



*Dedicated to  
Satisfying our Community's  
Water Needs*

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

**IN AN EFFORT TO MITIGATE THE SPREAD OF COVID-19 (CORONAVIRUS), SOCIAL DISTANCING PROTOCOLS WILL BE ENFORCED AND SEATING WILL BE LIMITED.**

**ATTENDEES ARE REQUIRED TO WEAR A FACE-COVERING WHEN ENTERING THE BUILDING AND WHEN SOCIAL DISTANCING IS NOT POSSIBLE.**

**CALL TO ORDER**

**PLEDGE OF ALLEGIANCE**

**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.

**PRESENTATION AND DISCUSSION ITEMS:**

1. BOARD WORKSHOP FACILITATOR:

**Recommendation: This item is provided for discussion.**

**ACTION ITEMS:**

2. STRATEGIC PLAN:

**Recommendation: Identify new strategic goals, objectives and outcomes for Mesa Water District, thereby updating the Strategic Plan for 2020 and beyond.**

**REPORTS:**

3. REPORT OF THE GENERAL MANAGER
4. DIRECTORS' REPORTS AND COMMENTS



**INFORMATION ITEMS:**

**5. 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**. 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 A REGULAR BOARD MEETING SCHEDULED FOR THURSDAY, NOVEMBER 12, 2020 AT 6:00 P.M.**



*Dedicated to  
Satisfying our Community's  
Water Needs*

## MEMORANDUM

TO: Board of Directors  
FROM: Paul E. Shoenberger, P.E., General Manager  
DATE: November 10, 2020  
SUBJECT: Board Workshop Facilitator

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### RECOMMENDATION

This item is provided for discussion.

### 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 March 7, 2019 workshop, the Board of Directors (Board) directed staff to engage an external facilitator at future Board workshops.

At its June 4 and August 6, 2019 meetings, the Executive Committee discussed using a facilitator at the biannual Board workshops.

At its January 9, 2020 meeting, the Board welcomed facilitator Sharon Browning, Principal of Sharon Browning & Associates.

### DISCUSSION

Sharon Browning, Principal of Sharon Browning & Associates, will provide a presentation to the Board and staff at the November 10, 2020 workshop.

### FINANCIAL IMPACT

None.

### ATTACHMENTS

None.



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## MEMORANDUM

TO: Board of Directors  
FROM: Paul E. Shoenberger, P.E., General Manager  
DATE: November 10, 2020  
SUBJECT: Strategic Plan

---

### RECOMMENDATION

Identify new strategic goals, objectives and outcomes for Mesa Water District, thereby updating the Strategic Plan for 2020 and beyond.

### 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

Each year, Mesa Water District's (Mesa Water®) Board of Directors (Board) provides staff with direction regarding Mesa Water's goals, objectives and outcomes for the coming year. Based on this direction, priorities are established, resources are allocated, and staff works to accomplish the goals and objectives, as directed.

### DISCUSSION

As a starting point for this discussion, it is instructive to review the current Strategic Plan. This document was last reviewed and updated by the Board in 2019.

This workshop provides a forum to discuss the potential opportunities and long-term strategic initiatives for the District. Staff has prepared an update to the current Strategic Plan. The status of each goal, objective, and outcome is signified using the following three color system:

- ◆ Green - completed/on schedule
- ◆ Yellow - pending/behind schedule
- ◆ Red - not achieved

Staff has also prepared a "strawman" list of potential new goals, objectives and outcomes for the Board to use in considering future opportunities and potential new initiatives for Mesa Water in 2020 and beyond.

The intent of this agenda item is for the Board to discuss additions, modifications and deletions to the Strategic Plan in a "brainstorming" forum. In discussing both reports, the General Manager will act in a facilitator role. Based on input received from the Board, staff will incorporate any revisions to the Strategic Plan and to the District's Mission and Vision Statements and further analyze



opportunities and constraints associated with the list of proposed initiatives. Staff will discuss the modifications with the Board to determine the feasibility of the proposed initiatives and develop work plans and schedules. Staff will further incorporate this material into a new Strategic Plan document for review and potential adoption at a subsequent Board meeting.

#### FINANCIAL IMPACT

None.

#### ATTACHMENTS

Attachment A: 2019 Strategic Plan, Status  
Attachment B: 2020 Strategic Plan, Strawman  
Attachment C: 2020 Strategic Plan, Redline



**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

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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
- ◆ 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.



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**2020 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 and statewide 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
- ◆ Implement chlorine conversion disinfection protocol for full-scale pilot

**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
- ◆ Follow proper disinfection procedures for all capital and repair work

**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 construction of new wells to provide 115 percent of demand

**Objective D: Ensure emergency operations.**

- ◆ Conduct regular testing of all backup power and communications systems
- ◆ Implement emergency power plan needs at Operations and Administrative facilities as recommended per Capital Improvement Program Renewal
- ◆ Maintain EOC equipment and facilities
- ◆ 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.**

- ◆ Initiate construction of Chandler & Croddy Wells and Pipeline Project
- ◆ Complete and implement an Asset Management Plan
- ◆ Continue actively managing Pipeline Integrity Testing Program
- ◆ Initiate design of Capital Improvement Program Renewal Reservoir Rehabilitation Program
- ◆ Continue actively maintaining assets via preventative maintenance programs

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

- ◆ Initiate design of Capital Improvement Program Renewal Distribution Program
- ◆ Fully utilize Mesa Water's Computerized Maintenance Management System (CMMS)
- ◆ Routinely evaluate operational energy and chemical consumption metrics
- ◆ Provide field support services to achieve efficient water audit goal
- ◆ Manage routine key performance metrics within 10% of 5-year average daily production levels

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

- ◆ Implement Information Technology Capital Improvement Program Renewal Program
- ◆ Transition the Information Technology Data Center to a cloud-based data center services platform
- ◆ Develop and report on New Key Metrics for all areas of the District

**Outcome 1:** Perform infrastructure refurbishment and replacement.

**Outcome 2:** Fund and execute the 3-year \$70MM Capital Improvement Program Renewal Program.

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

**Outcome 4:** New Key Metrics.

**Outcome 5:** Maintain efficient real water loss status (e.g. <5%).

**Outcome 6:** Infrastructure assets properly maintained per Mesa Water plan in order to extend useful life.

# 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
- ◆ Produce a quarterly report on the status of the Certificates of Participation and the funds reimbursed for projects

**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
- ◆ Explore Captive Insurance Possibilities
- ◆ Explore Additional Deferred Compensation Options

**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
- ◆ Establish a Financial Emergency Plan

**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

**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.**

- ◆ 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
- ◆ Document and implement an efficient new water service set up process

#### **Objective C: Measure success.**

- ◆ Continue to measure success to ensure Elite Customer Service Standards are met
- ◆ Survey customer satisfaction for walk-in and telephone service
- ◆ Conduct outreach to customers to inform them of our Water Wise House Calls Program

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

- ◆ Continue reinforcement system for customer service skills and behaviors through one-on-one coaching

**Outcome 1:** Answer telephone calls in less than 20 seconds (average).

**Outcome 2:** Conduct 75 Water Wise House calls each year.

**Outcome 3:** Ensure new account set ups occur within 24-hours of project completion.

**Outcome 4:** Achieve overall gold standard score on quarterly audit.

**Outcome 5:** Recognize and celebrate the good work of employees.

# REGIONAL COMMITMENT

## Strategic Goal #7

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

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

- ◆ Attend OCWD and MWDOC meetings and engage in regional water issues
- ◆ Update the Board's policy positions and legislative platforms for statewide 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, CMUA, 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:** 2020 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.



**MesaWater**  
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**2020 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 and statewide 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~~Implement chlorine conversion disinfection protocol for full-scale pilot

### 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~~
- ◆ Follow proper disinfection procedures for all capital and repair work

### 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~~Initiate construction of new wells to provide 115 ~~percent~~% of demand

### Objective D: Ensure emergency operations.

- ◆ Conduct regular testing of all backup power and communications systems
- ◆ ~~Evaluate, identify, and i~~Implement emergency power plan needs at Operations and Administrative facilities as recommended per Capital Improvement Program Renewal
- ◆ ~~Upgrade~~Maintain EOC equipment and facilities
- ◆ 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~~ Initiate construction of Chandler & Croddy Wells and Pipeline Project
- ~~Complete and implement an Asset Management Plan~~
- Complete and implement an Asset Management Plan
- Continue actively managing Pipeline Integrity Testing Program
- ~~Complete construction on OG-44 Pipeline Rehabilitation Project~~ Initiate design of Capital Improvement Program Renewal Reservoir Rehabilitation Program
- ~~Finalize design and permitting of two new wells and pipeline~~
- Continue actively maintaining assets via preventative maintenance programs

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

- ~~Monitor and revise efficient operational protocols for production distribution and water quality systems~~ Initiate design of Capital Improvement Program Renewal Distribution Program
- ~~Fully utilize Mesa Water's Computerized Maintenance Management System (CMMS)~~
- 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 efficient water audit goal~~
- Manage routine key performance metrics within 10% of 5 year average daily production levels

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

- ~~Implement Information Technology Master Plan~~ Capital Improvement Program Renewal Program
- Transition the Information Technology Data Center to a cloud-based data center services platform
- Develop and report on New Key Metrics for all areas of the District

**Outcome 1:** ~~Orderly Perform~~ infrastructure refurbishment and replacement.

**Outcome 2:** Fund and execute the ~~53-year~~ \$70MM Capital Improvement ~~and Replacement Plan for each fiscal year.~~ Program Renewal Program.

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

~~Outcome 4: New Key Metrics.~~ **Outcome 4:** New Key Metrics.

**Outcome 535:** ~~Achieve~~ Maintain efficient real-world-class water loss status (e.g. <5%).

~~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.~~ Outcome 64:  
Infrastructure assets properly maintained per Mesa Water plan in order to extend useful life.

# 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
- 💧 Produce a quarterly report on the status of the Certificates of Participation and the funds reimbursed for projects

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

- 💧 Evaluate true cost of water to the customer compared to benchmark agencies (expand this item in any way, Paul, due to the expansion of the Water Cost Comparison Analysis?)
- 💧 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
- 💧 Explore Captive Insurance Possibilities
- 💧 Explore Additional Deferred Compensation Options

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

- ~~—~~ Establish a Financial Emergency Plan
- 💧 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
- 💧 Establish a Financial Emergency Plan

**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

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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
- ◆ 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~~
- ◆ Document and implement an efficient new water service set up process

#### **Objective C: Measure success.**

- ◆ ~~Establish and implement~~Continue to measures of success ~~that to~~ ensure ~~continuous improvement~~Elite Customer Service Standards are met
- ~~◆ Survey customer satisfaction for walk-in and telephone service~~
- ◆ Conduct outreach to customers to inform them of our Water Wise House Calls Program

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

- ◆ ~~Implement~~Continue reinforcement system for customer service skills and behaviors through one-on-one coaching
- ~~◆ Use feedback from customers and the internal organization for continuous process improvement~~

**Outcome 1:** Answer telephone calls in less than ~~10~~20 seconds (average).

**Outcome 2:** ~~Smile and greet customers and colleagues in a warm and friendly manner.~~Conduct 75 Water Wise House calls each year.

**Outcome 3:** ~~Train staff on both universal and function-specific standards.~~Ensure new account set ups occur within 24-hours of project completion.

**Outcome 4:** ~~Implement monthly metrics report.~~Achieve overall gold standard score on quarterly audit.

~~**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 and statewide water issues.*

**Objective A: Actively engage in regional and statewide water issues.**

- ◆ Attend OCWD and MWDOC meetings and engage in regional water issues
- ◆ Update the Board's policy positions and legislative platforms for statewide 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, CMUA, 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:** 201920 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.

**REPORTS:**

3. REPORT OF THE GENERAL MANAGER

**REPORTS:**

4. DIRECTORS' REPORTS AND COMMENTS

There are no support materials for this item.