the standards established in the Production System Operation Plan. For example, if there were 2,409 successful submissions out of 2,555 possible, the success rate would be 94%.

The following is the acceptable accuracy range:

- 93% or less is below acceptable accuracy standards
- 94% - 96% is within acceptable accuracy standards
- 97% or higher is exceeding acceptable accuracy standards

**Source:** Supervisor's PDO Daily Performance Log

**Frequency:** Monitored daily by the supervisor through review and submission of the PDO Checklist emailed to the PDO Group List. Audited annually based on the year-end results compared to established standards for the audit year.

**Purpose:** To ensure Mesa Water's system is operating and performing to the standards documented in the Production System Operation Plan.

**Audit Preparation:** Prepare and submit upon request the PDO Supervisor Log.

**Strategic Plan:** Goal 1 – Provide a safe, abundant, and reliable water supply.

### **Measure 7: Weekly Water Supply Forecast Compliance**

**Target:** Comparison of the submission time of the Weekly Water Supply Forecast to the agreed upon time requirements in the Production System Operation Plan.

The Production Duty Operator is required to develop a weekly water supply forecast plan. This plan is submitted to the Water Operations Supervisor for review and approval. This plan assists with anticipating the water demands for the upcoming week; determining sources of water (wells, MWRF, CPTP); and reservoir operation.

This performance indicator is measured by the percent of Weekly Water Supply Forecasts that were submitted on time to the Water Operations Supervisor.

The following is the acceptable accuracy range:

- 93% or less is below acceptable accuracy standards
- 94% - 96% is within acceptable accuracy standards
- 97% or higher is exceeding acceptable accuracy standards

**Source:** Supervisor's weekly performance log.

**Frequency:** Monitored weekly by the supervisor through review and submission of the Weekly Water Supply Forecast. Audited annually based on the year-end results compared to established standards for the audit year.

**Purpose:** To ensure Mesa Water's system is operating and performing to the standards documented in the Production System Operation Plan.

**Audit Preparation:** Prepare and submit upon request the Weekly Water Supply Forecast Supervisor Log.

**Strategic Plan:** Goal 1 – Provide a safe, abundant, and reliable water supply.

## FLEET COMPLIANCE

**Measure 8:** Quarterly CHP/BIT Completed

**Target:** Compare planned CHP/BIT schedule for required fleet to actual results. This should be completed at 100% for all vehicles that meet the requirements for the CHP/BIT for the previous calendar year. The Water Operations Coordinator is responsible for planning, completing, recording, and filing the CHP/BIT results every quarter. For each quarter, the auditor will review the following for every required vehicle:

- a. The CHP/BIT form is completed for each inspection item
- b. Identified repairs are completed within 3 months and confirmed by a work order.
- c. The CHP/BIT form signed off by a professional fleet mechanic

The following is the acceptable accuracy range:

- 99% or less is below acceptable accuracy standards
- 100% is the acceptable accuracy standard

**Source:** Manual Files

**Frequency:** Monitored quarterly by the Department Manager and Water Operations Coordinator through work status meetings. Audited annually based on the year-end results compared to established standards for the audit year.

**Purpose:** To ensure the compliance with California Highway Patrol pursuant to Section 34501 or 35501.12 of the Californian Vehicle Code (CVC)

**Audit Preparation:** CHP/BIT paperwork organized in a file drawer with easy access upon request. Submit a list of vehicles by VIN that are subject to the regulation for the audit year. Organize inspection results in a one file folder for the preceding calendar year.

**Strategic Plan:** Goal 2 – Practice perpetual infrastructure renewal and improvement.  
Goal 6 – Provide outstanding customer service.

**Measure 9: Annual SMOG Testing Completed**

**Target:** Compare planned SMOG Testing schedule for required fleet to actual results. This should be completed at 100% for all vehicles that meet the requirements for the previous calendar year. The Water Operations Coordinator is responsible for planning, completing, recording, and filing the SMOG Testing results each calendar year. The auditor will review the following for every required gas powered vehicle:

- a. The Vehicle Inspection Report is completed for each vehicle by a certified testing location
- b. The form signed off by a certified professional SMOG technician

The following is the acceptable accuracy range:

- 99% or less is below acceptable accuracy standards
- 100% is the acceptable accuracy standard

**Source:** Manual Files

**Frequency:** Monitored annually by the Department Manager and Water Operations Coordinator through work status meetings. Audited annually based on the year-end results compared to established standards for the audit year.

**Purpose:** To ensure the compliance with California emissions codes

**Audit Preparation:** SMOG paperwork organized in a file drawer with easy access upon request. Submit a list of vehicles by VIN that are subject to the regulation for the audit year. Organize inspection results in a one file folder for the preceding calendar year.

**Strategic Plan:** Goal 2 – Practice perpetual infrastructure renewal and improvement.  
Goal 6 – Provide outstanding customer service.

**Measure 10: Annual Opacity Testing Completed**

**Target:** Compare planned Opacity Testing schedule for required fleet to actual results. This should be completed at 100% for all vehicles that meet the requirements for the previous calendar year. The Water Operations Coordinator is responsible for planning, completing, recording, and filing the Opacity Testing results each calendar year. The auditor will review the following for every required diesel powered vehicle:

- c. The Vehicle Inspection Report is completed for each vehicle by a certified testing professional
- d. The form signed off by a certified professional Opacity technician

The following is the acceptable accuracy range:

- 99% or less is below acceptable accuracy standards
- 100% is the acceptable accuracy standard

**Source:** Manual Files

**Frequency:** Monitored annually by the Department Manager and Water Operations Coordinator through work status meetings. Audited annually based on the year-end results compared to established standards for the audit year.

**Purpose:** To ensure the compliance with California Air Resources Board emissions codes

**Audit Preparation:** Opacity paperwork organized in a file drawer with easy access upon request. Submit a list of vehicles that are subject to the regulation for the audit year. Organize inspection results in a one file folder for the preceding calendar year.

**Strategic Plan:** Goal 2 – Practice perpetual infrastructure renewal and improvement.  
Goal 6 – Provide outstanding customer service.

## REVIEW OF COMPLIANCE DOCUMENTATION

**Measure 11:** Review of Regulatory Compliance Reports.

**Target:** The auditor will randomly select and confirm three reports that have been completed and submitted to appropriate regulatory agencies. This measure is verified by the accompanied sent emails to the appropriate regulatory agency.

The following is the acceptable accuracy range:

- 99% or less is below acceptable accuracy standards
- 100% is the acceptable accuracy standard

**Source:** Manual Files

**Frequency:** Monitored annually by the Department Manager and Water Quality Supervisor through quarterly review. Audited annually based on the year-end results compared to established standards for the audit year.

**Purpose:** To ensure the compliance various federal, state, and county regulatory agencies depending on the report selected.

**Audit Preparation:** Submit compliance documentation log upon request. Auditor to select three random compliance reports for the audit. Provide written/electronic confirmation of report submission for the three reports.

**Strategic Plan:** Goal 3 – Be financially responsible and transparent.

## ACTION PLAN COMPLIANCE

**Measure 12:** Review of all action plans associated with any Root Cause Analysis conducted during the audit year. Confirm that an action plan exists and that progress is being made towards completion.

**Target:** Percent of resolved action items and confirmed by signature of Department Manager and General Manager.

The Business Administrator will provide any Root Cause Analysis Action Plan that was conducted during the audit year to the auditor. The Root Cause Action Plan will list the total number of actions and indicate whether that actions have been resolved. The auditor will determine the percentage of resolved actions.

Percent of Resolved Action Items = Resolved Action Items/Total Action Items

The following is the acceptable accuracy range:

- 79% or less is below acceptable standards
- 80% to 89% is within the acceptable standards
- 90% or higher is exceeding acceptable standards

**Source:** Root Cause Analysis Action Plan(s) for the previous audit year.

**Frequency:** Audited annually based on the year-end results compared to established standards for the audit year.

**Purpose:** To ensure Mesa Water is actively progressing towards recommended and agreed upon root cause analysis recommendations.

**Audit Preparation:** Mesa Water's Business Administrator to provide the Root Cause Analysis Action Plan for the previous audit year.

**Strategic Plan:** Goal 3 – Be financially responsible and transparent.

**Measure 13:** Review of all action plans associated with the Annual Water Operations Performance Audit.

**Target:** Percent of resolved action items and confirmed by signature of Department Manager and General Manager.

The Business Administrator will provide the previous year's Performance Audit Action Plan to the auditor. The Performance Audit Action Plan will list the total number of actions and indicate whether that actions have been resolved. The auditor will determine the percentage of resolved actions.

Percent of Resolved Action Items = Resolved Action Items/Total Action Items

The following is the acceptable accuracy range:

- 79% or less is below acceptable standards
- 80% to 89% is within the acceptable standards
- 90% or higher is exceeding acceptable standards

**Source:** Performance Audit Action Plan for the previous audit year.

**Frequency:** Audited annually based on the year-end results compared to established standards for the audit year.

**Purpose:** To ensure Mesa Water is actively progressing towards recommended and agreed upon audit recommendations.

**Audit Preparation:** Mesa Water's Business Administrator to provide the Performance Audit Action Plan for the previous audit year.

**Strategic Plan:** Goal 3 – Be financially responsible and transparent.

## CONTINUOUS IMPROVEMENT

**Measure 14:** Review of the overall score from the previous audit year.

**Target:** Measure percent change of the overall department performance score compared to the previous audit year.

The Business Administrator will provide the auditor the Performance Audit from the previous year. After the completion of the current year's audit and associated overall score, the auditor will determine the change in percent compared to the previous year and score accordingly.

Percent Change of Overall Department Score = Percent of Previous Year's Score – Percent of Current Year's Score

The following is the acceptable accuracy range:

- - 5% or lower than previous year is below acceptable standards
- - 4% or + 4% of previous year is within the acceptable standards
- 5% or higher than previous year or maintained gold status is exceeding acceptable standards

**Source:** Previous year's performance audit

**Frequency:** Audited annually based on the year-end results compared to established standards for the audit year.

**Purpose:** To encourage and reward departments based on the continuous improvement philosophy.

**Audit Preparation:** Mesa Water's Business Administrator to provide the Performance Audit for the previous audit year.

**Strategic Plan:** Goal 3 – Be financially responsible and transparent.

# Performance Audit

## Engineering

### VERIFY ACCURATE REPORTING OF WORK

#### Measure 1: Work Reporting Accuracy

**Target:** This measure is verified by the percent of accurate work reporting entry into the Computerized Maintenance Management System. A random sample of work reporting forms are selected by the auditor. The auditor will then compare the data on the work reporting form to the data entered in the Computerized Maintenance Management System. Points of focus includes as applicable: Activity Number, Project Number, Employee Name, Labor Hours, Equipment Hours, Parts/Materials, and Work Quantity.

Deviations between what was reported and what was entered into the system will be noted and the accuracy percent will be determined.

Work Reporting Accuracy = Total Data Entry Points/Accurate Data Entry Points

The following is the acceptable accuracy range:

- 89% or less is below acceptable accuracy standards
- 90% - 94% is within acceptable accuracy standards
- 95% or higher is exceeding acceptable accuracy standards

**Source:** Computerized Maintenance Management System

**Frequency:** Monitored monthly by the Department Manager through work status meetings. Audited annually based on the year-end results compared to established standards for the audit year.

**Purpose:** To ensure the accuracy of the information entered into the Computerized Maintenance Management System. The various reports generated from the system are used to make management decisions including work planning, work scheduling, activity performance (productivity), activity costing, work loading, monthly activity monitoring, labor/equipment/parts utilization, and various analysis reports. The management decisions are impactful to the organization and require data entry to meet or exceed acceptable accuracy standards.

**Audit Preparation:** No preparation needed. Information from Work Status Reports from CMMS.

**Strategic Plan:** Goal 3 – Be financially responsible and transparent.



## MANAGEMENT PROCESS

### **Measure 2:** Two-Week Scheduling, Data Entry, & Monthly Work Status Meetings

**Target:** Percent of successfully completed and on-time submittal of the two-week work schedule and holding the monthly work status meeting. There are 26-27 occurrences (depending on the year) where the two-week schedule needs to be completed/submitted and 12 occurrences where the monthly work status meeting needs to be conducted with staff. There are a total of 38 to 39 opportunities for the year.

The Business Administrator develops and submits to the Department Managers by June 15 the monthly schedule with the expected date of completion for these events. The Business Administrator tracks the completion of the two-week schedule adherence by checking the electronic file location and ensuring the schedule has been developed by the designated time frame. The Business Administrator runs the labor report out of the Computerized Maintenance Management System at the end of the scheduled data entry due date to ensure all the labor hours for each employee have been entered. The Business Administrator tracks the completion of the monthly status meeting through the electronic documentation in the same file location of the Meeting Agenda and Monthly Status Report.

This measure is verified by the percentage of successful on-time submission of the two-week schedule, data entry date, and successful on-time event for the monthly status meeting with department staff. For example, if there were 35 successful submissions and events out of 38 possible, the success rate would be 92%.

The following is the acceptable accuracy range:

- 89% or less is below acceptable accuracy standards
- 90% - 94% is within the acceptable accuracy standards
- 95% or higher is exceeding acceptable accuracy standards

**Source:** Monthly Management Process Schedule/Tracker

**Frequency:** Monitored monthly by the Business Administrator and submitted to the Department Managers. Audited annually based on the year-end results compared to established standards for the audit year.

**Purpose:** To ensure the excellent business processes related to two-week scheduling (planning work in advance in short two-week sprints) and monitoring work performance monthly (time, productivity, and costs for delivering our services to the ratepayers) are part of Mesa Water's culture and embracing our perpetual agency philosophy.

**Audit Preparation:** No preparation needed. Information from the Monthly Management Process Schedule/Tracker.

**Strategic Plan:** Goal 3 – Be financially responsible and transparent.

## ENGINEERING PROJECTS

### Measure 3: Project Hours

**Target:** Percent of labor hours directly associated with Capital and Expense Projects compared to available hours less leave. The available hours are established at 2,080 for each Mesa Water engineer. The leave hours associated with the audit year are determined for each Mesa Water engineer through activity code OH-01 Leave and generated out of the Computerized Maintenance Management System. The project hours associated with the audit year are determined for each Mesa Water® engineer through a project hour report generated out of the Computerized Maintenance Management System. The calculation is applied as follows:

Project Application Rate = Actual Booked Hours/Available Hours – Leave Hours

The following is the acceptable accuracy range:

- 69% or less is below acceptable standards
- 70% - 79% is within the acceptable standards
- 80% or higher is exceeding acceptable standards

**Source:** Computerized Maintenance Management System

**Frequency:** Monitored monthly by the Department Manager through work status meetings. Audited annually based on the year-end results compared to established standards for the audit year.

**Purpose:** To measure the application of staff time booked to Capital and Expense Projects compared to staff availability.

**Audit Preparation:** No preparation needed. Information provided by the Computerized Maintenance Management System.

**Strategic Plan:** Goal 3 – Be financially responsible and transparent.

### Measure 4: Construction Inspections

**Target:** Percent of construction inspections performed within three business days.

A sample of Customer Project files are randomly selected by the auditor for review. Inspection dates are scheduled and documented throughout the various phases of the project and signed off by the Construction Inspector as complete. Each scheduled inspection for the selected Customer Projects counts as one inspection. The total number of inspections can vary for each Customer Project due to the maturity of the project and status of each phase. This could result in one particular Customer Project incurring six inspections and another Customer project incurring two inspections.

The amount of inspections for the selected Customer Projects are summed providing a total count for the sample. The scheduled inspection dates are documented by the auditor and compared to the actual inspection dates, which are recorded in the

Computerized Maintenance Management System. The variance between the scheduled and actual inspection dates are recorded by the auditor and dates that exceed three business days are noted.

Construction Inspections = Inspections Performed within 3 Days/Total Inspections

The following is the acceptable accuracy range:

- 89% or less is below acceptable standards
- 90% - 94% is within the acceptable standards
- 95% or higher is exceeding acceptable standards

**Source:** Customer Project Files and Computerized Maintenance Management System

**Frequency:** Audited annually based on the year-end results compared to established standards for the audit year.

**Purpose:** To measure the level of customer service provided by Mesa Water inspection services to our customers.

**Audit Preparation:** Customer project files organized in a file drawer with easy access upon request. Inspection request and completion dates provided in CMMS.

**Strategic Plan:** Goal 6 – Provide outstanding customer service.

#### **Measure 5:** Contract Management

**Target:** Cost of construction contract change orders in Capital Program projects to less than 5% of the total annual value of construction awarded.

Financial Services will provide the auditor a report of all open projects with change orders. The auditor will determine the total dollar value of the change orders and the total dollar value of the construction contracts.

Contract Management = Total Dollar Value of Change Orders/Total Dollar Value of Construction Contracts

The following is the acceptable accuracy range:

- 10% or greater is below acceptable standards
- 9% - 6% is within the acceptable standards
- 5% or less is exceeding acceptable standards

**Source:** Financial System

**Frequency:** Audited annually based on the year-end results compared to established standards for the audit year.

**Purpose:** To measure the efficiency of contract management.

**Audit Preparation:** No preparation needed. Information provided by Financial System.

**Strategic Plan:** Goal 3 – Be financially responsible and transparent.

**Measure 6: Efficiency of Plan Check****Target:** Percent of plans reviewed within 15 business days

A sample of Customer Projects files are randomly selected by the auditor for review. The Project Status Form (within each project file) documents the start and end of the plan check process. There are occasions where multiple plan checks are performed on one Customer Project. All plan checks will be noted and counted.

The number of plan checks for each Customer Project selected are summed providing a total count for the sample. The plan check start and end dates will be reviewed and determined to either be within or exceeding the established target. The projects where the plan check end date exceeds the target will be noted.

Construction Inspections = Plan Checks within the Target Range/Total Plan Checks

The following is the acceptable accuracy range:

- 89% or less is below acceptable standards
- 90% - 94% is within the acceptable standards
- 95% or higher is exceeding acceptable standards

**Source:** Project Files - Project Status Form**Frequency:** Audited annually based on the year-end results compared to established standards for the audit year.**Purpose:** To measure the level of customer service provided by Mesa Water plan check services to our customers.**Audit Preparation:** Customer project files organized in a file drawer with easy access upon request. Project Status Form available in customer project file.**Strategic Plan:** Goal 6 – Provide outstanding customer service.**Measure 7: Efficiency of Contract Award for Construction or Professional Services****Target:** Average time from Committee/Board approval to securing contract signature

The auditor will request a list of construction or professional service contracts for the audit year from Records Management. The auditor will request select contracts from the list for review. The auditor will then request the Board approval date documentation (as necessary) from Records Management for each contract. The auditor will document the contract signature date for each contract. An analysis will be performed by the auditor that will determine the number of days between the Board approval date and the signature date.

Efficiency of Contract Award = Contract Signature Date – Board Approval Date

The following is the acceptable accuracy range:

- 46 days or greater is below acceptable standards

- 45 to 31 days is within the acceptable standards
- 30 days or less is exceeding acceptable standards

**Source:** Records request for contract documents.

**Frequency:** Audited annually based on the year-end results compared to established standards for the audit year.

**Purpose:** To measure the efficiency of the contract approval/award process.

**Audit Preparation:** No preparation needed. Information provided by Records Management.

**Strategic Plan:** Goal 6 – Provide outstanding customer service.

**Measure 8:** Project Management (projects less than \$400,000)

**Target:** Labor/Construction Management Cost as a percent of the total project cost

Financial Services will provide the auditor a report of all closed projects from the audit year. The auditor will randomly select a number of projects (total cost of less than \$400,000) from the list and will document the actual total cost for all selected projects. From the report, the auditor will also document the actual total cost for labor and construction management for all selected projects.

Project Management = Total Cost of Labor and Construction Management/Total Cost of the Project

The following is the acceptable accuracy range:

- 30% or greater is below acceptable standards
- 29% - 16% is within the acceptable standards
- 15% or less is exceeding acceptable standards

**Source:** Financial System

**Frequency:** Audited annually based on the year-end results compared to established standards for the audit year.

**Purpose:** To measure the efficiency of project management.

**Audit Preparation:** No preparation needed. Information provided by Financial System.

**Strategic Plan:** Goal 3 – Be financially responsible and transparent.

**Measure 9:** Project Management (projects greater than \$400,000)

**Target:** Labor/Construction Management Cost as a percent of the total project cost

Financial Services will provide the auditor a report of all closed projects from the audit year. The auditor will randomly select a number of projects (total cost greater than

\$400,000) from the list and will document the actual total cost for all selected projects. From the report, the auditor will also document the actual total cost for labor and construction management for all selected projects.

Project Management = Total Cost of Labor and Construction Management/Total Cost of the Project

The following is the acceptable accuracy range:

- 20% or greater is below acceptable standards
- 19% - 11% is within the acceptable standards
- 10% or less is exceeding acceptable standards

**Source:** Financial System

**Frequency:** Audited annually based on the year-end results compared to established standards for the audit year.

**Purpose:** To measure the efficiency of project management

**Audit Preparation:** No preparation needed. Information provided by Financial System.

**Strategic Plan:** Goal 3 – Be financially responsible and transparent

**Measure 10:** File completed projects in a timely manner

**Target:** Length of time that projects are filed with Financial Services to begin formal project closing process.

Financial Services will provide the auditor a list of all closed projects from the audit year. The auditor will randomly select a number of projects from the list. The auditor will document the project complete date and filed date on the Project Closeout Checklist. An analysis will be performed by the auditor that will determine the number of days between the Project Complete Date and the Project Filed Date.

Project Filing Efficiency = Project Filing Date – Project Complete Date

The following is the acceptable accuracy range:

- 120 days or greater is below acceptable standards
- 119 - 90 days is within the acceptable standards
- 89 days or less is exceeding acceptable standards

**Source:** Project Files - Project Closeout Checklist

**Frequency:** Audited annually based on the year-end results compared to established standards for the audit year.

**Purpose:** To measure the efficiency of project complete process which drives the project close out process.

**Audit Preparation:** Financial Services to provide closed project list for the audit year. District & Customer project files organized in a file drawer with easy access upon request.

**Strategic Plan:** Goal 3 – Be financially responsible and transparent.  
Goal 6 – Provide outstanding customer service.

## ACTION PLAN COMPLIANCE

**Measure 11:** Review of all action plans associated with the Annual Engineering Performance Audit.

**Target:** Percent of resolved action items and confirmed by signature of Department Manager and General Manager.

The Business Administrator will provide the previous year's Performance Audit Action Plan to the auditor. The Performance Audit Action Plan will list the total number of actions and indicate whether that actions have been resolved. The auditor will determine the percentage of resolved actions.

Percent of Resolved Action Items = Resolved Action Items/Total Action Items

The following is the acceptable accuracy range:

- 79% or less is below acceptable standards
- 80% to 89% is within the acceptable standards
- 90% or higher is exceeding acceptable standards

**Source:** Performance Audit Action Plan for the previous audit year.

**Frequency:** Audited annually based on the year-end results compared to established standards for the audit year.

**Purpose:** To ensure Mesa Water is actively progressing towards recommended and agreed upon audit recommendations.

**Audit Preparation:** Mesa Water's Business Administrator to provide the Performance Audit Action Plan for the previous audit year.

**Strategic Plan:** Goal 3 – Be financially responsible and transparent.

## CONTINUOUS IMPROVEMENT

**Measure 12:** Review of the overall score from the previous audit year.

**Target:** Measure percent change of the overall department performance score compared to the previous audit year.

The Business Administrator will provide the auditor the Performance Audit from the previous year. After the completion of the current year's audit and associated overall

score, the auditor will determine the change in percent compared to the previous year and score accordingly.

Percent Change of Overall Department Score =  $\frac{\text{Percent of Previous Year's Score} - \text{Percent of Current Year's Score}}{\text{Percent of Previous Year's Score}}$

The following is the acceptable accuracy range:

- - 5% or lower than previous year is below acceptable standards
- - 4% or + 4% of previous year is within the acceptable standards
- 5% or higher than previous year or maintained gold status is exceeding acceptable standards

**Source:** Previous year's performance audit

**Frequency:** Audited annually based on the year-end results compared to established standards for the audit year.

**Purpose:** To encourage and reward departments based on the continuous improvement philosophy.

**Audit Preparation:** Mesa Water's Business Administrator to provide the Performance Audit for the previous audit year.

**Strategic Plan:** Goal 3 – Be financially responsible and transparent.



# Performance Audit

## Customer Services

### WORK PERFORMANCE

**Measure 1:** Results from the 2 Key Performance Indicators for the Fiscal Year

**Target:** This measure varies based on activity

- a. Customer Inquiries - Office (number of customers served per day)
- b. Customer Payment Processing (number of payment batches processed per day)

The activities listed above are measured utilizing a 3-point system and assigning points based upon performance. The measure for each activity is “average daily production” which is a standard output measure that is based on the average number of units produced in a 9-hour day of work. A production range is established for each activity and points are awarded based on the following criteria:

- 1 point = below range (lower productivity)
- 2 points = within range (expected productivity)
- 3 points = above range (higher productivity)

The production range for each activity is determined during the Annual Work Plan Update each year. This update process begins in March and is a collaborative effort with the Department Manager, Supervisors, and staff.

**Source:** Computerized Maintenance Management System

**Frequency:** Monitored monthly by the Department Manager and Supervisors through work status meetings. Audited annually based on the year-end results compared to established standards for the audit year.

**Purpose:** To evaluate how well our key services are performed and holds management accountable to our annual goals. They provide management the ability to measure time (through ADP and Hours per Unit) in order to manage all aspects of the operation.

**Audit Preparation:** No preparation needed. Information from Work Status Reports from CMMS.

### VERIFY ACCURATE REPORTING OF WORK

**Measure 2:** Work Reporting Accuracy

**Target:** This measure is verified by the percent of accurate work reporting entry into the Computerized Maintenance Management System. A random sample of work reporting forms are selected by the auditor. The auditor will then compare the data on the work reporting form to the data entered in the Computerized Maintenance Management System. Points of focus includes as applicable: Activity Number, Project Number,

Employee Name, Labor Hours, Equipment Hours, Parts/Materials, and Work Quantity. Deviations between what was reported and what was entered into the system will be noted and the accuracy percent will be determined.

Work Reporting Accuracy = Total Data Entry Points/Accurate Data Entry Points

The following is the acceptable accuracy range:

- 89% or less is below acceptable accuracy standards
- 90% - 94% is within acceptable accuracy standards
- 95% or higher is exceeding acceptable accuracy standards

**Source:** Computerized Maintenance Management System

**Frequency:** Monitored monthly by the Department Manager and Supervisors through work status meetings. Audited annually based on the year-end results compared to established standards for the audit year.

**Purpose:** To ensure the accuracy of the information entered into the Computerized Maintenance Management System. The various reports generated from the system are used to make management decisions including work planning, work scheduling, activity performance (productivity), activity costing, work loading, monthly activity monitoring, labor/equipment/parts utilization, and various analysis reports. The management decisions are impactful to the organization and require data entry to meet or exceed acceptable accuracy standards.

**Audit Preparation:** No preparation needed. Information from Work Status Reports from CMMS.

**Strategic Plan:** Goal 3 – Be financially responsible and transparent.

## MANAGEMENT PROCESS

**Measure 3:** Two-Week Scheduling, Data Entry, & Monthly Work Status Meetings

**Target:** Percent of successfully completed and on-time submittal of the two-week work schedule, entry of performance data, and holding the monthly work status meeting. There are 26-27 occurrences (depending on the year) where the two-week schedule needs to be completed/submitted and 12 occurrences where the monthly work status meeting needs to be conducted with staff. There are a total of 38 to 39 opportunities for the year.

The Business Administrator develops and submits to the Department Managers by June 15 the monthly schedule with the expected date of completion for these events. The Business Administrator tracks the completion of the two-week schedule adherence by checking the electronic file location and ensuring the schedule has been developed by the designated time frame. The Business Administrator runs the labor report out of the Computerized Maintenance Management System at the end of the scheduled data

entry due date to ensure all the labor hours for each employee have been entered. The Business Administrator tracks the completion of the monthly status meeting through the electronic documentation in the same file location of the Meeting Agenda and Monthly Status Report.

This measured is verified by the percentage of successful on-time submission of the two-week schedule, data entry date, and successful on time event for the monthly status meeting with department staff. For example, if there were 35 successful submissions and events out of 38 possible, the success rate would be 92%.

The following is the acceptable accuracy range:

- 89% or less is below acceptable accuracy standards
- 90% - 94% is within the acceptable accuracy standards
- 95% or higher is exceeding acceptable accuracy standards

**Source:** Monthly Management Process Schedule/Tracker

**Frequency:** Monitored monthly by the Business Administrator and submitted to the Department Managers. Audited annually based on the year-end results compared to established standards for the audit year.

**Purpose:** To ensure the excellent business processes related to two-week scheduling (planning work in advance in short two week sprints) and monitoring work performance monthly (time, productivity, and costs for delivering our services to the ratepayers) are part of Mesa Water's culture and embracing our perpetual agency philosophy.

**Audit Preparation:** No preparation needed. Information from the Monthly Management Process Schedule/Tracker.

**Strategic Plan:** Goal 3 – Be financially responsible and transparent.

## CUSTOMER SATISFACTION

**Measure 4:** Overall result of the annual Elite Customer Service Audit

**Target:** Overall Key Performance Indicator Score

The following is the acceptable accuracy range:

- 71% or less is below acceptable standards
- 82% to 89% is within the acceptable standards
- 90% or higher is exceeding acceptable standards

**Source:** Elite Customer Service Audit

**Frequency:** Audited annually based on the year-end results compared to established standards for the audit year.

**Purpose:** To ensure Mesa Water is providing outstanding customer service.

**Audit Preparation:** Mesa Water's Business Administrator to provide the Elite Customer Service Audit for the audit year.

**Strategic Plan:** Goal 6 – Provide outstanding customer service.

## ACTION PLAN COMPLIANCE

**Measure 5:** Review of all action plans associated with the Annual Customer Service Performance Audit.

**Target:** Percent of resolved action items and confirmed by signature of Department Manager and General Manager.

The Business Administrator will provide the previous year's Performance Audit Action Plan to the auditor. The Performance Audit Action Plan will list the total number of actions and indicate whether that actions have been resolved. The auditor will determine the percentage of resolved actions.

Percent of Resolved Action Items = Resolved Action Items/Total Action Items

The following is the acceptable accuracy range:

- 79% or less is below acceptable standards
- 80% to 89% is within the acceptable standards
- 90% or higher is exceeding acceptable standards

**Source:** Performance Audit Action Plan for the previous audit year.

**Frequency:** Audited annually based on the year-end results compared to established standards for the audit year.

**Purpose:** To ensure Mesa Water is actively progressing towards recommended and agreed upon audit recommendations.

**Audit Preparation:** Mesa Water's Business Administrator to provide the Performance Audit Action Plan for the previous audit year.

**Strategic Plan:** Goal 3 – Be financially responsible and transparent.

## CONTINUOUS IMPROVEMENT

**Measure 6:** Review of the overall score from the previous audit year.

**Target:** Measure percent change of the overall department performance score compared to the previous audit year.

The Business Administrator will provide the auditor the Performance Audit from the previous year. After the completion of the current year's audit and associated overall score, the auditor will determine the change in percent compared to the previous year and score accordingly.

Percent Change of Overall Department Score = Percent of Previous Year's Score – Percent of Current Year's Score

The following is the acceptable accuracy range:

- - 5% or lower than previous year is below acceptable standards
- - 4% or + 4% of previous year is within the acceptable standards
- 5% or higher than previous year or maintained gold status is exceeding acceptable standards

**Source:** Previous year's performance audit

**Frequency:** Audited annually based on the year-end results compared to established standards for the audit year.

**Purpose:** To encourage and reward departments based on the continuous improvement philosophy.

**Audit Preparation:** Mesa Water's Business Administrator to provide the Performance Audit for the previous audit year.

**Strategic Plan:** Goal 3 – Be financially responsible and transparent.

# Performance Audit

## Financial Services

### WORK PERFORMANCE

**Measure 1:** Results from the 5 Key Performance Indicators for the Fiscal Year

**Target:** This measure varies based on activity

- a. Purchase Order/Change Order Processing (time per PO/CO produced)
- b. Payroll Process (time per payroll produced)
- c. Project Accounting - District (time per district capital project closed)
- d. Monthly Close (time per close)
- e. Accounts Payable (time per check produced)

The activities listed above are measured utilizing a 3-point system and assigning points based upon performance. The output for each activity is “hours per unit” which is a standard output measure for administrative type of efforts that is based on the average time that it takes to produce one unit of work. A production range is established for each activity and points are awarded based on the following criteria:

- 1 point = above range (lower productivity)
- 2 points = within range (expected productivity)
- 3 points = below range (higher productivity)

The production range for each activity is determined during the Annual Work Plan Update each year. This update process begins in March and is a collaborative effort with the Department Manager, Supervisors, and staff.

**Source:** Computerized Maintenance Management System

**Frequency:** Monitored monthly by the Department Manager and Controller through work status meetings. Audited annually based on the year-end results compared to established standards for the audit year.

**Purpose:** To evaluate how well our key services are performed and holds management accountable to our annual goals. They provide management the ability to measure time (through ADP and Hours per Unit) in order to manage all aspects of the operation.

**Audit Preparation:** No preparation needed. Information from Work Status Reports from CMMS.

**Strategic Plan:** Goal 3 – Be financially responsible and transparent.

## VERIFY ACCURATE REPORTING OF WORK

### Measure 2: Work Reporting Accuracy

**Target:** This measure is verified by the percent of accurate work reporting entry into the Computerized Maintenance Management System. A random sample of work reporting forms are selected by the auditor. The auditor will then compare the data on the work reporting form to the data entered in the Computerized Maintenance Management System. Points of focus includes as applicable: Activity Number, Project Number, Employee Name, Labor Hours, Equipment Hours, Parts/Materials, and Work Quantity.

Deviations between what was reported and what was entered into the system will be noted and the accuracy percent will be determined.

Work Reporting Accuracy = Total Data Entry Points/Accurate Data Entry Points

The following is the acceptable accuracy range:

- 89% or less is below acceptable accuracy standards
- 90% - 94% is within acceptable accuracy standards
- 95% or higher is exceeding acceptable accuracy standards

**Source:** Computerized Maintenance Management System

**Frequency:** Monitored monthly by the Department Manager and Supervisors through work status meetings. Audited annually based on the year-end results compared to established standards for the audit year.

**Purpose:** To ensure the accuracy of the information entered into the Computerized Maintenance Management System. The various reports generated from the system are used to make management decisions including work planning, work scheduling, activity performance (productivity), activity costing, work loading, monthly activity monitoring, labor/equipment/parts utilization, and various analysis reports. The management decisions are impactful to the organization and require data entry to meet or exceed acceptable accuracy standards.

**Audit Preparation:** No preparation needed. Information from Work Status Reports from CMMS.

**Strategic Plan:** Goal 3 – Be financially responsible and transparent.

## MANAGEMENT PROCESS

### Measure 3: Two-Week Scheduling, Data Entry, & Monthly Work Status Meetings

**Target:** Percent of successfully completed and on-time submittal of the two-week work schedule, entry of performance data, and holding the monthly work status meeting. There are 26-27 occurrences (depending on the year) where the two-week schedule needs to be completed/submitted and 12 occurrences where the monthly work status meeting needs to be conducted with staff. There are a total of 38 to 39 opportunities for

the year.

The Business Administrator develops and submits to the Department Managers by June 15 the monthly schedule with the expected date of completion for these events. The Business Administrator tracks the completion of the two-week schedule adherence by checking the electronic file location and ensuring the schedule has been developed by the designated time frame. The Business Administrator runs the labor report out of the Computerized Maintenance Management System at the end of the scheduled data entry due date to ensure all the labor hours for each employee have been entered. The Business Administrator tracks the completion of the monthly status meeting through the electronic documentation in the same file location of the Meeting Agenda and Monthly Status Report.

This measured is verified by the percentage of successful on-time submission of the two-week schedule, data entry date, and successful on time event for the monthly status meeting with department staff. For example, if there were 35 successful submissions and events out of 38 possible, the success rate would be 92%.

The following is the acceptable accuracy range:

- 89% or less is below acceptable accuracy standards
- 90% - 94% is within the acceptable accuracy standards
- 95% or higher is exceeding acceptable accuracy standards

**Source:** Monthly Management Process Schedule/Tracker

**Frequency:** Monitored monthly by the Business Administrator and submitted to the Department Managers. Audited annually based on the year-end results compared to established standards for the audit year.

**Purpose:** To ensure the excellent business processes related to two-week scheduling (planning work in advance in short two week sprints) and monitoring work performance monthly (time, productivity, and costs for delivering our services to the ratepayers) are part of Mesa Water's culture and embracing our perpetual agency philosophy.

**Audit Preparation:** No preparation needed. Information from the Monthly Management Process Schedule/Tracker.

**Strategic Plan:** Goal 3 – Be financially responsible and transparent.

## VERIFICATION OF NEW ACCOUNTS

**Measure 4:** Verification of New Accounts

**Target:** Verify documentation and approval of new accounts. Identify accounts within the Chart of Accounts that were established during the audit year with corresponding documentation for the previous audit year. This includes all new accounts and sub/repurposed accounts.



This measure is verified by the percentage of approved documentation for each new account that was added to the chart of accounts. For example, if 5 accounts were added to the chart of accounts compared to the previous year, there must be corresponding 5 Change of Accounts forms approved by the General Manager.

The following is the acceptable accuracy range:

- 89% or less is below acceptable accuracy standards
- 90% - 99% is within the acceptable accuracy standards
- 100% is exceeding acceptable accuracy standards

**Source:** Change of Account Log book and signed request form. Previous and List of Chart of Accounts for the audit year and previous audit year from the Financial System.

**Frequency:** Audited annually based on the year-end results compared to established standards for the audit year.

**Purpose:** To ensure Mesa Water's Chart of Accounts are effectively managed to a size that meets its business needs.

**Audit Preparation:** List of chart of accounts from the financial system for the audit year and previous audit year. Change of accounts log book with GM approval form for each change prepared for request.

**Strategic Plan:** Goal 3 – Be financially responsible and transparent.

## MONTHLY CLOSE

**Measure 5:** Monthly Close Documentation

**Target:** Verify the monthly close checklist for Project Accounting and Expense Accounts

This measure is verified by the percentage of approved documentation for each monthly close. There are 12 monthly close operations performed each year. Financial Services will document the closing of the capital projects and expense accounts each month through a detailed checklist. This checklist will be signed off by the CFO and Controller. In addition, monthly financial statements (projects and expense) will be produced for and delivered to the departments by the 15 business days of every month.

The following is the acceptable accuracy range:

- 99% or less is below acceptable accuracy standards
- 100% is the acceptable accuracy standards

**Source:** Signed monthly close checklist (capital projects/expense accounts) and corresponding department financial statements for each month of the audit year.

**Frequency:** Audited annually based on the year-end results compared to established standards for the audit year.

**Purpose:** To ensure accurate and timely statements to support fiscal monitoring and decision making. The financial statements represent Mesa Water's true financial position to inform the Board of Directors, managers, lenders, and the public.

**Audit Preparation:** Monthly close packet that includes a checklist and financial statements.

**Strategic Plan:** Goal 3 – Be financially responsible and transparent.

## FINANCIAL INVESTMENTS

**Measure 6:** Investment Performance (PARS/OPEB Trust)

**Target:** Rate of Return on Investments (Pension Trust & OPEB Trust). Performance tied to S&P 500 for the fiscal year timeframe.

The following is the acceptable return on investment range:

- 90% or less is below an acceptable rate of return
- +/- 10% of S&P 500 is an acceptable rate of return
- 110% or greater is exceeding and acceptable rate of return

**Source:** Monthly treasury status report on investments (June)

**Frequency:** Reviewed monthly by Financial Services and submitted quarterly to the Board of Directors. Audited annually based on the year-end results compared to established standards for the audit year.

**Purpose:** To ensure an investment return is achieved that aligns with the objectives of the Board of Directors.

**Audit Preparation:** June investment statement for the audit year.

**Strategic Plan:** Goal 3 – Be financially responsible and transparent.

**Measure 7:** Investment Performance (Other Investments)

**Target:** Rate of Return on Investments (Other Investments). Performance tied to Local Agency Investment Fund (LAIF) for the fiscal year timeframe.

The following is the acceptable rate of return range:

- 90% or less is below an acceptable rate of return
- +/- 10% LAIF is an acceptable rate of return
- 110% or greater is exceeding and acceptable rate of return

**Source:** Monthly treasury status report on investments (June)

**Frequency:** Reviewed monthly by Financial Services and submitted quarterly to the Board of Directors. Audited annually based on the year-end results compared to established standards for the audit year.

**Purpose:** To ensure an investment return is achieved that aligns with the objectives of the Board of Directors.

**Audit Preparation:** June LAIF investment statement for the audit year.

**Strategic Plan:** Goal 3 – Be financially responsible and transparent.

### **Measure 8:** Cash On Hand

**Target:** The amount of cash on hand. Measured at the end of the fiscal year. Adjusted for any Board approved actions.

The following is the acceptable cash on hand range:

- 95% or less of budgeted cash on hand
- +/- 5% of budgeted cash on hand
- 105% or greater than budgeted cash on hand

**Source:** 4<sup>th</sup> Quarter Mesa Water Financial Statement.

**Frequency:** Reviewed monthly by Financial Services and submitted quarterly to the Board of Directors. Audited annually based on the year-end results compared to established standards for the audit year.

**Purpose:** To ensure a level of cash on hand is achieved that aligns with the objectives of the Board of Directors.

**Audit Preparation:** 4<sup>th</sup> Quarter Mesa Water Financial Statement

**Strategic Plan:** Goal 3 – Be financially responsible and transparent.

### **Measure 9:** Days Cash

**Target:** The number of days Mesa Water can fully run its operations and maintenance with no revenue. Measured at the end of the fiscal year. Adjusted for any Board approved actions.

The following is the acceptable budgeted days range:

- 95% or less of budgeted days
- +/- 5% of budgeted days
- 105% or greater than budgeted days

**Source:** 4<sup>th</sup> Quarter Mesa Water Financial Statement.

**Frequency:** Reviewed monthly by Financial Services and submitted quarterly to the Board of Directors. Audited annually based on the year-end results compared to established standards for the audit year.

**Purpose:** To gauge Mesa Water's financial security.

**Audit Preparation:** 4<sup>th</sup> Quarter Mesa Water Financial Statement

**Strategic Plan:** Goal 3 – Be financially responsible and transparent.

### **Measure 10: Debt Coverage Ratio**

**Target:** Ratio of cash available for debt servicing to interest, principal and lease payments. Measured at the end of the fiscal year. Adjusted for any Board approved actions.

The following is the acceptable debt coverage range:

- 95% or less of Board approved debt coverage ratio
- +/- 5% Board approved debt coverage ratio
- 105% or greater than Board approved debt coverage ratio

**Source:** 4<sup>th</sup> Quarter Mesa Water Financial Statement.

**Frequency:** Reviewed monthly by Financial Services and submitted quarterly to the Board of Directors. Audited annually based on the year-end results compared to established standards for the audit year.

**Purpose:** To gauge Mesa Water's financial security

**Audit Preparation:** 4<sup>th</sup> Quarter Mesa Water Financial Statement

**Strategic Plan:** Goal 3 – Be financially responsible and transparent.

## **ACTION PLAN COMPLIANCE**

**Measure 11:** Review of all action plans associated with the Annual Financial Services Performance Audit.

**Target:** Percent of resolved action items and confirmed by signature of Department Manager and General Manager.

The Business Administrator will provide the previous year's Performance Audit Action Plan to the auditor. The Performance Audit Action Plan will list the total number of actions and indicate whether that actions have been resolved. The auditor will determine the percentage of resolved actions.

Percent of Resolved Action Items = Resolved Action Items/Total Action Items

The following is the acceptable accuracy range:

- 79% or less is below acceptable standards
- 80% to 89% is within the acceptable standards
- 90% or higher is exceeding acceptable standards

**Source:** Performance Audit Action Plan for the previous audit year.

**Frequency:** Audited annually based on the year-end results compared to established standards for the audit year.

**Purpose:** To ensure Mesa Water is actively progressing towards recommended and agreed upon audit recommendations.

**Audit Preparation:** Mesa Water's Business Administrator to provide the Performance Audit Action Plan for the previous audit year.

**Strategic Plan:** Goal 3 – Be financially responsible and transparent

## CONTINUOUS IMPROVEMENT

**Measure 12:** Review of the overall score from the previous audit year.

**Target:** Measure percent change of the overall department performance score compared to the previous audit year.

The Business Administrator will provide the auditor the Performance Audit from the previous year. After the completion of the current year's audit and associated overall score, the auditor will determine the change in percent compared to the previous year and score accordingly.

Percent Change of Overall Department Score = Percent of Previous Year's Score – Percent of Current Year's Score

The following is the acceptable accuracy range:

- - 5% or lower than previous year is below acceptable standards
- - 4% or + 4% of previous year is within the acceptable standards
- 5% or higher than previous year or maintained gold status is exceeding acceptable standards

**Source:** Previous year's performance audit

**Frequency:** Audited annually based on the year-end results compared to established standards for the audit year.

**Purpose:** To encourage and reward departments based on the continuous improvement philosophy.

**Audit Preparation:** Mesa Water's Business Administrator to provide the Performance Audit for the previous audit year.

**Strategic Plan:** Goal 3 – Be financially responsible and transparent.

# Performance Audit

## Public Affairs

### PUBLIC AWARENESS

#### Measure 1: Mesa Water Brand Identity

**Target:** Percent of respondents who correctly identify Mesa Water as their water provider. This measure represents unaided awareness.

The following is the acceptable standard range:

- 39% or less is below acceptable standards
- 40% to 70% is within the acceptable standards
- 71% or higher is exceeding acceptable standards

**Source:** Annual Customer Opinion Survey

**Frequency:** Audited annually based on the year-end results compared to established standards for the audit year.

**Purpose:** To gauge Mesa Water's brand identity with its customers

**Audit Preparation:** Mesa Water's Business Administrator to provide the Annual Customer Opinion Survey for the audit year.

**Strategic Plan:** Goal 4 – To increase public awareness about Mesa Water and about water.

#### Measure 2: Mesa Water Brand Recognition

**Target:** Percent of respondents who have an overall awareness of Mesa Water. This measure represents unaided awareness plus aided awareness.

The following is the acceptable standard range:

- 69% or less is below acceptable standards
- 70% to 89% is within the acceptable standards
- 90% or higher is exceeding acceptable standards

**Source:** Annual Customer Opinion Survey

**Frequency:** Audited annually based on the year-end results compared to established standards for the audit year.

**Purpose:** To gauge Mesa Water's awareness with its customers

**Audit Preparation:** Mesa Water's Business Administrator to provide the Annual Customer Opinion Survey for the audit year.

**Strategic Plan:** Goal 4 – To increase public awareness about Mesa Water and about water.

## COMMUNICATION

**Measure 3:** Communication Efforts

**Target:** Percent of respondents who are very satisfied with Mesa Water's efforts to communicate with customers

The following is the acceptable standard range:

- 69% or less is below acceptable standards
- 70% to 89% is within the acceptable standards
- 90% or higher is exceeding acceptable standards

**Source:** Annual Customer Opinion Survey

**Frequency:** Audited annually based on the year-end results compared to established standards for the audit year.

**Purpose:** To gauge Mesa Water's communication efforts with its customers

**Audit Preparation:** Mesa Water's Business Administrator to provide the Annual Customer Opinion Survey for the audit year.

**Strategic Plan:** Goal 6 – Provide outstanding customer service.

## PRODUCT SATISFACTION

**Measure 4:** Good Tasting Water

**Target:** Percent of respondents who believe that Mesa Water provides water that tastes good.

The following is the acceptable standard range:

- 79% or less is below acceptable standards
- 80% to 94% is within the acceptable standards
- 95% or higher is exceeding acceptable standards

**Source:** Annual Customer Opinion Survey

**Frequency:** Audited annually based on the year-end results compared to established standards for the audit year.

**Purpose:** To gauge Mesa Water's product satisfaction with its customers

**Audit Preparation:** Mesa Water's Business Administrator to provide the Annual Customer Opinion Survey for the audit year.

**Strategic Plan:** Goal 1 – Provide a safe, abundant, and reliable water supply.

## **ACTION PLAN COMPLIANCE**

**Measure 5:** Review of all action plans associated with the Annual Public Affairs Performance Audit.

**Target:** Percent of resolved action items and confirmed by signature of Department Manager and General Manager.

The Business Administrator will provide the previous year's Performance Audit Action Plan to the auditor. The Performance Audit Action Plan will list the total number of actions and indicate whether that actions have been resolved. The auditor will determine the percentage of resolved actions.

Percent of Resolved Action Items = Resolved Action Items/Total Action Items

The following is the acceptable accuracy range:

- 79% or less is below acceptable standards
- 80% to 89% is within the acceptable standards
- 90% or higher is exceeding acceptable standards

**Source:** Performance Audit Action Plan for the previous audit year.

**Frequency:** Audited annually based on the year-end results compared to established standards for the audit year.

**Purpose:** To ensure Mesa Water® is actively progressing towards recommended and agreed upon audit recommendations.

**Audit Preparation:** Mesa Water's Business Administrator to provide the Performance Audit Action Plan for the previous audit year.

**Strategic Plan:** Goal 3 – Be financially responsible and transparent

## **CONTINUOUS IMPROVEMENT**

**Measure 6:** Review of the overall score from the previous audit year.

**Target:** Measure percent change of the overall department performance score compared to the previous audit year.

The Business Administrator will provide the auditor the Performance Audit from the previous year. After the completion of the current year's audit and associated overall score, the auditor will determine the change in percent compared to the previous year and score accordingly.

Percent Change of Overall Department Score = Percent of Previous Year's Score – Percent of Current Year's Score



The following is the acceptable accuracy range:

- - 5% or lower than previous year is below acceptable standards
- - 4% or + 4% of previous year is within the acceptable standards
- 5% or higher than previous year or maintained gold status is exceeding acceptable standards

**Source:** Previous year's performance audit

**Frequency:** Audited annually based on the year-end results compared to established standards for the audit year.

**Purpose:** To encourage and reward departments based on the continuous improvement philosophy.

**Audit Preparation:** Mesa Water's Business Administrator to provide the Performance Audit for the previous audit year.

**Strategic Plan:** Goal 3 – Be financially responsible and transparent.

# Performance Audit

## Administration Services

### WORK PERFORMANCE

**Measure 1:** Results from the 3 Key Performance Indicators for the Fiscal Year

**Target:** This measure varies based on activity

- a. Board Meeting Process (time per Board Meeting Packet Produced and meeting held)
- b. Committee Meeting Process (time per Committee Packet Produced and meeting held)
- c. Public Records Request (time per public record request processed)

The activities listed above are measured utilizing a 3-point system and assigning points based upon performance. The output for each activity is “hours per unit” which is a standard output measure for administrative type of efforts that is based on the average time that it takes to produce one unit of work. A production range is established for each activity and points are awarded based on the following criteria:

- 1 point = above range (lower productivity)
- 2 points = within the range (expected productivity)
- 3 points = below range (higher productivity)

The production range for each activity is determined during the Annual Work Plan Update each year. This update process begins in March and is a collaborative effort with the Department Manager, Supervisors, and staff.

**Source:** Computerized Maintenance Management System

**Frequency:** Monitored monthly by the Department Manager and Controller through work status meetings. Audited annually based on the year-end results compared to established standards for the audit year.

**Purpose:** To evaluate how well our key services are performed and holds management accountable to our annual goals. They provide management the ability to measure time (through ADP and Hours per Unit) in order to manage all aspects of the operation.

**Audit Preparation:** No preparation needed. Information from Work Status Reports from CMMS.

**Strategic Plan:** Goal 3 – Be financially responsible and transparent.

### VERIFY ACCURATE REPORTING OF WORK

**Measure 2:** Work Reporting Accuracy

**Target:** This measure is verified by the percent of accurate work reporting entry into the

Computerized Maintenance Management System. A random sample of work reporting forms are selected by the auditor. The auditor will then compare the data on the work reporting form to the data entered in the Computerized Maintenance Management System. Points of focus includes as applicable: Activity Number, Project Number, Employee Name, Labor Hours, Equipment Hours, Parts/Materials, and Work Quantity.

Deviations between what was reported and what was entered into the system will be noted and the accuracy percent will be determined.

Work Reporting Accuracy = Total Data Entry Points/Accurate Data Entry Points

The following is the acceptable accuracy range:

- 89% or less is below acceptable accuracy standards
- 90% - 94% is within acceptable accuracy standards
- 95% or higher is exceeding acceptable accuracy standards

**Source:** Computerized Maintenance Management System

**Frequency:** Monitored monthly by the Department Manager and Supervisors through work status meetings. Audited annually based on the year-end results compared to established standards for the audit year.

**Purpose:** To ensure the accuracy of the information entered into the Computerized Maintenance Management System. The various reports generated from the system are used to make management decisions including work planning, work scheduling, activity performance (productivity), activity costing, work loading, monthly activity monitoring, labor/equipment/parts utilization, and various analysis reports. The management decisions are impactful to the organization and require data entry to meet or exceed acceptable accuracy standards.

**Audit Preparation:** No preparation needed. Information from Work Status Reports from CMMS.

**Strategic Plan:** Goal 3 – Be financially responsible and transparent.

## MANAGEMENT PROCESS

**Measure 3:** Two-Week Scheduling, Data Entry, & Monthly Work Status Meetings

**Target:** Percent of successfully completed and on-time submittal of the two-week work schedule, entry of performance data, and holding the monthly work status meeting. There are 26-27 occurrences (depending on the year) where the two-week schedule needs to be completed/submitted and 12 occurrences where the monthly work status meeting needs to be conducted with staff. There are a total of 38 to 39 opportunities for the year.

The Business Administrator develops and submits to the Department Managers by June 15 the monthly schedule with the expected date of completion for these events. The

Business Administrator tracks the completion of the two-week schedule adherence by checking the electronic file location and ensuring the schedule has been developed by the designated time frame. The Business Administrator runs the labor report out of the Computerized Maintenance Management System at the end of the scheduled data entry due date to ensure all the labor hours for each employee have been entered. The Business Administrator tracks the completion of the monthly status meeting through the electronic documentation in the same file location of the Meeting Agenda and Monthly Status Report.

This measured is verified by the percentage of successful on-time submission of the two-week schedule, data entry date, and successful on time event for the monthly status meeting with department staff. For example, if there were 35 successful submissions and events out of 38 possible, the success rate would be 92%.

The following is the acceptable accuracy range:

- 89% or less is below acceptable accuracy standards
- 90% - 94% is within the acceptable accuracy standards
- 95% or higher is exceeding acceptable accuracy standards

**Source:** Monthly Management Process Schedule/Tracker

**Frequency:** Monitored monthly by the Business Administrator and submitted to the Department Managers. Audited annually based on the year-end results compared to established standards for the audit year.

**Purpose:** To ensure the excellent business processes related to two-week scheduling (planning work in advance in short two week sprints) and monitoring work performance monthly (time, productivity, and costs for delivering our services to the ratepayers) are part of Mesa Water's culture and embracing our perpetual agency philosophy.

**Audit Preparation:** No preparation needed. Information from the Monthly Management Process Schedule/Tracker.

**Strategic Plan:** Goal 3 – Be financially responsible and transparent.

## TRANSPARENCY

**Measure 4:** Board and Committee Meeting Minutes

**Target:** Publish Draft Minutes within 60 days of each Board and Committee Meeting. This target is an internal standard.

- 99% or less is below acceptable accuracy standards
- 100% is the acceptable accuracy standards

**Source:** Website report denoting the day/time of the publishing

**Frequency:** Audited annually based on the year-end results compared to established standards for the audit year.

**Purpose:** To ensure the excellent business processes related to transparency.

**Audit Preparation:** Administrative Services to provide confirmation of postings via website services.

**Strategic Plan:** Goal 3 – Be financially responsible and transparent.

#### **Measure 5:** Website Transparency

**Target:** Verify and affirm that select items are posted on the Mesa Water website and are current.

- 99% or less is below acceptable accuracy standards
- 100% is the acceptable accuracy standards

**Source:** Website report denoting the day/time of the publishing

**Frequency:** Audited annually based on the year-end results compared to established standards for the audit year.

**Purpose:** To ensure the excellent business processes related to transparency.

**Audit Preparation:** Administrative Services to provide confirmation of postings via website services.

**Strategic Plan:** Goal 3 – Be financially responsible and transparent.

## **OPEN MEETING COMPLIANCE**

#### **Measure 6:** Board and Committee Packets

**Target:** Post to website all Board and Committee Packets within 72 hours of regular meeting or 24 hours for a special meeting

- 99% or less is below acceptable accuracy standards
- 100% is the acceptable accuracy standards

**Source:** Website report denoting the day/time of the publishing

**Frequency:** Audited annually based on the year-end results compared to established standards for the audit year.

**Purpose:** To ensure the compliance with the Brown Act related to adequate public notice for open meetings.

**Audit Preparation:** Administrative Services to provide confirmation of postings via website services

**Strategic Plan:** Goal 3 – Be financially responsible and transparent.

## **Measure 7: Public Records Requests Compliance**

**Target:** Response to all public records requests within 10 days of receipt of request

Administrative Services will provide the Records Request files for the audit year. Placed on the top within each file there will be the email denoting the original request (with date of request highlighted) and a second email denoted Mesa Water's response (with date of response highlighted) to the request.

- 99% or less is below acceptable accuracy standards
- 100% is the acceptable accuracy standards

**Source:** Confirmation of emails; one from the public requesting the information and the second confirming the information has been sent.

**Frequency:** Audited annually based on the year-end results compared to established standards for the audit year.

**Purpose:** To ensure compliance with the California Public Records Request Act.

**Audit Preparation:** Administrative Services to provide confirmation of postings via website services.

**Strategic Plan:** Goal 3 – Be financially responsible and transparent.

## **ACTION PLAN COMPLIANCE**

**Measure 8:** Review of all action plans associated with the Annual Administration Services Performance Audit.

**Target:** Percent of resolved action items and confirmed by signature of Department Manager and General Manager.

The Business Administrator will provide the previous year's Performance Audit Action Plan to the auditor. The Performance Audit Action Plan will list the total number of actions and indicate whether that actions have been resolved. The auditor will determine the percentage of resolved actions.

Percent of Resolved Action Items = Resolved Action Items/Total Action Items

The following is the acceptable accuracy range:

- 79% or less is below acceptable standards
- 80% to 89% is within the acceptable standards
- 90% or higher is exceeding acceptable standards

**Source:** Performance Audit Action Plan for the previous audit year.

**Frequency:** Audited annually based on the year-end results compared to established standards for the audit year.

**Purpose:** To ensure Mesa Water is actively progressing towards recommended and agreed upon audit recommendations.

**Audit Preparation:** Mesa Water's Business Administrator to provide the Performance Audit Action Plan for the previous audit year.

**Strategic Plan:** Goal 3 – Be financially responsible and transparent.

## CONTINUOUS IMPROVEMENT

**Measure 9:** Review of the overall score from the previous audit year.

**Target:** Measure percent change of the overall department performance score compared to the previous audit year.

The Business Administrator will provide the auditor the Performance Audit from the previous year. After the completion of the current year's audit and associated overall score, the auditor will determine the change in percent compared to the previous year and score accordingly.

Percent Change of Overall Department Score = Percent of Previous Year's Score – Percent of Current Year's Score

The following is the acceptable accuracy range:

- - 5% or lower than previous year is below acceptable standards
- - 4% or + 4% of previous year is within the acceptable standards
- 5% or higher than previous year or maintained gold status is exceeding acceptable standards

**Source:** Previous year's performance audit

**Frequency:** Audited annually based on the year-end results compared to established standards for the audit year.

**Purpose:** To encourage and reward departments based on the continuous improvement philosophy.

**Audit Preparation:** Mesa Water's Business Administrator to provide the Performance Audit for the previous audit year.

**Strategic Plan:** Goal 3 – Be financially responsible and transparent.

# Performance Audit

## Human Resources

### EMPLOYEE DEVELOPMENT

#### Measure 1: Professional Development Participation

**Target:** Percentage of Employees participating in Tuition/Education/Certification Reimbursement Programs

Percent of Employee Participation = Employees Participating/Total Employees Eligible

The following is the acceptable accuracy range:

- 9% or less is below acceptable standards
- 10% to 15% is within the acceptable standards
- 16% or higher is exceeding acceptable standards

**Source:** Human Resource Information System

**Frequency:** Audited annually based on the year-end results compared to established standards for the audit year.

**Purpose:** To gauge Mesa Water employee's professional development participation.

**Audit Preparation:** Prepare electronic files for auditor. Count of total eligible FTE's and count of FTE's participating in the professional development program.

**Strategic Plan:** Goal 5 – Attract and retain skilled employees.

#### Measure 2: Time to Fill

**Target:** The amount of time that it takes to fill a vacant position.

Time to Fill = Average number of business days elapsed between requisition date and offer acceptance

The following is the acceptable accuracy range:

- 91 days or greater is below acceptable standards
- 90 – 80 days is within the acceptable standards
- 70 days or less is exceeding acceptable standards

**Source:** NeoGov

**Frequency:** Audited annually based on the year-end results compared to established standards for the audit year.

**Purpose:** To gauge the efficiency of Mesa Water's hiring process.



**Audit Preparation:** Report out of NeoGov for each position hired showing the requisition date and offer acceptance date for the audit year.

**Strategic Plan:** Goal 6 – Provide outstanding customer service.

## EMPLOYEE RECRUITMENT

### Measure 3: Job Offer Ratio

**Target:** The level of job offers rejected compared to the number of job offers made.

Job Offer Ratio = Percent of offers rejected to offers made

The following is the acceptable accuracy range:

- 69% or less is below acceptable standards
- 70% to 74% is within the acceptable standards
- 75% or greater is exceeding acceptable standards

**Source:** NeoGov

**Frequency:** Audited annually based on the year-end results compared to established standards for the audit year.

**Purpose:** To measure the quality of the job offers and Mesa Water's recruitment process.

**Audit Preparation:** Report out of NeoGov for each position offered and offers rejected for the audit year.

**Strategic Plan:** Goal 6 – Provide outstanding customer service.

### Measure 4: Temporary Staff Utilization

**Target:** The level of full time temporary employees working at Mesa Water. This metric excludes limited term employees.

Temporary Staff Utilization = Percent of temporary and contract employees to total employees

The following is the acceptable accuracy range:

- 181 days or greater below acceptable standards
- 180 to 90 days is within the acceptable standards
- 90 days or less is exceeding acceptable standards

**Source:** Human Resource Information System

**Frequency:** Audited annually based on the year-end results compared to established standards for the audit year.

**Purpose:** To ensure temporary staff are used to fill short-term needs.

**Audit Preparation:** Prepare electronic files for auditor. Total count of FTE's and total count of temporary/contract employees at the end of the audit year.

**Strategic Plan:** Goal 5 – Attract and retain skilled employees.

## EMPLOYEE RETENTION

**Measure 5:** Turnover Rate

**Target:** Monitoring employee voluntary and involuntary movement out of the organization

Turnover Rate = (# employees leaving/employees at start + employees at end)/2)

The following is the acceptable accuracy range:

- 9% or greater is below acceptable standards
- 8% to 4% is within the acceptable standards
- 3% or less is exceeding acceptable standards

**Source:** Human Resource Information System

**Frequency:** Audited annually based on the year-end results compared to established standards for the audit year.

**Purpose:** To measure, by percent, how many employees are leaving Mesa Water

**Audit Preparation:** Prepare electronic files for auditor. Total count of FTE's and count of FTE's that moved out of the organization during the audit year.

**Strategic Plan:** Goal 5 – Attract and retain skilled employees.

## EMPLOYEE ENGAGEMENT

**Measure 6:** Annual Employee Performance Evaluation

**Target:** All employees receive their annual review by September 30

Annual Review Rate = (number employees receiving their review on time/number of employees)

The following is the acceptable accuracy range:

- 94% or less is below acceptable standards
- 95% to 99% is within the acceptable standards
- 100% is exceeding acceptable standards

**Source:** Human Resource Information System

**Frequency:** Audited annually based on the year-end results compared to established standards for the audit year.

**Purpose:** To ensure the excellent business processes related to annual employee reviews are part of Mesa Water's culture and embracing our perpetual agency philosophy.

**Audit Preparation:** Prepare electronic files for auditor. Total count of FTE's and the date that their annual performance evaluation occurred during the audit year.

**Strategic Plan:** Goal 6 – Provide outstanding customer service.

### **Measure 7:** Annual Employee Engagement Survey

**Target:** All employees participate in the Annual Employee Survey by August 15

Overall Mesa Water score from the 12 Question Gallup Poll measuring the work environment.

The following is the acceptable accuracy range:

- Below 33<sup>rd</sup> percentile is below acceptable standards
- 33<sup>rd</sup> to 66<sup>th</sup> percentile is within the acceptable standards
- 66<sup>th</sup> percentile of higher is exceeding acceptable standards

**Source:** Gallup Poll Report

**Frequency:** Audited annually based on the year-end results compared to established standards for the audit year.

**Purpose:** To understand how engaged Mesa Water employees are at work. Provide insight into employee motivation and productivity.

**Audit Preparation:** Business Administrator to provide documentation from the Gallup organization depicting the overall score for Mesa Water resulting from the annual survey.

**Strategic Plan:** Goal 5 – Attract and retain skilled employees.

### **Measure 8:** Experience Modification Rate

**Target:** Metric used to represent a business prior workers comp claims and potential for future injuries. A rate of 1.00 is average for the industry. A rate below 1.0, Mesa Water would be considered safer than most other similar peer agencies.

The following is the acceptable accuracy range:

- 1.00 or greater is below acceptable standards
- 0.99 to 0.80 is within the acceptable standards
- 0.79 or less is exceeding acceptable standards

**Source:** ACWA-JPIA Worker's Comp Program Renewal Notification

**Frequency:** Audited annually based on the year-end results compared to established standards for the audit year.

**Purpose:** To gauge the past cost of injuries and future changes of risk

**Audit Preparation:** Business Administrator to provide ACWA-JPIA Worker's Compensation Program Renewal Notification for the audit year.

**Strategic Plan:** Goal 5 – Attract and retain skilled employees.

## **ACTION PLAN COMPLIANCE**

**Measure 9:** Review of all action plans associated with the Annual Administration Services Performance Audit.

**Target:** Percent of resolved action items and confirmed by signature of Department Manager and General Manager.

The Business Administrator will provide the previous year's Performance Audit Action Plan to the auditor. The Performance Audit Action Plan will list the total number of actions and indicate whether that actions have been resolved. The auditor will determine the percentage of resolved actions.

Percent of Resolved Action Items = Resolved Action Items/Total Action Items

The following is the acceptable accuracy range:

- 79% or less is below acceptable standards
- 80% to 89% is within the acceptable standards
- 90% or higher is exceeding acceptable standards

**Source:** Performance Audit Action Plan for the previous audit year.

**Frequency:** Audited annually based on the year-end results compared to established standards for the audit year.

**Purpose:** To ensure Mesa Water is actively progressing towards recommended and agreed upon audit recommendations.

**Audit Preparation:** Mesa Water's Business Administrator to provide the Performance Audit Action Plan for the previous audit year.

**Strategic Plan:** Goal 3 – Be financially responsible and transparent.

## **CONTINUOUS IMPROVEMENT**

**Measure 10:** Review of the overall score from the previous audit year.

**Target:** Measure percent change of the overall department performance score compared to the previous audit year.

The Business Administrator will provide the auditor the Performance Audit from the previous year. After the completion of the current year's audit and associated overall score, the auditor will determine the change in percent compared to the previous year and score accordingly.

Percent Change of Overall Department Score = Percent of Previous Year's Score – Percent of Current Year's Score

The following is the acceptable accuracy range:

- - 5% or lower than previous year is below acceptable standards
- - 4% or + 4% of previous year is within the acceptable standards
- 5% or higher than previous year or maintained gold status is exceeding acceptable standards

**Source:** Previous year's performance audit

**Frequency:** Audited annually based on the year-end results compared to established standards for the audit year.

**Purpose:** To encourage and reward departments based on the continuous improvement philosophy.

**Audit Preparation:** Mesa Water's Business Administrator to provide the Performance Audit for the previous audit year.

**Strategic Plan:** Goal 3 – Be financially responsible and transparent.



# Performance Audit Water Operations

No	Performance Indicator	Definition	Source				
<b>Work Performance</b>							<b>Score</b>
1	Results from the 10 Key Performance Indicators for the Fiscal Year.	The 10 KPI's are scored 3 points for an ADP that is higher than planned range; 2 points for within planned range; and 1 point for lower than planned range.	CMMS	Lower than Planned Range	Within Planned Range	Higher than Planned Range	
<b>Verify Accurate Reporting of Work</b>							<b>Score</b>
2	Work Reporting Accuracy.	Percent of accurate work reporting and entry. Points of focus includes as applicable: Activity Number, Project Number, Employee Name, Labor Hours, Equipment Hours, Parts/Materials, and Work Quantity.	CMMS	89% or Less	90% to 94%	Greater than 95%	
<b>Management Process</b>							<b>Score</b>
3	Two Week Scheduling & Monthly Status	Percent of compliance with meeting the deadline dates for submitting the 2 week schedule and holding the monthly work status meeting	Electronic Document	89% or Less	90% to 94%	Greater than 95%	
<b>Accuracy of Assets</b>							<b>Score</b>
4	Affirm quarterly asset verification meetings.	Review and affirm quarterly asset meetings occurred on time. Should be completed at 100%	Manual Files	Less than 100%	N/A	100%	
<b>Water Quality</b>							<b>Score</b>
5	Verify monthly water quality test reports submitted to California Division of Drinking Water	Review and affirm monthly water quality reports sent to DDW submitted on time. Email confirmation attached to each monthly report.	Manual Files	Less than 100%	N/A	100%	
<b>Production Duty Operator</b>							<b>Score</b>
6	Comparison of the submission time of the emailed Production Duty Checklist to the agreed upon time requirements in the Production System Operation Plan. Documented on the daily performance log.	Percent of work shifts where all emails/checklists were submitted on time.	Manual File	93% or Less	94% to 96%	97% or Greater	
7	Comparison of the submission time of the Weekly Water Supply Forecast to the agreed upon time requirements in the Production System Operation Plan. Documented on the weekly performance log.	Percent of Weekly Water Supply Forecasts that were submitted on time.	Manual File	Less than 100%	N/A	100%	
<b>Fleet Compliance</b>							<b>Score</b>
8	Quarterly CHP/BIT Completed	Compare planned CHP/BIT schedule for fleet to actual results. Should be completed at 100%	Manual Files	Less than 100%	N/A	100%	
9	Annual SMOG Testing	Compare planned SMOG Checks schedule for fleet to actual results. Should be completed at 100%.	Manual Files	Less than 100%	N/A	100%	
10	Annual Opacity Testing	Compare planned Opacity Testing schedule for fleet to actual results. Should be completed at 100%.	Manual Files	Less than 100%	N/A	100%	
<b>Review of Compliance Documentation</b>							<b>Score</b>
11	Review of Regulatory Compliance Reports. Auditor to randomly select and confirm three (3) reports have been completed and submitted to appropriate regulatory agencies.	Three (3) randomly selected reports completed and submitted on time at 100%.	Manual Files	Less than 100%	N/A	100%	
<b>Action Plan Compliance</b>							<b>Score</b>
12	Review of all action plans associated with the Root Cause Analysis. Confirm that an action plan exists and that progress is being made towards completion.	Percent of <u>resolved</u> actions for all plans and confirmed by signature of Department Manager and General Manager.	Electronic Document	79% or Less	80% to 89%	90% or Greater	
13	Review of all action plans associated with the Annual Water Operations Audit. Confirm that an action plan exists and that progress is being made towards completion.	Percent of resolved actions for all plans and confirmed by signature of Department Manager and General Manager.	Electronic Document	79% or Less	80% to 89%	90% or Greater	NA
<b>Continuous Improvement</b>							<b>Score</b>
14	Review of the overall score from the previous audit year.	Measure of overall department performance compared to the previous audit year.	Previous year's Performance Audit	5% or Less	-4% to +4%	5% and Greater OR Maintained Gold	NA
<b>Overall Performance Scale</b>				59% or Less	60%-89%	90%-100%	
<b>Overall Performance Score</b>							<b>0%</b>



# Performance Audit Engineering

No	Performance Indicator	Definition	Source				
<b>Verify Accurate Reporting of Work</b>							<b>Score</b>
1	Work Reporting Accuracy	Percent of accurate work reporting and entry. Points of focus includes as applicable: Activity Number, Project Number, Employee Name, Labor Hours, Equipment Hours, Parts/Materials, and Work Quantity.	CMMS	89% or Less	90% to 94%	95% or Greater	
<b>Management Process</b>							<b>Score</b>
2	Two Week Scheduling, Data Entry, & Monthly Status	Percent of compliance with meeting the deadline dates for submitting the 2 week schedule, work reporting data entry, and holding the monthly work status meeting	Electronic Files	89% or Less	90% to 94%	Greater than 95%	
<b>Engineering Projects</b>							
3	Project Hours	Percent of labor hours directly associated with Capital and Expense Projects compared to available hours less leave.	CMMS	69% or Less	70% to 79%	80% or Greater	
4	Construction Inspections	Percent of construction inspections performed within 3 business days of request. Documentation of inspection request and actual occurrence	Manual Files & CMMS	89% or Less	90% to 94%	95% to 100%	
5	Contract Management	Cost of construction contract change orders in Capital Program projects to less than 5% of the total value of open construction contracts	Financial System	10% or Greater	9% to 6%	5% or Less	
6	Efficiency of Plan Check	Percent of plans reviewed within 15 business days	Manual Files	89% or Less	90% to 94%	95% to 100%	
7	Efficiency of Contract Award for Construction or Professional Services	Average time from Committee/Board approval to securing contract signature	Records	46 Days or Greater	45 to 31 Days	30 Days or Less	
8	Project Management	Projects less than \$400,000: Labor/Construction Management Cost as a percent of the total project cost	Financial System	30% or Greater	29% to 16%	15% or Less	
9	Project Management	Projects greater than \$400,000: Labor/Construction Management Cost as a percent of the total project cost	Financial System	20% or Greater	19% to 11%	10% or Less	
10	File completed projects in a timely manner; within three months of project close out.	Length of time that projects are filed with Financial Services to begin formal project closing process. Confirm dates on the Project Closeout Checklist.	Manual Files	120 Days or Greater	119 to 90 Days	89 Days or Less	
<b>Action Plan Compliance</b>							<b>Score</b>
11	Review of all action plans associated with the Annual Engineering Performance Audit. Confirm that an action plan exists and that progress is being made towards completion.	Percent of resolved actions for all plans and confirmed by signature of Department Manager and General Manager.	Electronic Files	79% or Less	80% to 89%	90% or Greater	<b>NA</b>
<b>Continuous Improvement</b>							<b>Score</b>
12	Review of the overall score from the previous audit year.	Measure percent change of overall department performance score compared to the previous audit year.	Previous year's Performance Audit	-5% or Lower	-4% to +4%	5% and Greater OR Maintained Gold Status	<b>NA</b>
<b>Overall Performance Scale</b>							
<b>Overall Performance Score</b>							<b>0%</b>



# Performance Audit Customer Services

No	Performance Indicator	Definition	Source				
<b>Work Performance</b>							<b>Score</b>
1	Results from the Key Performance Indicators for the Fiscal Year.	The KPI's are scored 3 points for an ADP that is higher than planned range; 2 points for within planned range; and 1 point for lower than planned range.	CMMS	Lower than Planned Range	Within Planned Range	Higher than Planned Range	
<b>Verify Accurate Reporting of Work</b>							<b>Score</b>
2	Work Reporting Accuracy	Percent of accurate work reporting and entry	CMMS	89% or Less	90% to 94%	95% or Greater	
<b>Management Process</b>							<b>Score</b>
3	Two Week Scheduling, Data Entry, & Monthly Status	Percent of compliance with meeting the deadline dates for submitting the 2 week schedule, work reporting data entry, and holding the monthly work status meeting	Electronic Document	89% or Less	90% to 94%	Greater than 95%	
<b>Customer Satisfaction</b>							<b>Score</b>
4	Overall result of the annual Customer Service Audit	Overall Key Performance Indicator Score	Elite Customer Service Audit	71% or Less	72% to 89%	90% or Greater	
<b>Action Plan Compliance</b>							<b>Score</b>
5	Review of all action plans associated with the Annual Customer Services Performance Audit. Confirm that an action plan exists and that progress is being made towards completion.	Percent of <u>resolved</u> actions for all plans	Electronic Document	79% or Less	80% to 89%	90% or Greater	NA
<b>Continuous Improvement</b>							<b>Score</b>
6	Review of the overall score from the previous audit year.	Measure percent change of overall department performance score compared to the previous audit year.	Previous year's Performance Audit	-5% or Lower	-4% to +4%	5% and Greater OR Maintained Gold Status	NA
<b>Overall Performance Scale</b>				59% or Less	60%-89%	90%-100%	
<b>Overall Performance Score</b>							<b>0%</b>



# Performance Audit Financial Services

No	Performance Indicator	Definition	Source	Lower than Planned Range	Within Planned Range	Higher than Planned Range	Score
<b>Work Performance</b>							<b>Score</b>
1	Results from the 5 Key Performance Indicators for the Fiscal Year	The KPI's are scored 3 points for an UPH that is lower than planned range; 2 points for within planned range; and 1 point for higher than planned range.	CMMS	Lower than Planned Range	Within Planned Range	Higher than Planned Range	
<b>Verify Accurate Reporting of Work</b>							<b>Score</b>
2	Work Reporting Accuracy	Percent of accurate work reporting and entry. Points of focus includes as applicable: Activity Number, Project Number, Employee Name, Labor Hours, Equipment Hours, Parts/Materials, and Work Quantity.	CMMS	89% or Less	90% to 94%	95% or Greater	
<b>Management Process</b>							<b>Score</b>
3	Two Week Scheduling, Data Entry, & Monthly Status	Percent of compliance with meeting the deadline dates for submitting the 2 week schedule, work reporting data entry, and holding the monthly work status meeting	Electronic Document	89% or Less	90% to 94%	Greater than 95%	
<b>Review of Financial System</b>							<b>Score</b>
4	Verification of New Accounts	Verify documentation and approval of new accounts. Identify accounts within the Chart of Accounts that were established with corresponding documentation for the fiscal year	Change of Account Log book and signed request form. Financial System	89% or Less	90% to 99%	100%	
<b>Monthly Close</b>							<b>Score</b>
5	Monthly Close Documentation	Verify the signed monthly close checklist for Projects and Expense Accounts and corresponding financial statements	Monthly Close Checklist and Financial Statements	Less than 100%	N/A	100%	
<b>Financial Investments</b>							<b>Score</b>
6	Investment Performance (PARS/OPEB Trust)	Rate of Return on Investments (Pension Trust & OPEB Trust). Performance tied to S&P 500 for the fiscal year timeframe.	Treasury Status Report on Investments	Less than 90% of Rate of Return	+/- 10% of S&P 500 Rate of Return	Greater than 110% of Rate of Return	
7	Investment Performance (Other Investments)	Rate of Return on Investments (Other Investments). Performance tied to LAIF for the fiscal year timeframe.	Treasury Status Report on Investments	Less than 90% of Rate of Return	+/- 10% of LAIF Rate of Return	Greater than 110% of Rate of Return	
8	Cash on Hand	The amount of cash on hand. Measured at the end of the fiscal year. Adjusted for any Board approved actions.	Fourth Quarter Financial Update Report	Less than 95% of Budgeted Cash on Hand	+/- 5% of Budgeted Amount Cash on Hand	Greater than 105% of Budgeted Cash on Hand	
9	Days Cash	The number of days Mesa Water® can fully operate with no revenue. Measured at the end of the fiscal year. Adjusted for any Board approved actions.	Fourth Quarter Financial Update Report	Less than 95% of Budgeted Days	+/- 5% of Budgeted Days Cash	Greater than 105% of Budgeted Days	
10	Debt Coverage Ratio	Ratio of cash available for debt servicing to interest, principal and lease payments. Measured at the end of the fiscal year. Adjusted for any Board approved actions.	Fourth Quarter Financial Update Report	Less than 95% of Debt Ratio	+/- 5% of Board Approved Debt Ratio	Greater than 105% of Debt Ratio	
<b>Action Plan Compliance</b>							<b>Score</b>
11	Review of all action plans associated with the Annual Financial Services Performance Audit. Confirm that an action plan exists and that progress is being made towards completion.	Percent of <u>resolved</u> actions for all plans	Electronic Document	79% or Less	80% to 89%	90% or Greater	NA
<b>Continuous Improvement</b>							<b>Score</b>
12	Review of the overall score from the previous audit year.	Measure percent change of overall department performance score compared to the previous audit year.	Previous year's Performance Audit	-5% or Lower	-4% to +4%	5% and Greater OR Maintained Gold Status	NA
<b>Overall Performance Scale</b>				59% or Less	60%-89%	90%-100%	
<b>Overall Performance Score</b>							0%



## Performance Metrics Public Affairs

No	Performance Indicator	Definition	Source				
<b>Public Awareness</b>							<b>Score</b>
1	Mesa Water® Brand Identity	Percent of respondents who correctly identify Mesa Water® as their water provider (unaided awareness)	Annual Customer Opinion Survey	39% or Less	40% to 70%	71% or Greater	
2	Mesa Water® Brand Recognition	Percent of respondents who have an overall awareness of Mesa Water® (unaided awareness + aided awareness)	Annual Customer Opinion Survey	69% or Less	70% to 89%	90% or Greater	
<b>Communication</b>							<b>Score</b>
3	Communication Efforts	Percent of respondents who are <u>very satisfied</u> with Mesa Water®'s efforts to communicate with customers	Annual Customer Opinion Survey	69% or Less	70% to 89%	90% or Greater	
<b>Product Satisfaction</b>							<b>Score</b>
4	Good Tasting Water	Percent of respondents who believe that Mesa Water provides water that tastes good.	Annual Customer Opinion Survey	79% or Less	80% to 94%	95% or Greater	
<b>Action Plan Compliance</b>							<b>Score</b>
5	Review of all action plans associated with the Annual Public Affairs Performance Audit. Confirm that an action plan exists and that progress is being made towards completion.	Percent of <u>resolved</u> actions for all plans	Electronic Document	79% or Less	80% to 89%	90% or Greater	NA
<b>Continuous Improvement</b>							<b>Score</b>
6	Review of the overall score from the previous audit year.	Measure percent change of overall department performance score compared to the previous audit year.	Previous year's Performance Audit	-5% or Lower	-4% to +4%	5% and Greater OR Maintained Gold Status	NA
<b>Overall Performance Scale</b>					59% or Less	60%-89%	90%-100%
<b>Overall Performance Score</b>							<b>0%</b>



## Performance Audit Administrative Services

No	Performance Indicator	Definition	Source	Lower than Planned Range	Within Planned Range	Higher than Planned Range	Score
<b>Work Performance</b>							<b>Score</b>
1	Results from the 3 Key Performance Indicators for the Fiscal Year.	The KPI's are scored 3 points for an HPU that is lower than planned range; 2 points for within planned range; and 1 point for higher than planned range.	CMMS	Lower than Planned Range	Within Planned Range	Higher than Planned Range	
<b>Verify Accurate Reporting of Work</b>							<b>Score</b>
2	Work Reporting Accuracy	Percent of accurate work reporting and entry	CMMS	89% or Less	90% to 94%	95% or Greater	
<b>Management Process</b>							<b>Score</b>
3	Two Week Scheduling, Data Entry, & Monthly Status	Percent of compliance with meeting the deadline dates for submitting the 2 week schedule, work reporting data entry, and holding the monthly work status meeting	Electronic Document	89% or Less	90% to 94%	Greater than 95%	
<b>Transparency</b>							<b>Score</b>
4	Board and Committee Meeting Minutes	Publish Draft Minutes within 45 days of the each Board and Committee Meeting	Website Report	99% or Less	N/A	100%	
5	Website Transparency	Verify and affirm that select items are posted on the Mesa Water® website and are current	Website Report	99% or Less	N/A	100%	
<b>Open Meeting Compliance</b>							<b>Score</b>
6	Board and Committee Packets	Post to website all Board and Committee Packets within 72 hours of regular meeting or 24 hours for a special meeting	Website Report	99% or Less	N/A	100%	
7	Public Records Requests Compliance	Response to all public records requests within 10 days of receipt of request	Manual Files	99% or Less	N/A	100%	
<b>Action Plan Compliance</b>							<b>Score</b>
8	Review of all action plans associated with the Annual Administrative Services Performance Audit. Confirm that an action plan exists and that progress is being made towards completion.	Percent of <u>resolved</u> actions for all plans	Electronic Document	79% or Less	80% to 89%	90% or Greater	NA
<b>Continuous Improvement</b>							<b>Score</b>
9	Review of the overall score from the previous audit year.	Measure percent change of overall department performance score compared to the previous audit year.	Previous year's Performance Audit	-5% or Lower	-4% to +4%	5% and Greater OR Maintained Gold Status	NA
<b>Overall Performance Scale</b>				59% or Less	60%-89%	90%-100%	
<b>Overall Performance Score</b>							0%



# Performance Audit Human Resources

No	Performance Indicator	Definition	Data Source				
<b>Employee Development</b>							<b>Score</b>
1	Professional Development Participation	Percentage of Employees participating in Tuition/Education/Certification Reimbursement Programs divided by the number of employees eligible	Electronic Document	9% or Less	10% to 15%	16% or Greater	
2	Time To Fill	The amount of time that it takes to fill a vacant position. Average number of business days elapsed between requisition date and offer acceptance	NeoGov	91 Days or Greater	90 - 80 Days	79 Days or Less	
<b>Employee Recruitment</b>							<b>Score</b>
3	Job Offer Ratio	Percent of offers accepted to offers made	NeoGov	69% or Less	70% to 74%	75% or Greater	
4	Temporary Staff Utilization	Average duration of time using temporary staff	Human Resource Information System	181 Days or Greater	180 - 91 Days	90 Days or Less	
<b>Employee Retention</b>							<b>Score</b>
5	Turnover Rate	Monitoring employee voluntary and involuntary movement out of the organization	Human Resource Information System	9% or Greater	8% to 4%	3% or Less	
<b>Employee Engagement</b>							<b>Score</b>
6	Annual Employee Performance Evaluations	All employees receive their annual review by September 30	Human Resource Information System	94% or Less	95% to 99%	100%	
7	Annual Employee Engagement Survey	Overall Mesa Water® score from the 12 Question Gallup Poll measuring the work environment.	Gallop Poll Report	Below 33rd Percentile	33rd - 66th Percential	66th Percentile or Greater	
<b>Health &amp; Benefits</b>							<b>Score</b>
8	Experience Modification Rate	Insurance driven metric used to represent a business prior workers comp claims and potential for future injuries	ACWA-JPIA Worker's Comp Program Renewal Notification	1.00 or Greater	0.99 to 0.80	0.79 or Less	
<b>Action Plan Compliance</b>							<b>Score</b>
9	Review of all action plans associated with the Annual Human Resources Performance Audit. Confirm that an action plan exists and that progress is being made towards completion.	Percent of <u>resolved</u> actions for all plans	Electronic Document	79% or Less	80% to 89%	90% or Greater	<b>NA</b>
<b>Continuous Improvement</b>							<b>Score</b>
10	Review of the overall score from the previous audit year.	Measure percent change of overall department performance score compared to the previous audit year.	Previous year's Performance Audit	-5% or Lower	-4% to +4%	5% and Greater OR Maintained Gold Status	<b>NA</b>
<b>Overall Performance Scale</b>				59% or Less	60%-89%	90%-100%	
<b>Overall Performance Score</b>							<b>0%</b>



*Dedicated to  
Satisfying our Community's  
Water Needs*

## MEMORANDUM

TO: Board of Directors  
FROM: Denise Garcia, Administrative Services Manager  
DATE: January 14, 2021  
SUBJECT: Public Hearing: Directors Compensation and Expense Reimbursement

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### RECOMMENDATION

- a. Conduct public hearing;
- b. Review and discuss Ordinance No. 30; and
- c. Adopt Ordinance No. 30 – Directors Compensation and Expense Reimbursement.

### STRATEGIC PLAN

- Goal #1: Provide a safe, abundant, and reliable water supply.  
Goal #2: Practice perpetual infrastructure renewal and improvement.  
Goal #3: Be financially responsible and transparent.  
Goal #4: Increase public awareness about Mesa Water® and about water.  
Goal #5: Attract and retain skilled employees.  
Goal #6: Provide outstanding customer service.  
Goal #7: Actively participate in regional water issues.

### PRIOR BOARD ACTION/DISCUSSION

At its February 14, 2019 meeting, the Board of Directors (Board) adopted Ordinance No. 29 – Directors Compensation and Expense Reimbursement Superseding Ordinance No. 28, setting the rate in Section 1 to \$291 effective July 1, 2019 and adopting all proposed changes.

At its March 12, 2020 meeting, the Board directed staff to schedule a public hearing for the April 9, 2020 Board meeting to address Directors compensation and expense reimbursement.

Prior to the April 9, 2020 public hearing, this item was deferred at the request of the Board President.

At its December 10, 2020 meeting, the Board directed staff to schedule a public hearing for the January 14, 2021 Board meeting to address Directors Compensation and Expense Reimbursement.

### BACKGROUND

At the October 31, 2008 Board workshop, the Board directed staff to prepare an ordinance increasing Directors' fees concurrent with the District's budget cycle, thus changing from a calendar year to a fiscal year.

In addition, a public hearing must be held prior to the Board taking action to increase Directors compensation. Prior to the date of the public hearing, Mesa Water is required to place an advertisement once a week for two weeks, each published with at least five days intervening between publication dates, in a local newspaper announcing the public hearing. If the Board



approves the ordinance, a minimum of sixty days must elapse prior to the increase becoming effective.

### DISCUSSION

The current Directors compensation amount of \$291 per meeting was approved February 14, 2019 and effective July 1, 2019. The Board reviews the topic of Directors compensation annually.

Staff placed legal advertisements announcing the public hearing in the Daily Pilot on Thursday, December 31, 2020 and Thursday, January 7, 2021. The same notice was posted on the District's website and kiosk; and at the City of Costa Mesa City Hall.

### LEGAL REVIEW

Mesa Water's Legal Counsel has reviewed the draft ordinance and recommends Board approval.

### FINANCIAL IMPACT

In Fiscal Year 2021, \$1,000 is budgeted for Regulatory Compliance/Permits; \$385 has been spent to date.

Should the Board approve an increase, the Directors compensation increase and the mandatory payroll related Social Security (FICA), Medicare, and Workers' Compensation costs have been accounted for in the Fiscal Year 2021 budget and will be placed in the Fiscal Year 2022 Proposed Budget.

### ATTACHMENTS

Attachment A: Agency Directors Fees Survey

Attachment B: Draft Ordinance No. 30

Attachment C: Ordinance No. 29, Redline

**AGENCY BOARD OF DIRECTORS FEES SURVEY  
(November 2020)**

<b>Agency</b>	<b>Effective Date</b>	<b>Per Diem/Mtg.</b>	<b>Max Mtgs. Per Month</b>
Yorba Linda Water District	January 2003	\$150.00	10
El Toro Water District	March 2018	\$219.00	10
Moulton Niguel Water District	February 2020	\$242.55	10
South Coast Water District	August 2019	\$255.00	10
Santa Margarita Water District	November 2019	\$270.00	10
Mesa Water District	July 2019	\$291.00	10
Irvine Ranch Water District	January 2020	\$300.00	10
Orange County Water District <sup>1</sup>	March 2019	\$300.00	10
Municipal Water District of OC <sup>1</sup>	January 2020	\$327.43	10
Costa Mesa Sanitary District	July 2015	\$295.00	6
Newport Mesa Unified School District	School Year	\$470.11	Per Month
City of Costa Mesa - City Council	April 2009	\$904.40	Per Month

<sup>1</sup> Compensation automatically increases each year unless suspended.

## ORDINANCE NO. 30

### ORDINANCE OF THE MESA WATER DISTRICT BOARD OF DIRECTORS REGARDING DIRECTORS COMPENSATION AND EXPENSE REIMBURSEMENT SUPERSEDING ORDINANCE NO. 29

WHEREAS, Mesa Water District (Mesa Water) is a county water district organized and operating pursuant to the provisions of the laws of the State of California (State or California); and

WHEREAS, the California Water Code (Water Code) governs compensation of the Mesa Water District Board of Directors (collectively, the "Board" and individually, a "Director") for each day of service rendered as a Director by request of the Board, together with any expenses incurred in the performance of his or her duties required or authorized by the Board; and

WHEREAS, the Board of Directors has previously adopted Ordinance No. 29 regarding compensation for Directors attendance at Board meetings, days of service at committee meetings, attendance at conferences, seminars, and other water related agencies' meetings and other activities, as specified by action of the Board, and the Board desires to supersede Ordinance No. 29 by adoption of this Ordinance, including the provisions hereof; and

WHEREAS, notice of the consideration of this Ordinance, and the proposed Director compensation changes set forth herein, has been provided consistent with the applicable requirements of California law; and

WHEREAS, it is the further desire of the Board to provide for reimbursement to Directors for expenses incurred in the performance of his or her duties as required or authorized by the Board.

NOW, THEREFORE, BE IT ORDAINED BY THE BOARD OF DIRECTORS OF MESA WATER DISTRICT AS FOLLOWS:

#### **Section 1: Board of Directors Meetings; Days of Service:**

- (a) Effective sixty (60) days after the adoption of this Ordinance No. 30, March 15, 2020, the compensation paid to Directors shall be Three Hundred and Five Dollars (\$305.00) per day for each day's attendance at Board meetings, or for each day's service rendered as a Director by request of, or with the authorization of, the Board as further set forth herein.



- (b) Effective as of July 1, 2021, the compensation paid to Directors shall be Three Hundred and Twenty Dollars (\$320.00) per day for each day's attendance at Board meetings, or for each day's service rendered as a Director by request of, or with the authorization of, the Board as further set forth herein.

**Section 2: Meetings/Activities that Constitute Days of Service for the Purpose of Section 1:** The following meetings and activities shall constitute a day of service for purposes of Section 1 of this Ordinance:

- (a) Committee and Other Agency Meetings: Committee meetings for those Directors assigned, or attending, as applicable, shall include the following:
  - (i). Engineering & Operations Committee;
  - (ii). Executive Committee;
  - (iii). Finance Committee;
  - (iv). Legislative and Public Affairs Committee;
  - (v). Other public agency meetings (including regular, adjourned regular and special meetings of the governing bodies of such public agencies as shall be designated and/or authorized by the Board from time to time); and
  - (vi). Other Mesa Water committees, including, but not limited to, *ad hoc* committees, as the Board shall designate by Board action from time to time.
- (b) Teleconferencing: Participation at any public agency meeting that is covered under Section 2(a) by teleconference, or equivalent means, shall be considered as a day of service for the purpose of this Ordinance.
- (c) Conferences and Seminars: Attendance at authorized conferences or seminars as assigned, designated and/or authorized by action of the Board.
- (d) Meetings with Agencies, Organizations, and/or Representatives Concerning or Relating to Water, Governmental or Environmental Matters or Issues: Meetings by Director(s) of or with agencies or organizations, and/or representatives of such, in or related to the public water industry or governmental or environmental matters or issues to discuss, review, and/or receive information relating to Mesa Water, Mesa Water's business or operations, governmental or environmental matters or issues and/or water industry standards, operations, policy matters and/or fiscal issues.

- (e) Other Activities Approved by Action(s) of the Board: Activities by Director(s) other than as described in Sections 2 (a), (b), (c), or (d) above, as authorized by action(s) of the Board in advance of such activity(ies).

**Section 3:**     **Limitations:**

- (a) Maximum Number of Meetings/Days: The fee paid to the Directors shall be made for no more than one meeting per each day of service, and the maximum number of days for which any Director may receive compensation under Sections 1 or 2 hereof, in any calendar month shall be ten (10).
- (b) No Duplicate Compensation: Notwithstanding the foregoing provisions of Sections 1 or 2, any Director that receives compensation from any other entity for attendance and/or participation of any meeting(s), conference(s), seminar(s) or other activity(ies) set out in Sections 1 or 2 shall not be compensated by Mesa Water.

**Section 4:**     **Director Reimbursement(s)**: In addition to the compensation described in Section 1, and subject to applicable California law, Directors expenses shall be reimbursed if they are reasonable and necessary to conduct Mesa Water’s business pursuant to provisions of the Mesa Water Director reimbursement policy(ies) as adopted by the Board, as are in effect on the date the expense is incurred.

**Section 5:**     **Authorization (Statutory Requirements)**: This Ordinance is adopted pursuant to Water Code Sections 20203 and 30523. To the extent required by law, this Ordinance shall satisfy the requirements of Water Code Sections 20201 and 20202 and California Government Code Section 53232.1.

**Section 6:**     **Effective Date**: This Ordinance No. 30 shall take effect upon adoption hereof, subject to the provisions of Section 1 hereof (Effective Date).

**Section 7:**     **Superseding Prior Ordinance**: This Ordinance No. 30 shall supersede Ordinance No. 29 upon the Effective Date hereof, subject to the provisions of Section 1 hereof.

PASSED AND APPROVED at the regular meeting of the Board of Directors held on the 14<sup>th</sup> day of January 2021, and adopted by the following roll call vote:

AYES: DIRECTORS:  
NOES: DIRECTORS:  
ABSENT: DIRECTORS:  
ABSTAIN: DIRECTORS:

ATTEST:

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Marice H. DePasquale  
President, Board of Directors

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Denise Garcia  
District Secretary

DRAFT

**ORDINANCE NO. 2930**

**ORDINANCE OF THE  
MESA WATER DISTRICT BOARD OF DIRECTORS  
REGARDING DIRECTORS COMPENSATION  
AND EXPENSE REIMBURSEMENT  
SUPERSEDING ORDINANCE NO. 2829**

WHEREAS, Mesa Water District (“Mesa Water”<sup>®</sup>) is a county water district organized and operating pursuant to the provisions of the laws of the State of California (“State” or “California”) law; and

WHEREAS, the California Water Code (“Water Code”) governs compensation of the Mesa Water District Board of Directors (collectively, the “Board” and individually, a “Director”) for each day of service rendered as a Director by request of the Board, together with any expenses incurred in the performance of his or her duties required or authorized by the Board; and

WHEREAS, the Board of Directors has previously adopted Ordinance No. 28-29 regarding compensation for Directors attendance at Board meetings, days of service at committee meetings, attendance at conferences, seminars, and other water related agencies’ meetings and other activities, as specified by action of the Board, and the Board desires to supersede Ordinance No. 28-29 by adoption of this Ordinance, including the provisions hereof; and

WHEREAS, notice of the consideration of this Ordinance, and the proposed Director compensation changes set forth herein, has been provided consistent with the applicable requirements of California law; and

WHEREAS, it is the further desire of the Board to provide for reimbursement to Directors for expenses incurred in the performance of his or her duties as required or authorized by the Board.

NOW, THEREFORE, BE IT ORDAINED BY THE BOARD OF DIRECTORS OF MESA WATER DISTRICT AS FOLLOWS:

**Section 1: Board of Directors Meetings; Days of Service:**

- (a) Effective sixty (60) days after the adoption of this Ordinance No. 30, March 15, 2020, the compensation paid to Directors shall be ~~Two Hundred Ninety One Three Hundred and Five Dollars (\$291305.00)~~ per day for each day’s attendance at Board meetings, or for each day’s service rendered as a Director by request of, or with the authorization of, the Board as further set forth herein.

- (b) Effective as of July 1, 2021,- the compensation paid to Directors shall be Three Hundred and Twenty Dollars (\$320.00) per day for each day's attendance at Board meetings, or for each day's service rendered as a Director by request of, or with the authorization of, the Board as further set forth herein.

**Section 2: Meetings/Activities that Constitute Days of Service for the Purpose of Section 1:** The following meetings and activities shall constitute a day of service for purposes of Section 1 of this Ordinance:

- (a) Committee and Other Agency Meetings: Committee meetings for those Directors assigned, or attending, as applicable, shall include the following:
- (i). Engineering & Operations Committee;
  - (ii). Executive Committee;
  - (iii). Finance Committee;
  - (iv). Legislative and Public Affairs Committee;
  - (v). Other public agency meetings (including regular, adjourned regular and special meetings of the governing bodies of such public agencies as shall be designated and/or authorized by the Board from time to time); and
  - (vi). Other Mesa Water committees, including, but not limited to, *ad hoc* committees, as the Board shall designate by Board action from time to time.
- (b) Teleconferencing: Participation at any public agency meeting that is covered under Section 2(a) by teleconference, or equivalent means, shall be considered as a day of service for the purpose of this Ordinance.
- (c) Conferences and Seminars: Attendance at authorized conferences or seminars as assigned, designated and/or authorized by action of the Board.
- (d) Meetings with Agencies, Organizations, and/or Representatives Concerning or Relating to Water, Governmental or Environmental Matters or Issues: Meetings by Director(s) of or with agencies or organizations, and/or representatives of such, in or related to the public water industry or governmental or environmental matters or issues to discuss, review, and/or receive information relating to Mesa Water, Mesa Water's business or operations, governmental or environmental matters or issues and/or water industry standards, operations, policy matters and/or fiscal issues.

- (e) Other Activities Approved by Action(s) of the Board: Activities by Director(s) other than as described in Sections 2 (a), (b), (c), or (d) above, as authorized by action(s) of the Board in advance of such activity(ies).

**Section 3:**     **Limitations:**

- (a) Maximum Number of Meetings/Days: The fee paid to the Directors shall be made for no more than one meeting per each day of service, and the maximum number of days for which any Director may receive compensation under Sections 1 or 2 hereof, in any calendar month shall be ten (10).
- (b) No Duplicate Compensation: Notwithstanding the foregoing provisions of Sections 1 or 2, any Director that receives compensation from any other entity for attendance and/or participation of any meeting(s), conference(s), seminar(s) or other activity(ies) set out in Sections 1 or 2 shall not be compensated by Mesa Water.

**Section 4:**     **Director Reimbursement(s)**: In addition to the compensation described in Section 1, and subject to applicable California law, Directors expenses shall be reimbursed if they are reasonable and necessary to conduct Mesa Water's business pursuant to provisions of the Mesa Water Director reimbursement policy(ies) as adopted by the Board, as are in effect on the date the expense is incurred.

**Section 5:**     **Authorization (Statutory Requirements)**: This Ordinance is adopted pursuant to Water Code Sections ~~2020330523~~ and ~~3052320203~~. To the extent required by law, this Ordinance shall satisfy the requirements of Water Code Sections 20201 and 20202 and California Government Code Section 53232.1.

**Section 6:**     **Effective Date**: This Ordinance No. ~~29-30~~ shall take effect upon adoption hereof, subject to the provisions of Section 1 hereof from and after July 1, 2019(Effective Date).

**Section 7:**     **Superseding Prior Ordinance**: This Ordinance No. ~~29-30~~ shall supersede Ordinance No. ~~28-29~~ upon the Effective Date hereof, subject to the provisions of Section 1 hereof.

PASSED AND APPROVED at the regular meeting of the Board of Directors held on the 14<sup>th</sup> day of ~~February 2019~~ January 2021, and adopted by the following roll call vote:

AYES: DIRECTORS:  
NOES: DIRECTORS:  
ABSENT: DIRECTORS:  
ABSTAIN: DIRECTORS:

ATTEST:

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~~Shawn Dewane~~ Marice H. DePasquale  
President, Board of Directors

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Denise Garcia  
District Secretary

DRAFT

**REPORTS:**

12. REPORT OF THE GENERAL MANAGER:
  - December Key Indicators Report
  - Other (no enclosure)



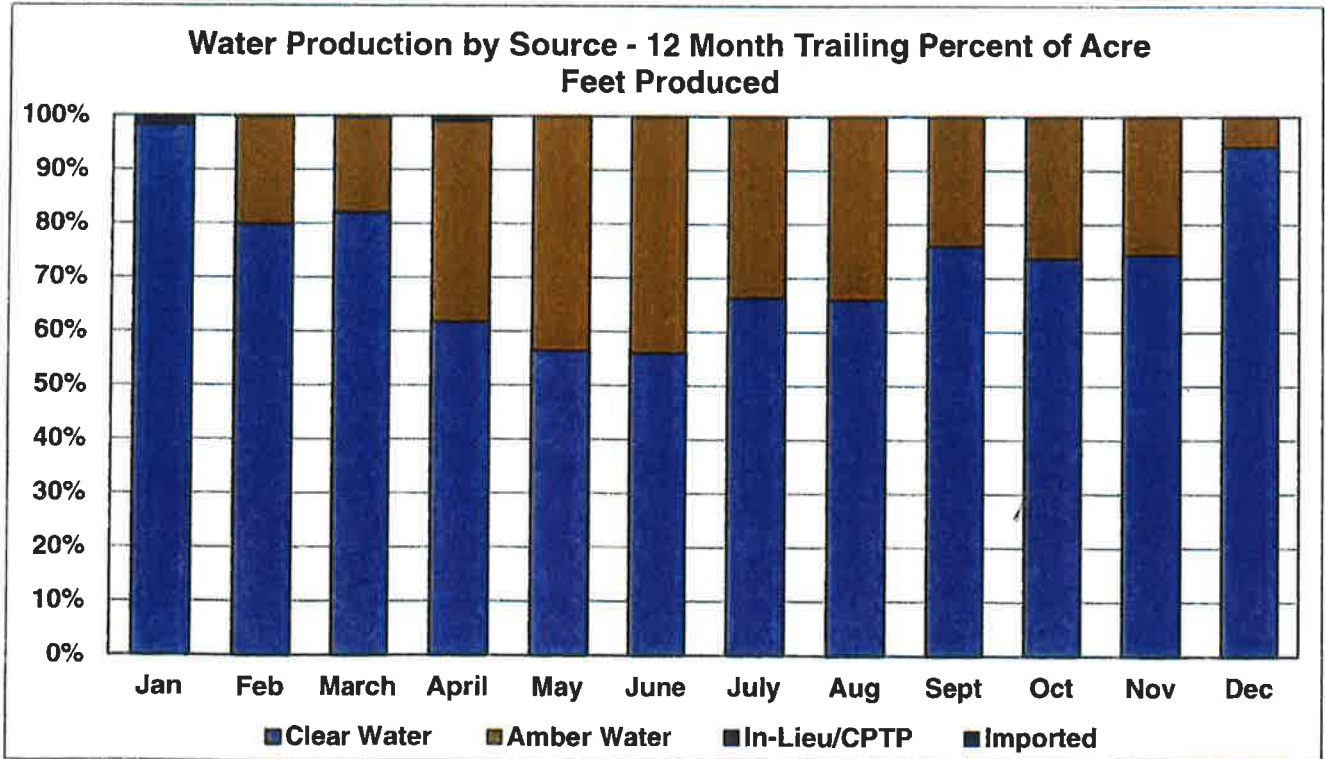
**Monthly Key Indicators Report  
For The Month of December 2020**

***Goal #1: Provide a safe, abundant, and reliable water supply***

**FY 2021 Potable Production (Acre Feet)**

<b>Water Supply Source</b>	<b>FY 2021 YTD Actual (AF)</b>	<b>FY 2021 YTD Budget (AF)</b>	<b>FY 2021 Annual Budget (AF)</b>
<b>Clear Water</b>	6,540	6,362	12,160
<b>Amber Water (MWRf)</b>	2,267	1,935	3,636
<b>Imported</b>	0	0	0
<b>Basin Management Water</b>	0	0	0
<b>Total Production</b>	8,806	8,297	15,796

YTD actual water production (AF) through December 31, 2020



**Monthly Key Indicators Report  
For The Month of December 2020**

**Goal #1: Provide a safe, abundant, and reliable water supply**

**FY21 System Water Quality – This data reflects samples taken in November**

<b>Distribution System:</b>	<b>Average</b>	<b>Range</b>	<b>MCL</b>
Chlorine Residual (mg/L) <i>Compliance</i>	1.92	0.54 – 2.64 <b>Current RAA = 1.70</b>	4 RAA
Coliform Positive % <i>Compliance</i>	0	0	5
Temperature (° F)	74	65 – 79	None

<b>Reservoir I &amp; II:</b>	<b>Average</b>	<b>Range</b>	<b>MCL</b>
Chlorine Residual (mg/L)	1.06	0.25 – 2.07	None
Monochloramine (mg/L)	1.07	0.22 – 2.02	None
Ammonia (mg/L)	0.23	0.04 - 0.46	None
Temperature (° F)	72	66 – 78	None

<b>Wells (Treated):</b>	<b>Average</b>	<b>Range</b>	<b>MCL</b>
Chlorine Residual (mg/L)	2.66	2.22 – 2.34	None
Monochloramine (mg/L)	2.66	2.25 – 3.20	None
Ammonia (mg/L)	0.67	0.49 – 0.68	None
Temperature (° F)	71	67 – 78	None

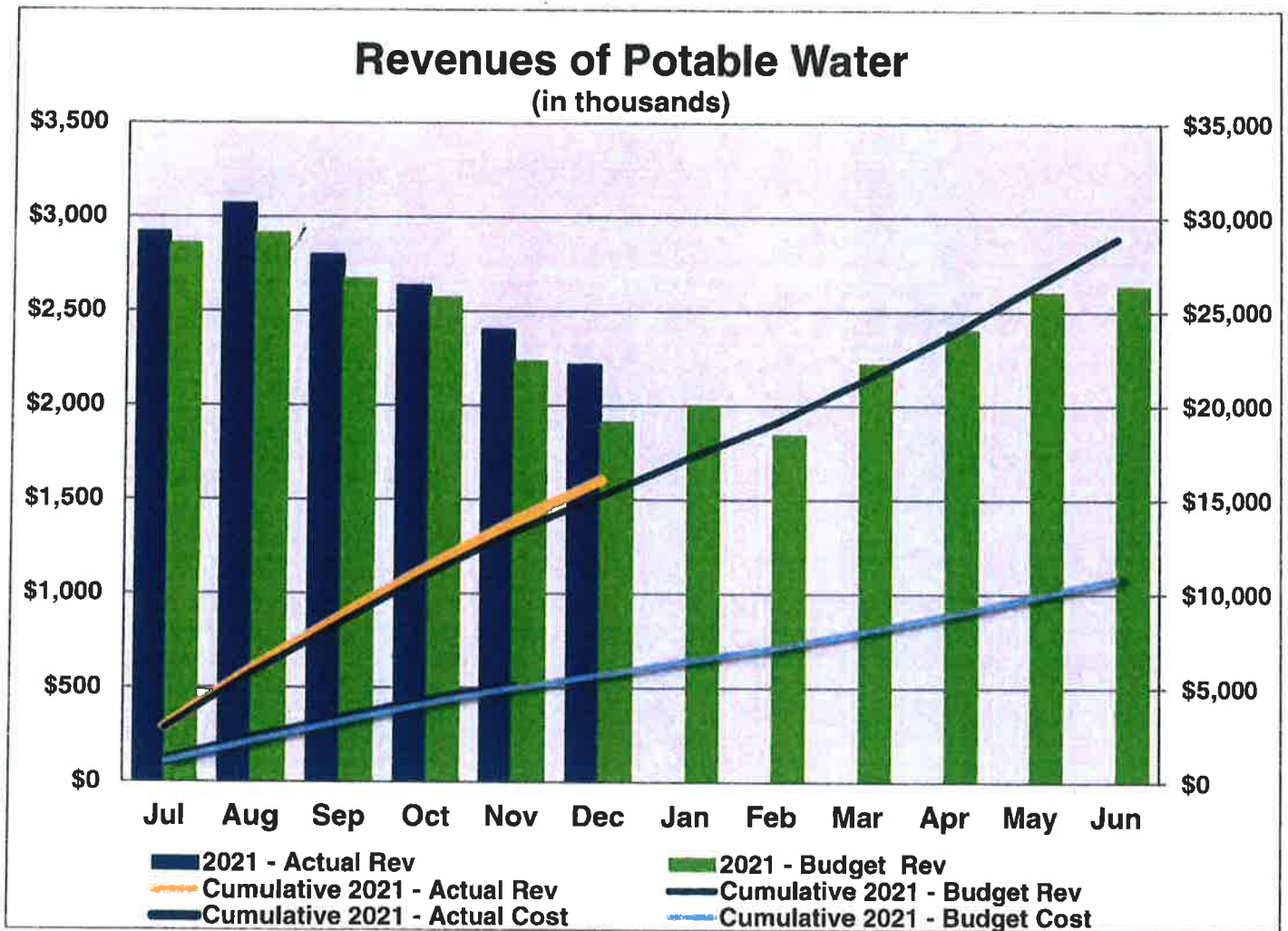
<b>MWRF:</b>	<b>Average</b>	<b>Range</b>	<b>MCL</b>
Chlorine Residual (mg/L)	2.32	1.86 – 2.96	None
Monochloramine (mg/L)	2.38	1.87 – 3.03	None
Ammonia (mg/L)	0.49	0.41 – 0.57	None
Temperature (° F)	78	73 – 80	None
Color (CU) <i>Compliance</i>	ND	ND	15
Odor (TON) <i>Compliance</i>	ND	ND	3

**Water Quality Calls/Investigations:**

Total Calls	6
Total Investigations (from calls)	2

**Monthly Key Indicators Report  
For The Month of December 2020**

**Goal #2: Practice perpetual infrastructure renewal and improvement**



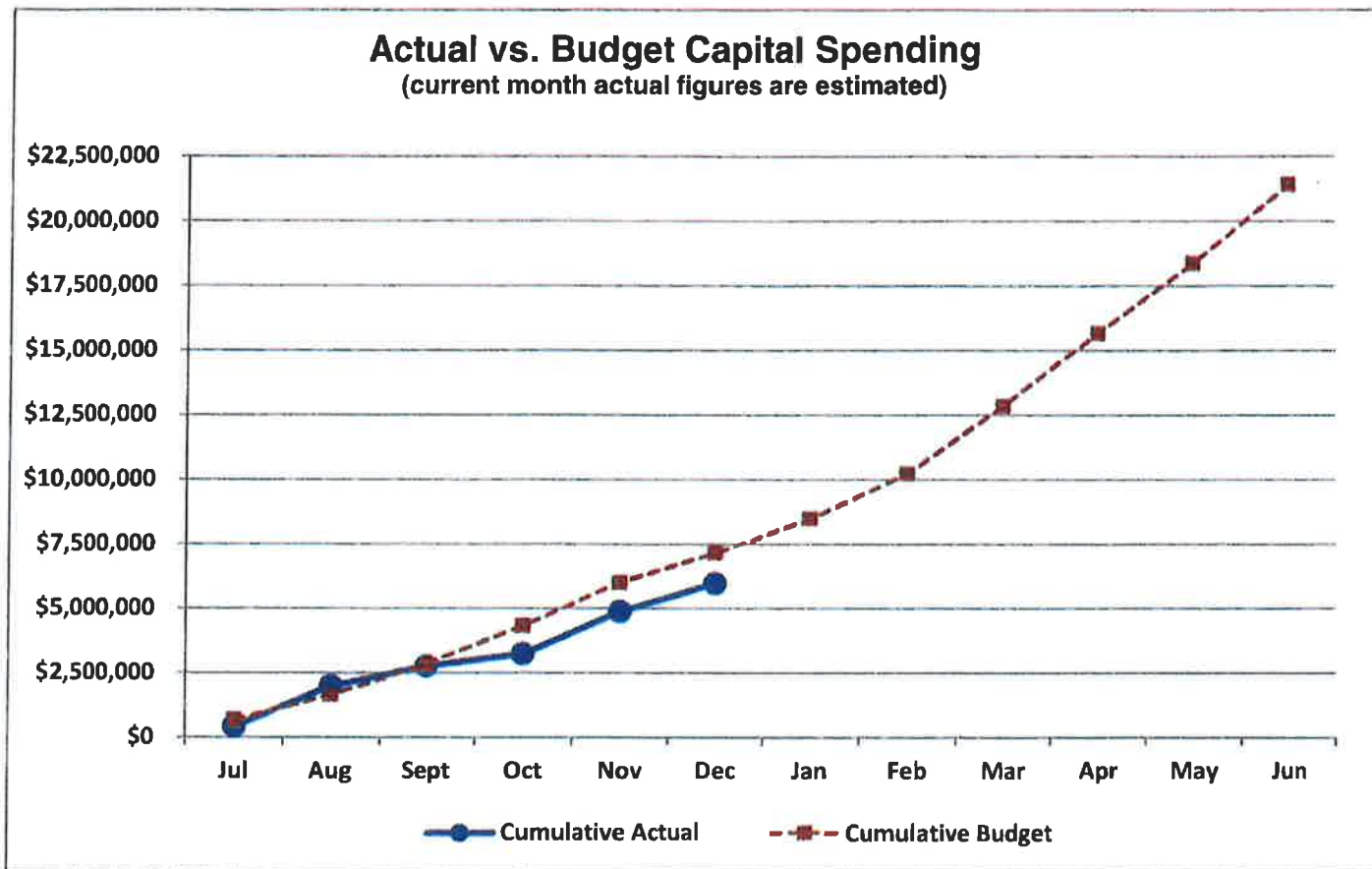
	Actual	Budget	Favorable (Unfavorable)	
			Difference	%
Total YTD Revenue \$	16,040,525	15,177,595	862,930	5.69%

	Actual	Budget	UnFavorable (Favorable)	
			Difference	%
Total YTD Cost \$ *	5,053,651	4,970,045	83,606	1.68%

\* YTD Cost is trailing YTD Revenue by one month due to the timing of when costs are available.

Monthly Key Indicators Report  
For The Month of Demember 2020

**Goal #3: Be financially responsible and transparent**



**Monthly Key Indicators Report  
For The Month of December 2020**

***Goal #4: Increase public awareness about Mesa Water® and about water***

**Web Site Information**

<b>Web Site Information</b>	<b>November 2020</b>	<b>December 2020</b>
Visits to the web site	10286	10074
Unique visitors (First time to the site)	8304	8163
Average per day	343	325
Average visit length	40 seconds	44 seconds
Page visited most	Home	Press Releases
Second most visited page	Press Releases	Home Page
Third most visited page	Online Bill Pay	Online Bill Pay
Fourth most visited page	Election Information	Human Resources
Fifth most visited page	Human Resources	Rates and Fees
Most downloaded file	Salary Ranges by Job Classification & Level	Standard Specifications and Standard Drawings for the Construction of Water Facilities
Second most downloaded file	Standard Specifications and Standard Drawings for the Construction of Water Facilities	2020 Water Quality Report
Most active day of the week	Monday	Tuesday
Least active day of the week	Saturday	Sunday

<b>Total visits since July 1, 2002</b>	<b><u>1,476,851</u></b>
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**Water Vending Machine Information**

<b>Vending Machine Location</b>	<b>Vend Measurement</b>	<b>December 2020 Vends</b>	<b>Totals Vends</b>
Mesa Water Office	1 gal	7,058	472,555

**Monthly Key Indicators Report**  
**For the Month of December 2020**  
**Goal #5: Attract and retain skilled employees**

DEPARTMENT:	FY 2020			COMMENTS:
	BUDGET	FILLED	VACANT	
<b>OFFICE OF THE GENERAL MANAGER:</b>				
General Manager	1.00	1.00	0.00	
Business Administrator	1.00	1.00	0.00	
<b>Subtotal</b>	<b>2.00</b>	<b>2.00</b>	<b>0.00</b>	
<b>ADMINISTRATIVE SERVICES:</b>				
Administrative Services	5.00	5.00	0.00	
<b>Subtotal</b>	<b>5.00</b>	<b>5.00</b>	<b>0.00</b>	
<b>CUSTOMER SERVICES:</b>				
Conservation	1.00	1.00	0.00	
Customer Service	4.00	4.00	0.00	
<b>Subtotal</b>	<b>5.00</b>	<b>5.00</b>	<b>0.00</b>	
<b>ENGINEERING:</b>				
Engineering	5.00	5.00	0.00	
<b>Subtotal</b>	<b>5.00</b>	<b>5.00</b>	<b>0.00</b>	
<b>WATER POLICY:</b>				
Legislative & Governmental Affairs	1.50	1.50		
<b>Subtotal</b>	<b>1.50</b>	<b>1.50</b>	<b>0.00</b>	
<b>FINANCIAL SERVICES:</b>				
Financial Reporting/ Purchasing	4.00	4.00	0.00	
Accounting	1.00	1.00	0.00	
<b>Subtotal</b>	<b>5.00</b>	<b>5.00</b>	<b>0.00</b>	
<b>HUMAN RESOURCES:</b>				
Human Resources	3.00	3.00	0.00	
<b>Subtotal</b>	<b>3.00</b>	<b>3.00</b>	<b>0.00</b>	
<b>PUBLIC AFFAIRS:</b>				
Outreach, Education & Communications	1.50	1.50	0.00	
<b>Subtotal</b>	<b>1.50</b>	<b>1.50</b>	<b>0.00</b>	
<b>WATER OPERATIONS:</b>				
Supervision/Support	7.00	7.00	0.00	
Distribution	10.00	9.00	1.00	Sr. Operator - vacant; recruitment in process.
Field Customer Service	4.00	4.00	0.00	
Production	3.00	2.00	1.00	Sr. Operator - vacant; recruitment in process.
Water Quality	2.00	2.00	0.00	
<b>Subtotal</b>	<b>26.00</b>	<b>24.00</b>	<b>2.00</b>	
<b>* TOTAL BUDGETED POSITIONS:</b>	<b>54.00</b>	<b>52.00</b>	<b>2.00</b>	

**Monthly Key Indicators Report  
For The Month of December 2020**

***Goal #6: Provide outstanding customer service***

**Customer Calls**

<b>Call Type</b>	<b>FY21 YTD</b>	<b>December 2020</b>	<b>YTD Weekly Average</b>
General Billing Question	656	86	24
Service Requests	781	129	29
High Bill	804	135	30
Payments	1008	84	37
Late Fee	95	15	4
Account Maintenance	683	79	25
On-Line Bill Pay	1268	177	47
Water Pressure	24	5	1
No Water	217	42	8
Conservation	92	23	3
Water Waste	31	7	1
Other (District info. other utility info. etc.)	1524	201	56
Rate Increase	55	31	2
Fluoridation	4	1	0
<b>TOTAL CUSTOMER CALLS</b>	<b>7242</b>	<b>1015</b>	<b>268</b>
<b>AVERAGE ANSWER TIME (Seconds)</b>	<b>64</b>	<b>78</b>	<b>64</b>

**Online Bill Pay Customers**

<b>Current Customers Enrolled</b>	<b>FY 2021 YTD</b>	<b>December 2020</b>	<b>YTD Weekly Average</b>
14,471	1494	191	55

**REPORTS:**

13. DIRECTORS' REPORTS AND COMMENTS



**DIRECTORS' REPORTS (AB 1234) PER CA GOVERNMENT  
CODE SECTION 53232.3 (d)**

*In accordance with CA Government Code 53232.3 (d), the following report identifies the meetings for which Mesa Water Directors received expense reimbursement.*

**Jim Atkinson** **Meetings Attended**

Reimbursement Date:	Description, Date
N/A	

**Fred R. Bockmiller, P.E.** **Meetings Attended**

Reimbursement Date:	Description, Date
N/A	

**Marice H. DePasquale** **Meetings Attended**

Reimbursement Date:	Description, Date
N/A	

**Shawn Dewane** **Meetings Attended**

Reimbursement Date:	Description, Date
N/A	

**James R. Fisler** **Meetings Attended**

Reimbursement Date:	Description, Date
N/A	

There are no support materials for this item.