



**MesaWater**  
**DISTRICT**®

**2017 Strategic Plan**

## **Mission Statement**

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

## **Vision**

***To be a top performing public water agency***

## **Strategic Goals**

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

# WATER SUPPLY AND RELIABILITY

## Strategic Goal #1

*Provide a safe, abundant, and reliable water supply.*

**Objective A: Continue to meet and surpass water quality standards.**

- ◆ Meet and surpass primary water quality standards
- ◆ Meet and surpass secondary water quality standards
- ◆ Perform required water quality tests annually
- ◆ Analyze nitrification modeling results and implement recommendations

**Objective B: Maintain and protect a high quality water supply.**

- ◆ Efficiently maintain backflow, cross-connection, and recycled water programs to protect the water system from contamination

**Objective C: Continue to ensure a reliable and abundant supply of water.**

- ◆ Provide a 100 percent local and reliable water supply portfolio
- ◆ Report on our ability to supply 100 percent local water with marginal capacity
- ◆ Initiate design of a new well to provide 115% of demand

**Objective D: Ensure emergency operations.**

- ◆ Conduct regular testing of all backup power and communications systems
- ◆ Evaluate, identify, and implement emergency power plan needs at Operations and Administrative facilities
- ◆ Upgrade EOC equipment and facilities as needed
- ◆ Participate in Regional Emergency Response exercises

Outcome 1: Meet all water quality standards – in both health and aesthetics.

Outcome 2: Drought-proof local water supply in all conditions.

Outcome 3: Maintain the ability to serve 100 percent imported water supply.

# WATER INFRASTRUCTURE

## Strategic Goal #2

### *Practice perpetual infrastructure renewal and improvement.*

#### **Objective A: Manage water infrastructure assets to assure reliability.**

- ◆ Continue Well Rehabilitation and Automation Construction Project
- ◆ Complete and implement an Asset Management Plan
- ◆ Continue actively managing Pipeline Integrity Testing Program
- ◆ Solicit construction bids for OC-44 Pipeline Rehabilitation Project FY 2019 Construction

#### **Objective B: Efficiently manage our water system.**

- ◆ Develop efficient operational protocols for production distribution and water quality systems
- ◆ Fully utilize Mesa Water's Computerized Maintenance Management System (CMMS)
- ◆ Routinely evaluate operational energy and chemical consumption metrics

#### **Objective C: Manage Mesa Water's information technology infrastructure assets to assure reliability.**

- ◆ Implement Business Process Evaluation
- ◆ Implement Information Technology Master Plan

Outcome 1: Orderly infrastructure refurbishment and replacement.

Outcome 2: Fund and execute the 5-year Capital Improvement and Replacement Plan for each fiscal year.

Outcome 3: Train and fully use Mesa Water's CMMS.

Outcome 4: Implement Business Process Evaluation recommendations.

Outcome 5: Achieve world-class water loss status.

Outcome 6: Develop and monitor operational energy and chemical tracking tool in Mesa Water's CMMS.

Outcome 7: Develop standard operating procedures for operations work.

# FINANCIAL RESPONSIBILITY

## Strategic Goal #3

*Be financially responsible and transparent.*

**Objective A: Maintain AAA financial goals and meet the appropriate designated fund level goals.**

- ◆ Report quarterly on AAA goals and designated funds

**Objective B: Maintain competitive rates and efficiency in per capita expenditures.**

- ◆ Evaluate true cost of water to the customer compared to benchmark agencies
- ◆ Administer investment portfolio consistent with policies
- ◆ Support rates that are fair, understandable, and prudent for the District's financial stability and sustainability as a perpetual agency

**Objective C: Fund the Board's and District's priorities.**

- ◆ Prepare a balanced budget that funds Board and District priorities
- ◆ Produce timely and accurate financial reports including Comprehensive Annual Financial Report and State Controller's Report
- ◆ Prepare quarterly financial reports and accurately projected year end results
- ◆ Conduct accurate and timely monthly close accounting

**Objective D: Encompass Financial Responsibility and Transparency.**

- ◆ Provide key financial documents on the website
- ◆ Provide Board and staff total compensation, salary, and benefits structure on the website
- ◆ Provide Board meeting agendas, meeting packets, and meeting minutes on the website
- ◆ Prohibit evergreen contracts
- ◆ Develop and operate Fraud Hotline

Outcome 1: Meet Board's annual targets for cash on hand and days cash ratio.

Outcome 2: Maintain debt service ratio.

Outcome 3: Comprehensive organizational transparency.

# WATER AWARENESS

## Strategic Goal #4

*Increase public awareness about Mesa Water and about water.*

**Objective A: Enhance Mesa Water’s visibility and positive recognition.**

- ◆ Facilitate accolades/awards for and from Mesa Water
- ◆ Improve Mesa Water’s news bureau and social media
- ◆ Establish MesaWater.org analytics

**Objective B: Increase awareness of Mesa Water and water among key audiences.**

- ◆ Manage Mesa Water’s community relations campaign
- ◆ Operate Mesa Water’s water education and ambassador programs
- ◆ Update and implement Mesa Water Speaker’s Bureau
- ◆ Leverage MWRF for outreach opportunities

**Objective C: Unify Mesa Water messaging and publications.**

- ◆ Continue industry relations to promote awareness of District’s name and brand
- ◆ Strengthen Mesa Water’s communications by using consistent look and voice
- ◆ Provide Mesa Water Board and staff with key messages and information

Outcome 1: Create social media benchmark assessment and plan to grow engagement.

Outcome 2: Implement new format for Water Issues Study Group/ambassador program.

Outcome 3: Finalize Crisis Communication Plan and conduct training.

# HUMAN RESOURCES

## Strategic Goal #5

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### *Attract and retain skilled employees.*

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

- ◆ Prepare Annual Employee Turnover Report
- ◆ Negotiate a new Memorandum of Understanding

#### **Objective B: Build employee skills.**

- ◆ Fully train a minimum of two employees in key processes to ensure accountability and sustainability
- ◆ Develop and implement an operational and institutional knowledge transfer plan
- ◆ Provide employee training

#### **Objective C: Enhance employee relations.**

- ◆ Survey and report on employee events
- ◆ Implement Human Resources Information System

#### **Objective D: Provide annual safety program audit.**

Outcome 1: Fully staffed organization.

Outcome 2: Minimize turnover.

Outcome 3: Provide quarterly training report.

# CUSTOMER SERVICE

## Strategic Goal #6

*Provide outstanding customer service.*

**Objective A: Provide outstanding internal and external customer service in a timely, courteous, and effective manner.**

- ◆ Encourage and support colleagues and help others find solutions to problems
- ◆ Speak professionally with a positive tone of voice
- ◆ Resolve issue on first point of contact

**Objective B: Enhance the customer experience.**

- ◆ Update and implement customer service standards
- ◆ Listen carefully to understand the real need of the customer
- ◆ Be empathetic to the customer's situation
- ◆ Respond to all requests promptly and, when information isn't immediately available, provide a timeframe for the resolution

**Objective C: Measure success.**

- ◆ Establish and implement measures of success that ensure continuous improvement
- ◆ Survey customer satisfaction for walk-in and telephone service

**Objective D: Continuous improvement and reinforcement.**

- ◆ Implement reinforcement system for customer service skills and behaviors
- ◆ Use feedback from customers and the internal organization for continuous process improvement

Outcome 1: Answer telephone calls in less than 10 seconds (average).

Outcome 2: Smile and greet customers and colleagues in a warm and friendly manner.

Outcome 3: Train staff on both universal and function specific standards.

Outcome 4: Implement monthly metrics report.

Outcome 5: All staff participates in annual customer service training.

Outcome 6: Recognize and celebrate the good work of employees.



# REGIONAL COMMITMENT

## Strategic Goal #7

### *Actively participate in regional water issues.*

#### **Objective A: Actively engage in regional water issues.**

- ◆ Attend OCWD and MWDOC meetings and engage in regional water issues
- ◆ Update the Board's policy positions and legislative platforms for issues that impact Mesa Water

#### **Objective B: Facilitate Board and staff participation in water, governance utility, community and environmental organizations.**

- ◆ Support current Board and staff participation in organizations such as LAFCO, OCWA, ACWA, WACO, ACWA/JPIA, CalDesal, SAWPA and Groundwater Producers; proactively seek opportunities for additional participation
- ◆ Support Board and staff participation in non-governmental associations, as appropriate

#### **Objective C: Accomplish the Board's Policy Priorities.**

- ◆ Develop the Board's local and regional water policy priorities
- ◆ Work to achieve the Board's local and regional water policy priorities

Outcome 1: External Affairs Plan.

Outcome 2: 2017 Legislative Platforms.

Outcome 3: Positively influence and be a leader of water issues important to Mesa Water.

Outcome 4: Increase awareness of Mesa Water in the water industry and community.