



MesaWater
DISTRICT[©]

2019 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
- ◆ Finalize design of new wells 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.

- ◆ Complete Well Rehabilitation and Automation Construction Project
- ◆ Complete and implement an Asset Management Plan
- ◆ Continue actively managing Pipeline Integrity Testing Program
- ◆ Complete construction on OC-44 Pipeline Rehabilitation Project
- ◆ Finalize design and permitting of two new wells and pipeline

Objective B: Efficiently manage our water system.

- ◆ Monitor and revise 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
- ◆ Provide field support services to achieve world-class water audit goal

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

- ◆ Implement Information Technology Master Plan
- ◆ Develop and report on New Key Metrics for all areas of the District

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: New Key Metrics.

Outcome 5: Achieve world-class water loss status.

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

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
- ◆ Report annually on status of OPEB and Pension Liability

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

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
- ◆ Improve MesaWater.org Information Management processes

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
- ◆ Improve community awareness through community asset branding and customer welcome kits
- ◆ Support Grant application for MWRf Outreach Center

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 and updating style guide
- ◆ Provide Mesa Water Board and staff with updated strategic messages framework

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.

Outcome 4: Conduct community and industry meetings.

HUMAN RESOURCES

Strategic Goal #5

Attract and retain skilled employees.

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

- ◆ Prepare Annual Employee Turnover Report
- ◆ Update Employee Rules and Regulations

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.

- ◆ 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
- ◆ Continue legislative and regulatory affairs, and governmental relations, to promote awareness of Mesa Water

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: 2019 Legislative Platforms and Policy Positions.

Outcome 2: Positively influence and be a leader of water issues important to Mesa Water.

Outcome 3: Increase awareness of Mesa Water in the water industry and community.