



**MesaWater**  
**DISTRICT<sup>©</sup>**

**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 program

**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% local and reliable water supply portfolio
- ◆ Report on our ability to supply 100% local water with marginal capacity
- ◆ Initiate construction of new wells to provide 115% 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% 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 employ 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 five-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 three-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:** Assets maintained to extend useful life.

# FINANCIAL RESPONSIBILITY AND TRANSPARENCY

## 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

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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.**

- ◆ 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.