



*Dedicated to  
Satisfying our Community's  
Water Needs*

**AGENDA  
MESA WATER DISTRICT  
BOARD OF DIRECTORS  
Tuesday, October 25, 2022  
1965 Placentia Avenue, Costa Mesa, CA 92627  
3:30 p.m. Special Board Meeting**

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**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 appearing on the posted agenda. Each speaker shall be limited to three minutes. The Board will set aside 30 minutes for public comments for items not appearing on the posted agenda.

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

**ITEMS TO BE 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. **VISIONING SESSION:**

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

**ACTION ITEMS:**

2. **FISCAL YEAR 2023 STRATEGIC PLAN:**

**Recommendation:** Discuss and identify strategic goals, objectives and outcomes for Mesa Water District and approve the Fiscal Year 2023 Strategic Plan.

3. **BOARD MEETING STRUCTURE:**

**Recommendation:** Direct staff to draft the Procedures for Meetings of the Board of Directors' Resolution to modify the Regular Board meetings to be held on the second and fourth Wednesday of each month at 4:30 p.m., and to agendaize the draft Resolution for the November 15, 2022 Board of Directors' Committee meeting.



**REPORTS:**

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

**INFORMATION ITEMS:**

6. 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 call the District Secretary at (949) 631-1205. 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 using 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 THURSDAY, OCTOBER 27, 2022 AT 3:30 P.M.**



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## MEMORANDUM

TO: Board of Directors  
FROM: Paul E. Shoenberger, P.E., General Manager  
DATE: October 25, 2022  
SUBJECT: Visioning Session

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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 and statewide water issues.

### PRIOR BOARD ACTION/DISCUSSION

None.

### DISCUSSION

Mesa Water District's (Mesa Water®) Vision is To Be a Top Performing Water Agency. To remain successful in this endeavor, the District must periodically renew itself, re-examine its goals and create a shared vision to guide the agency into the future.

Visions serve as a desired evolution, a reality toward which we should aspire as an agency. Visions are not absolutes and not guaranteed to be fully realized. However, they are important in establishing ideals for which to strive.

During this visioning session, the intent is to articulate important values and planning principles, identify opportunities, and outline key areas for change and growth.

While Mesa Water's Strategic Plan provides vital direction and sets forth an annual roadmap to the District's commitment to making appropriate decisions and allocating the necessary resources to support the Board's vision, this session's purpose aims to look further afield by asking each Board Member how they might finish the following statement:

“ Within the next decade, Mesa Water District is an agency that\_\_\_\_\_.”

General Manager Shoenberger and Sharon Browning, Principal of Sharon Browning & Associates, will co-facilitate the visioning session at the October 25, 2022 meeting.



FINANCIAL IMPACT

None.

ATTACHMENTS

None.



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## MEMORANDUM

TO: Board of Directors  
FROM: Paul E. Shoenberger, P.E., General Manager  
DATE: October 25, 2022  
SUBJECT: Fiscal Year 2023 Strategic Plan

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### RECOMMENDATION

Discuss and identify strategic goals, objectives and outcomes for Mesa Water District and approve the Fiscal Year 2023 Strategic Plan.

### 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 and statewide water issues.

### PRIOR BOARD ACTION/DISCUSSION

At its November 19, 2020 Committee meeting, the Board of Directors (Board) approved the 2020 Strategic Plan, as amended and with modifications.

### DISCUSSION

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

Due to the uncertain nature of the pandemic, staff has not updated the Strategic Plan since November of 2020.

The intent of this agenda item is for the Board to discuss additions, modifications and deletions to the Strategic Plan in a "brainstorming" forum with the General Manager acting as the facilitator.

As a starting point for this discussion, it is instructive to review the District's current Strategic Plan. Staff has prepared a review of the 2020 plan, Attachment A. 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

In addition to the review and status of the 2020 plan, this workshop provides a forum to discuss the potential opportunities and long-term strategic initiatives for the District. Staff has prepared a draft Strategic Plan, Attachment B, of potential strategic goals, objectives and outcomes for the



Board to use in considering future opportunities and potential new initiatives for Mesa Water in Fiscal Year 2023 and beyond.

While the draft Strategic Plan lists a multitude of objectives and outcomes for each of the District's seven strategic plan goals, the following list highlights the key additions to the new plan:

- New Vision, Mission Statement, Core Values, Brand Promise and Tagline
- Complete the Construction of 2 New Wells to Provide 115% Peak Supply
- Explore Brackish Groundwater Opportunities
- Bid and Begin Construction on Reservoir Upgrades
- Install EV Charging Stations at the MWRF
- Update the Water System Master Plan
- Prepare a Long-Term Financial Plan
- Pursue State and Federal Funding
- Conduct Annual Audits
- Launch the Mesa Water Education Center
- Negotiate a New Memorandum of Understanding for Employees
- Improve Employee Engagement
- Support Policy Engagement Locally, Statewide and Federally
- Champion Shared Services Opportunities

Based on input received from the Board, staff will incorporate any revisions to the Strategic Plan 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 recommends that the Board approve the Fiscal Year 2023 Strategic Plan, with possible modifications, at its October 25, 2022 meeting.

#### FINANCIAL IMPACT

None.

#### ATTACHMENTS

Attachment A: 2020 Strategic Plan, Status  
Attachment B: Fiscal Year 2023 Strategic Plan, Draft  
Attachment C: 2020 Strategic Plan, Redline



**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.





# STRATEGIC PLAN

Fiscal Year 2023



## **Vision**

**To Be a Top Performing Water Agency**

## **Mission Statement**

**Mesa Water District, a local independent special district, manages its finances and water infrastructure, and advocates water policy, while reliably providing an abundance of clean, safe water to benefit the public's quality of life.**

## **Core Values**

- **Health and Safety of the Public and Our Staff**
- **Excellence**
- **Philosophy of Abundance**
- **Perpetual Agency Philosophy**

## **Brand Promise**

**Providing an abundance of local, reliable, clean, safe water**

## **Tagline**

**Dedicated to Satisfying Our Community's Water Needs**

## **Strategic Goals**

- 1. Provide a safe, abundant and reliable local water supply.**
- 2. Perpetually renew and improve our infrastructure.**
- 3. Be financially responsible and transparent.**
- 4. Increase favorable opinion of Mesa Water.**
- 5. Attract, develop and retain skilled employees.**
- 6. Provide excellent customer service.**
- 7. Actively participate in regional and statewide water issues.**

# WATER SUPPLY AND RELIABILITY

## Strategic Goal #1

*Provide a safe, abundant and reliable local 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
- ◆ Develop, plan and obtain approval for annual winter free chlorine conversion

**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
- ◆ Implement requirements of Lead and Copper Rule Revisions
- ◆ Initiate construction of Reservoir Chemical Management Systems

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

- ◆ Provide a 100% local and reliable water supply portfolio
- ◆ Complete construction of new wells to provide 115% of peak demand
- ◆ Prepare a report on brackish groundwater opportunities
- ◆ Complete construction of the MWRf and Well Storage Buildings

**Objective D: Ensure emergency operations.**

- ◆ Conduct regular testing of all backup power and communications systems
- ◆ Initiate construction of emergency backup power at District Headquarters, Reservoir 1 and Kemp Reservoir
- ◆ Maintain EOC equipment and facilities
- ◆ Participate in Regional Emergency Response exercises
- ◆ Perform emergency backup power study for the MWRf

**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.

**Outcome 4:** Increase storage for parts, materials and equipment.

# WATER INFRASTRUCTURE

## Strategic Goal #2

*Perpetually renew and improve our infrastructure.*

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

- ◆ Complete construction of Chandler & Croddy Wells and Pipeline Project
- ◆ Initiate construction of Reservoir Rehabilitation Program
- ◆ Actively maintain assets via preventative maintenance programs
- ◆ Replace SCADA radio communication equipment
- ◆ Develop a plan for the State Clean Fleet Mandate; include EV charging station at the Mesa Water Reliability Facility

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

- ◆ Create a 1951 Cohort Pipeline Replacement Project Plan
- ◆ Implement Mesa Water's Computerized Maintenance Management System (CMMS) mobile functions
- ◆ Routinely evaluate operational energy and chemical consumption metrics
- ◆ Provide field support services to achieve efficient water loss audit goal
- ◆ Manage routine key performance metrics within 10percent of planned average daily production levels

### **Objective C: Plan future projects based on data-driven and life-cycle cost decisions.**

- ◆ Continue actively managing the Pipeline Integrity Testing Program
- ◆ Update the Water System Master Plan including an Asset Management Plan

### **Objective D: Improve Mesa Water's information technology infrastructure assets to assure reliability and security.**

- ◆ Implement a Information Technology Capital Improvement Program
- ◆ Transition the Information Technology Data Center to a cloud-based data center services platform
- ◆ Complete implementation of the Information Technology SCADA metrics
- ◆ Develop technical proficiency for the use of online communications (e.g., zoom or similar) by Mesa Water's Board members and staff

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

**Outcome 2:** Complete \$70MM Capital Improvement Program Renewal Program.

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

**Outcome 4:** Protect and secure infrastructure.

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

**Outcome 6:** Maintain and replace assets to extend useful life and minimize capital and operating costs.

## 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
- ◆ Increase efficiencies and cost savings in management of Trust Accounts and Reserve Funds
- ◆ Update the Board's AAA goal and designated funds policy

**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
- ◆ Prepare a long-term financial strategic plan
- ◆ Pursue state and federal funding for projects

**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
- ◆ Comply fully with the California Public Records Act
- ◆ Conduct a Needs Assessment and Action Plan for the Acquisition of Electronic Records Management Software
- ◆ Prohibit evergreen contracts
- ◆ Standardize contracts and create a procurement matrix
- ◆ Conduct annual audits

**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 favorable opinion of Mesa Water.*

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

- ◆ Facilitate accolades and awards for Mesa Water
- ◆ Improve Mesa Water’s news bureau and social media

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

- ◆ Manage Mesa Water’s community relations campaign program and events
- ◆ Create a comprehensive outreach plan for the Mesa Water Education Center, launch school fieldtrip program and community tours
- ◆ Cultivate Mesa Water ambassadors
- ◆ Enhance new customer experience and new customer welcome bags and anniversary program

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

- ◆ Continue industry relations to promote awareness of District’s perpetual agency philosophy, strong financial position and innovation
- ◆ Provide Mesa Water Board and staff with updated strategic messages framework
- ◆ Expand reach and amplify messaging to new audiences on owned communication channels

**Outcome 1:** Earn two awards in Fiscal Year 2023.

**Outcome 2:** Demonstrate year-over-year growth in social media followers, reach and engagement among service area residents and increased earned media highlighting Mesa Water’s 100% local, reliable, clean and safety water supply.

**Outcome 3:** Increase Mesa Water brand awareness by 5 percent annually.

**Outcome 4:** Open the Mesa Water Education Center, launch school fieldtrip program and community tours.

**Outcome 5:** Host Water Issues Study Group and Mesa Water 101 sessions.

**Outcome 6:** Prepare a bi-monthly customer communication with news highlight.

# HUMAN RESOURCES

## Strategic Goal #5

*Attract, develop 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
- ◆ Update Human Resources-related policies
- ◆ Maintain a competitive total compensation package (e.g., salary surveys, benefit reviews, etc.)
- ◆ Administer Annual Employee Engagement Survey
- ◆ Administer Elite Onboarding program for new hires

**Objective B: Develop 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 development training and leadership opportunities
- ◆ Provide quarterly training report

**Objective C: Enhance employee relations.**

- ◆ Maintain and update the Human Resources Information System
- ◆ Negotiate a new Memorandum of Understanding with the employee association

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

- ◆ Provide safety training for all employees
- ◆ Conduct Monday morning tailgate talks

**Outcome 1:** Fully staffed and trained organization.

**Outcome 2:** Minimized turnover.

**Outcome 3:** Provide Employee Engagement result District-wide.

**Outcome 4:** Improved employee engagement.

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

# CUSTOMER SERVICE

## Strategic Goal #6

*Provide excellent 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

**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
- ◆ Examine the metrics and measurement values of the Elite Customer Service Standards

**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:** Ensure new development account set ups occur within 10 days of project completion.

**Outcome 3:** Achieve overall gold standard score on quarterly audit.



## Strategic Goal #7

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

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

- Annually update the Board's water policy and other policy issue positions
- Annually update the Board's platforms for legislative and regulatory advocacy
- Advocate on the Board's legislative and regulatory platforms and policy positions at the local, regional, state and federal levels

#### **Objective B: Positively influence water policy and other priority policy issues.**

- Actively engage on local, regional, state and federal water policy and priority policy issues with relevant governmental organizations, elected and appointed officials, and their staff/consultants as appropriate
- Develop and lead, or actively participate with, applicable legislative and regulatory advocacy coalitions of water/government/utility industry associations and/or members
- Monitor relevant water/government/utility industry public meetings and appropriately engage on policies and issues important to Mesa Water

#### **Objective C: Optimize governmental efficiencies affecting Mesa Water.**

- Champion special districts' shared efficiencies for Mesa Water's service area
- Explore economical, efficient shared services opportunities for Mesa Water at the local and regional levels
- Support local and regional efficiency improvement efforts that can benefit Mesa Water and its stakeholders

#### **Objective D: Facilitate Mesa Water's impactful participation with water, government, utility and non-governmental organizations.**

- Leverage and extend the District's governmental and industry relations to help maximize positive awareness of Mesa Water and water issues
- Maintain Board and staff involvement with organizations such as ACWA, ACWA/JPIA, AWWA, CalDesal, CMUA, CSDA, CWSA, Groundwater Producers, ISDOC, LAFCO, MCWRA, MET/MWDOC, OCBC, OCWD, SAWPA, SCWC, UWI, WaterReuse, WACO, etc.; proactively pursue opportunities for additional participation
- Seek and support Board and staff participation with non-governmental organizations and/or coalitions as appropriate
- Conduct State and Federal advocacy to seek grants funding for Mesa Water projects and programs

**Outcome 1:** 2023 Legislative Platforms, Policy Positions and accompanying advocacy to benefit Mesa Water and its stakeholders.

**Outcome 2:** Continue advocacy leadership by positively influencing water policy and other priority policy issues for Mesa Water.

**Outcome 3:** Encourage and advance internal and external efficiency efforts at the local and regional levels to benefit Mesa Water and its stakeholders.

**Outcome 4:** Increase positive awareness of Mesa Water with water/government/utility industry and non-governmental organizations.

Draft



**MesaWater**  
DISTRICT®

20203 Strategic Plan

## Vision

To Be a Top Performing public Water Agency

## Mission Statement

“Dedicated to satisfying our community’s water needs” Mesa Water District, a local independent special district, manages its finances and water infrastructure, and advocates water policy, while reliably providing an abundance of clean, safe water to benefit the public’s quality of life.

## Core Values

- Health and Safety of the Public and Our Staff
- Excellence
- Philosophy of Abundance
- Perpetual Agency Philosophy

## Brand Promise

Providing an abundance of local, reliable, clean, safe water

## Tagline

Dedicated to Satisfying Our Community’s Water Needs

## Strategic Goals

1. Provide a safe, abundant, and reliable local water supply.
2. ~~Practice perpetual infrastructure renewal and improvement.~~ Perpetually renew and improve our infrastructure.
3. Be financially responsible and transparent.
4. ~~Increase public awareness about Mesa Water and about water.~~ Increase favorable opinion of Mesa Water.
5. Attract, develop and retain skilled employees.
6. Provide ~~outstanding~~ excellent customer service.
7. Actively participate in regional and statewide water issues.

# WATER SUPPLY AND RELIABILITY

## Strategic Goal #1

*Provide a safe, abundant, and reliable local 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~~Develop, plan and obtain approval for annual winter free chlorine conversion

### 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~~
- ◆ Implement requirements of Lead and Copper Rule Revisions
- ◆ Initiate construction of Reservoir Chemical Management Systems

### 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/Complete construction of new wells to provide 115% of peak demand
- ◆ Prepare a report on brackish groundwater opportunities
- ◆ Complete construction of the MWRf and Well Storage Buildings

### 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~~Initiate construction of emergency backup power at District Headquarters, Reservoir 1 and Kemp Reservoir
- ◆ Maintain EOC equipment and facilities
- ◆ ~~Participate in Regional Emergency Response exercises~~
- ◆ Perform emergency backup power study for the MWRf

**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.

**Outcome 4:** Increase storage for parts, materials and equipment.

# WATER INFRASTRUCTURE

## Strategic Goal #2

### **Practice perpetual infrastructure renewal and improvement. Perpetually renew and improve our infrastructure.**

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

- ◆ ~~Initiate~~Complete 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~~Initiate construction of Reservoir Rehabilitation Program
- ◆ ~~Continue actively maintaining~~Actively maintain assets via preventative maintenance programs
- ◆ Replace SCADA radio communication equipment
- ◆ Develop a plan for the State Clean Fleet Mandate; include EV charging station at the Mesa Water Reliability Facility

#### **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)~~Create a 1951 Cohort Pipeline Replacement Project Plan
- ◆ Implement Mesa Water's Computerized Maintenance Management System (CMMS) mobile functions
- ◆ Routinely evaluate operational energy and chemical consumption metrics
- ◆ Provide field support services to achieve efficient water loss audit goal
- ◆ ~~Manage routine key performance metrics within 10%~~percent of ~~five-year~~planned average daily production levels

#### **Objective C: Plan future projects based on data-driven and life-cycle cost decisions.**

- ◆ Continue actively managing the Pipeline Integrity Testing Program
- ◆ Update the Water System Master Plan including an Asset Management Plan

#### **Objective CD: Manage~~Improve~~ Mesa Water's information technology infrastructure assets to assure reliability and security.**

- ◆ Implement a 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~~Complete implementation of the Information Technology SCADA metrics
- ◆ Develop technical proficiency for the use of online communications (e.g., zoom or similar) by Mesa Water's Board members and staff

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

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

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

**Outcome 4:** ~~New Key Metrics.~~Protect and secure infrastructure.

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

**Outcome 6:** ~~Assets maintained to extend useful life.~~Maintain and replace assets to extend useful life and minimize capital and operating costs.



# 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
- ◆ Increase efficiencies and cost savings in management of Trust Accounts and Reserve Funds
- ◆ Update the Board's AAA goal and designated funds policy

**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~~
- ◆ Prepare a long-term financial strategic plan
- ◆ Pursue state and federal funding for projects

**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
- ◆ Comply fully with the California Public Records Act
- ◆ Conduct a Needs Assessment and Action Plan for the Acquisition of Electronic Records Management Software
- ◆ ~~Prohibit evergreen contracts~~
- ◆ ~~Establish a Financial Emergency Plan~~
- ◆ Standardize contracts and create a procurement matrix
- ◆ Conduct annual audits

**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. Increase favorable opinion of Mesa Water.**

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

- ◆ Facilitate accolades ~~/ and~~ 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 program and events~~
- ◆ ~~Operate Mesa Water’s water education and ambassador programs~~
- ◆ ~~Improve community awareness through community asset branding and customer welcome kits~~
- ◆ ~~Create a comprehensive outreach plan for the Mesa Water Education Center, launch school fieldtrip program and community tours~~
- ◆ ~~Cultivate Mesa Water ambassadors~~
- ◆ ~~Enhance new customer experience and new customer welcome bags and anniversary program~~

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

- ◆ ~~Continue industry relations to promote awareness of District’s name and brand perpetual agency philosophy, strong financial position and innovation~~
- ◆ ~~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~~
- ◆ ~~Expand reach and amplify messaging to new audiences on owned communication channels~~

**Outcome 1:** ~~Create social media benchmark assessment and plan to grow engagement. Earn two awards in Fiscal Year 2023.~~

**Outcome 2:** ~~Implement new format for Water Issues Study Group/ambassador program. Demonstrate year-over-year growth in social media followers, reach and engagement among service area residents and increased earned media highlighting Mesa Water’s 100% local, reliable, clean and safety water supply.~~

**Outcome 3:** ~~Finalize Crisis Communication Plan and conduct training. Increase Mesa Water brand awareness by 5 percent annually.~~

**Outcome 4:** ~~Conduct community and industry meetings. Open the Mesa Water Education Center, launch school fieldtrip program and community tours.~~

**Outcome 5:** ~~Host Water Issues Study Group and Mesa Water 101 sessions.~~

**Outcome 6:** ~~Prepare a bi-monthly customer communication with news highlight.~~

# HUMAN RESOURCES

## Strategic Goal #5

*Attract, develop 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
- Update Human Resources-related policies
- Maintain a competitive total compensation package (e.g., salary surveys, benefit reviews, etc.)
- Administer Annual Employee Engagement Survey
- Administer Elite Onboarding program for new hires

**Objective B: ~~Build~~Develop 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 development training and leadership opportunities
- Provide quarterly training report

**Objective C: Enhance employee relations.**

- ~~Implement~~Maintain and update the Human Resources Information System
- Negotiate a new Memorandum of Understanding with the employee association

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

- Provide safety training for all employees
- Conduct Monday morning tailgate talks

**Outcome 1:** Fully staffed and trained organization.

**Outcome 2:** Minimized d turnover.

**Outcome 3:** Provide quarterly training report. Employee Engagement result District-wide.

**Outcome 4:** Improved employee engagement.

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

# CUSTOMER SERVICE

## Strategic Goal #6

*Provide **outstanding**excellent 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~~
- ◆ Examine the metrics and measurement values of the Elite Customer Service Standards

**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 32:** Ensure new development account set ups occur within 24 hours10 days of project completion.

**Outcome 43:** Achieve overall gold standard score on quarterly audit.

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

# REGIONAL COMMITMENT POLICY LEADERSHIP

## Strategic Goal #7

*Actively participate in regional and statewide water issues.*

### Objective A: Accomplish the Board's Policy Priorities.

- ◆ Annually update the Board's water policy and other policy issue positions
- ◆ Annually update the Board's platforms for legislative and regulatory advocacy
- ◆ Advocate on the Board's legislative and regulatory platforms and policy positions at the local, regional, state and federal levels

### ~~Objective AB: Actively engage in regional and statewide water issues. Positively influence water policy and other priority policy 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~~
- ◆ Actively engage on local, regional, state and federal water policy and priority policy issues with relevant governmental organizations, elected and appointed officials, and their staff/consultants as appropriate
- ◆ Develop and lead, or actively participate with, applicable legislative and regulatory advocacy coalitions of water/government/utility industry associations and/or members
- ◆ Monitor relevant water/government/utility industry public meetings and appropriately engage on policies and issues important to Mesa Water

### Objective C: Optimize governmental efficiencies affecting Mesa Water.

- ◆ Champion special districts' shared efficiencies for Mesa Water's service area
- ◆ Explore economical, efficient shared services opportunities for Mesa Water at the local and regional levels
- ◆ Support local and regional efficiency improvement efforts that can benefit Mesa Water and its stakeholders

### ~~Objective BD: Facilitate Board and staff participation in water, governance, utility, community and environmental organizations. Facilitate Mesa Water's impactful participation with water, government, utility and non-governmental organizations.~~

- ~~◆ Support current Board and staff participation in organizations such as LAFCO, OCWA, ACWA, CMUA, WAGO, ACWA/JPIA, CalDesal, SAWPA, and Groundwater Producers; proactively seek opportunities for additional participation~~
- ~~◆ Leverage and extend the District's governmental and industry relations to help maximize positive awareness of Mesa Water and water~~
- ~~◆ issues~~
- ~~◆ Support Board and staff participation in non-governmental associations, as appropriate~~
- ◆ Maintain Board and staff involvement with organizations such as ACWA, ACWA/JPIA, AWWA, CalDesal, CMUA, CSDA, CWSA, Groundwater Producers,

ISDOC, LAFCO, MCWRA, MET/MWDOC, OCBC, OCWD, SAWPA, SCWC, UWI, WaterReuse, WACO, etc.; proactively pursue opportunities for additional participation

- ◆ Seek and support Board and staff participation with non-governmental organizations and/or coalitions as appropriate
- ◆ Continue legislative and regulatory affairs, and governmental relations, to promote awareness of Mesa Water
- ◆ Conduct State and Federal advocacy to seek grants funding for Mesa Water projects and programs

**~~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~~3 Legislative Platforms, and Policy Positions and accompanying advocacy to benefit Mesa Water and its stakeholders.

**Outcome 2:** ~~Positively influence and be a leader of water issues important to Mesa Water. Continue advocacy leadership by positively influencing water policy and other priority policy issues for Mesa Water.~~

**Outcome 3:** ~~Increase awareness of Mesa Water in the water industry and community. Encourage and advance internal and external efficiency efforts at the local and regional levels to benefit Mesa Water and its stakeholders.~~

**Outcome 34:** Increase positive awareness of Mesa Water in the water with water/government/utility industry and community non-governmental organizations.



*Dedicated to  
Satisfying our Community's  
Water Needs*

## MEMORANDUM

TO: Board of Directors  
FROM: Paul E. Shoenberger, P.E., General Manager  
DATE: October 25, 2022  
SUBJECT: Board Meeting Structure

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### RECOMMENDATION

Direct staff to draft the Procedures for Meetings of the Board of Directors' Resolution to modify the Regular Board meetings to be held on the second and fourth Wednesday of each month at 4:30 p.m., and to agendize the draft Resolution for the November 15, 2022 Board of Directors' Committee meeting.

### 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 and statewide water issues.

### PRIOR BOARD ACTION/DISCUSSION

At its February 8, 2018 meeting, the Board of Directors (Board) adopted Resolution No. 1509, Adopting Procedures for Meetings of the Board of Directors, Superseding Resolution No. 1456.

At its June 22, 2021 Committee meeting, the Board directed staff to agendize Resolution No. 1509 Adopting Procedure for Meetings of the Board of Directors for discussion and possible action at the July 8, 2021 Board meeting.

At its July 8, 2021 meeting, the Board directed staff to draft the Procedures for Meetings of the Board of Directors Resolution to modify Regular Board meetings to be held on the second Wednesday of each month at 4:30 p.m., and to agendize the draft Resolution for the July 27, 2021 Board of Directors' Committee meeting.

At its July 27, 2021 Committee meeting, the Board adopted Resolution No. 1547 Adopting Amended Procedures for Meetings of the Board of Directors, Superseding Resolution No. 1509, with modifications.

### DISCUSSION

Annually, the Board reviews the calendars to set the date and time for the meetings to be held the upcoming year. In anticipation of Calendar Year 2023, and for the Board's review and consideration, the Executive Officers have requested to agendize this item for discussion and possible action.

Resolution No. 1547, Attachment A, fixes the time and place of regular Board meetings and sets





forth specific procedures regarding meetings of the Board. As written, the Board may change the time and place of its meetings as it shall determine to be appropriate.

Historically, the Board has held four meetings per month with one Board meeting and three Committee meetings. In 2019, the Board began to meet three times a month when staff was directed to conduct the Finance Committee and Legislative & Public Affairs Committee meetings on the same day, eliminating one meeting day per month; however, two notices and agenda packets were still required. Since the Spring of 2020, the District has been holding one Board meeting and one Board of Directors' Committee meeting per month.

Over the past two and a half years, staff has noted that holding two meetings per month has resulted in increased operational efficiency as an agency and greater meeting transparency for our ratepayers. The reduced time in preparing for and attending multiple meetings per month has allowed the Board and staff to more fully engage in the water industry externally, allowing for the flow of innovative and cost-saving ideas between agencies. Holding two meetings per month has not affected participation in meetings; ratepayer attendance has neither increased nor decreased over the past two and a half years.

Staff recommends the Board approve modifying the Procedures for Meetings resolution to hold two regular Board meetings per month, on the second and fourth Wednesday at 4:30 p.m., and to agendize the draft Resolution at the November 15, 2022 Board of Directors' Committee Meeting. This timing would then allow the Board to set the meeting dates for Calendar Year 2023 at the December 14, 2022 Regular Board meeting.

#### FINANCIAL IMPACT

None.

#### ATTACHMENTS

Attachment A: Resolution No. 1547

## RESOLUTION NO. 1547

### RESOLUTION OF THE MESA WATER DISTRICT BOARD OF DIRECTORS ADOPTING AMENDED PROCEDURES FOR MEETINGS OF THE BOARD OF DIRECTORS, SUPERSEDING RESOLUTION NO. 1509

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, the Mesa Water Board of Directors (Board) is authorized, pursuant to California Water Code Section 30530, to adopt procedures regarding meetings of the Board; and

WHEREAS, the Board has previously adopted Resolution No. 1509, which fixed the time, day, and place of regular meetings of the Board and sets forth the Procedures for Meetings of the Board (as described herein); and

WHEREAS, the Board deems it desirable to update and amend the meeting procedures previously adopted by the Board whilst complying with State law.

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

**Section 1.** The foregoing recitals are true and correct and are incorporated herein by this reference.

**Section 2.** The amended and updated Procedures for Meetings of the Mesa Water District Board, as set forth in Appendix A, attached hereto and incorporated herein by this reference, are hereby adopted, to be effective from and after July 27, 2021.

**Section 3.** Resolution No. 1509 shall be superseded by this Resolution upon the adoption hereof.

ADOPTED, SIGNED, AND APPROVED this 27<sup>th</sup> day of July, 2021, by a roll call vote.

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



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Marice H. DePasquale  
President, Board of Directors



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Denise Garcia  
District Secretary

## APPENDIX A

### RESOLUTION NO. 1547

#### RESOLUTION OF THE MESA WATER DISTRICT BOARD OF DIRECTORS ADOPTING AMENDED PROCEDURES FOR MEETINGS OF THE BOARD OF DIRECTORS, SUPERSEDING RESOLUTION NO. 1509

##### I. GENERAL

- A. Adoption, Application and Purpose. This policy, Meetings of the Board of Directors (Policy), is adopted pursuant to California Water Code (Water Code) Section 30530. The content of this Policy is generally declarative of existing procedures and is intended to be integrated as part of Mesa Water District's (Mesa Water®) policies and directives. The purpose of this Policy is to allow the Mesa Water Board of Directors (Board) to conduct its meetings in an efficient and organized manner.
- B. Compliance with California Law. This Policy is enacted in accordance with existing and applicable California law including, but not limited to, the provisions of the Ralph M. Brown Act (being California Government Code (Government Code) Sections 54950 *et seq.*, Brown Act) and the County Water District Law (being Water Code Sections 3000 *et seq.*). It is the intention of the Board, by adopting this Policy, to observe the requirements and provisions of the Brown Act. It is the intention of the Board that this Policy shall not conflict with California laws or regulations. Although State laws and regulations are not generally restated in this Policy, it is intended that this Policy will be in addition to, or clarifications of, existing California law. To the extent of future legislative changes or judicial interpretations, applicable hereto, this Policy shall be deemed, or shall actually be, modified accordingly. For purposes of citing particular laws, statutes, or regulations, the phrase "but not limited to" is implied and operative.
- C. Future Amendments. The Board hereby reserves the right to formally amend this Policy in the future as may be determined to be necessary or appropriate due to conditions, circumstances, future legislative changes, judicial interpretations, or laws and regulations, which may affect this Policy.
- D. Exceptions to this Policy. It should be understood that all of the provisions of this Policy are subject to determination(s) by the Board, on a case-by-case basis, and without setting or establishing any precedent, to make exceptions to this Policy where such may be determined by the Board to be necessary or desirable. Such action(s) shall occur at the direction or pleasure of the Board

based upon such circumstances and factors as the Board shall determine to be appropriate.

- E. Definitions. Unless otherwise defined herein, the following definitions shall apply for purposes of the interpretation and implementation of this Policy:

**Board** – shall mean the Board of Directors of Mesa Water.

**Board Member** – shall mean an elected or appointed Director from one of the five divisions of Mesa Water District, once that person takes office.

**Brown Act** – shall mean the Ralph M. Brown Act being Government Code Sections 54950 *et seq.*

**District Secretary** – shall mean the Secretary of Mesa Water as appointed pursuant to Water Code Section 30540(a).

**Executive Committee** – shall mean a standing committee comprised solely of less than a quorum of the Board of Directors (President and Vice President).

**General Manager** – shall mean the General Manager of Mesa Water as appointed pursuant to Water Code Section 30540(a).

**Immediate Past President** – shall mean the person who served the immediately prior term as President of the Board as elected pursuant to Water Code Section 30520.

**May** – use of the word “may” indicates the referenced action is discretionary.

**Mesa Water®** – shall mean Mesa Water District, a county water district.

**Policy** – shall mean this Mesa Water Policy for Meetings of the Board of Directors, as such may be updated or amended from time to time.

**President** – shall mean the then-currently serving President of the Board as elected pursuant to Water Code Section 30520.

**Public** – shall mean members of the public as that term is generally defined in the Brown Act.

**Shall** – use of the word “shall” indicates the referenced action is mandatory.

**Staff** – shall mean staff members of Mesa Water including the General Manager, District Secretary and District Treasurer (or equivalent officers if designated with different titles).

**Teleconferencing** – shall mean a meeting of the Board, or a committee of the Board, the members of which are in different locations, connected by electronic means, through either audio or video, or both.

**Vice President** – shall mean the then-currently serving Vice President of the Board as elected pursuant to Water Code Section 30520.

- F. References to action(s) of the Board shall generally mean action by, or concurrence of, a majority of the Board (i.e., at least three Board Members).

## II. TIME AND PLACE OF BOARD MEETINGS

- A. Regular Meetings. Pursuant to Water Code Section 30521, the time and place for regular meetings of the Board shall be established by resolution adopted by the Board. Regular Board meetings will be held on the second Wednesday of each month at 4:30 p.m. at Mesa Water's office located at 1965 Placentia Avenue, Costa Mesa, California. The Board may change the time and place of its meetings as it shall determine to be appropriate.
- B. Open Public Meetings. Pursuant to Water Code Section 30529, all meetings of the Board, except as may be permitted under the Brown Act, shall be open to the public. It shall be the general policy of the Board that regular Board meetings shall adjourn by 7:30 p.m.
- C. Workshop Meetings. The Board may conduct workshop meetings on an as-needed basis. Such workshop meetings are Board meetings and action items can and shall be considered at such meetings. The date, time and place for such workshop meetings shall be set by the Board. Workshop meetings may be conducted as regular meetings, adjourned regular meetings or special meetings of the Board.
- D. Adjournment. Any regular meeting, adjourned regular meeting, or special meeting of the Board may be continued to a later date or time by adjournment to a date, time, and place designated as provided for in the Brown Act, including meeting at other locations within Mesa Water's service area. Any such adjournment shall be at the discretion and pleasure of the Board.
- E. Special Meetings. Special Board meetings may be called by the President or a majority of the Board consistent with the requirements of Government Code Section 54956. Notice of the time, place, and date for a special Board meeting shall conform to the requirements of the Brown Act.
- F. Emergency Meetings. The Board reserves the right to call and conduct emergency meetings as provided for pursuant to Government Code Section 54956.5 under such circumstances as are described in that statute.

- G. Closed Sessions. The Board reserves the right to conduct closed sessions, at such meetings as it is determined to be appropriate and as permitted under the Brown Act.
- H. Adjourn or Recess. The Board reserves the right to adjourn or recess any meeting with the purpose of maintaining or restoring order, or where other circumstances make it appropriate, and reserves its rights pursuant to Government Code Section 54957.9.
- I. Teleconferencing. The Board reserves the right to conduct meetings involving a teleconference. All Board meetings which involve one or more teleconferences shall conform to the requirements of Government Code 54953, or other applicable provisions of the Brown Act.
- J. Lack of Quorum. In the event that a quorum of the Board is not present at the time and place scheduled for a meeting, the Board Members present may adjourn such meeting to a time, place, and date specified. If all of the Board Members are absent from a regular or adjourned regular Board meeting, the District Secretary shall adjourn the meeting pursuant to Government Code Section 54955.

### **III. STRUCTURE OF BOARD MEETINGS**

- A. Order of Business. The Executive Committee shall determine the general order of business for Board meetings, which generally includes these items:

- 1) Call to Order
- 2) Pledge of Allegiance
- 3) Public Comments (see paragraph (B), below)
- 4) Items to be Added, Removed, or Reordered on the Agenda (see paragraphs C, D, and E, below)
- 5) Consent Calendar Items
  - Board Schedule
- 6) Presentation and Discussion Items
- 7) Action Items
- 8) Reports
- 9) Information Items
- 10) Closed Session(s)
- 11) Adjournment

- B. Public Comments.

1. Pursuant to Government Code Section 54954.3(b), the Board hereby determines that reasonable limitations on public comments are necessary in order for the Board to conduct its business within a reasonable time

frame. The right of the public to make comments to the Board must be balanced with the Board's need to have adequate time to consider and take action(s) on the items before it.

2. The following procedures shall apply to public comments:
  - a. Public comments shall be made from the podium provided (unless a physical disability prevents a member of the public from using the podium).
  - b. Public comments shall be limited to three minutes per speaker (unless the President grants additional time to a speaker with consensus of the majority of the Board).
  - c. Public comments presented at the beginning of the meeting on items not appearing on that meeting's agenda will be limited to no more than 30 minutes total for all speakers (subject to the Board granting additional time as the Board may determine).
  - d. Additional time for public comments regarding items not appearing on the posted agenda may be provided at the end of the Board meeting, if time permits and with consensus of a majority of the Board.
  - e. Public comments regarding items appearing on that meeting's agenda will be limited to no more than 60 minutes total for all speakers. This time limit may be extended by the President with consensus of a majority of the Board.
3. The following notations, which may be changed from time to time, shall be set forth on meeting agendas:

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

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

- C. Items to be Added to the Posted Agenda. The Board may add an item to the agenda for a regular or adjourned regular meeting of the Board after the



agenda has been posted, only if the following two conditions are determined by the Board to be true:

1. The Board determines that there is a need for immediate action on an item which cannot reasonably wait for the next regularly scheduled meeting or a special meeting of the Board; and
2. The Board determines that the need for immediate action came to the attention of the Board or staff after the applicable agenda had been posted.

The foregoing determinations require the vote of four of the Board Members or, if four or more of the Board Members are not present, by a unanimous vote of those Board Members present for the item to be placed on the agenda for the applicable meeting of the Board. Items may not be added to the agenda in the case of a special meeting of the Board.

Upon making the foregoing determinations, the Board may then choose to consider or take action(s) on the referenced item at such point in the agenda as the Board shall direct.

- D. Items to be Removed from the Agenda. Any Board Member or the General Manager may remove any item of business from a Board meeting agenda, unless a majority of the Board objects.
- E. Reordering of the Agenda. Any Board Member may request a change to the order of business at any time during the meeting, which shall be granted unless a majority of the Board objects.
- F. Consent Calendar. Any item of business may be removed from the Consent Calendar by any Board Member, the General Manager or member of the public to permit separate discussion. Such discussion and voting shall take place during the period for Consent Calendar items.
- G. Continue or Table Items. The Board may, by action of a majority of its members, continue or table action on any particular item for a period of one year.
- H. Resolved Items. Any item, which has previously been reviewed, discussed, and acted upon by the Board, by way of motion, resolution, ordinance, or assigned and completed by staff shall not appear on the agenda for a Board meeting for reconsideration for the period of one year, unless the Executive Committee places such items on an agenda or such items are placed on an agenda by action of a majority of the Board.

- I. Adding Items to the Agenda. The District Secretary shall maintain, and present to the Board on a regular basis, an advance schedule of Board meeting topics. The Executive Committee and staff shall determine the agenda for each Board meeting. Any request for the inclusion of an item(s) to a Board meeting agenda by any Board member or member of the public shall be addressed to the Board President who shall bring the item(s) to the Executive Committee for scheduling. Such item(s) shall be scheduled for the next available Board meeting unless the Executive Committee determines otherwise and notifies the Board member of the reason. The Board specifically reserves the right to change that schedule, or to direct that an item be placed on the agenda of a particular Board meeting. Placing any item on the agenda for the Board's consideration is subject to override by majority action of the Board.
  
- J. Reports From Closed Session. The Board reserves its right to conduct closed sessions as permitted by the provisions of the Brown Act. The Board also reserves its right to give directives and make decisions in closed sessions as permitted by the Brown Act. Notwithstanding paragraph K below (Closed Sessions Regarding Personnel Matters), it shall be the policy of the Board to make reports of decisions made in closed sessions in open session as permitted and/or required under the provisions of the Brown Act. For matters or issues where decisions cannot be made in closed session, or where the Board so determines, such decisions shall be made in open session. Where reports are made from closed session pursuant to the Brown Act, or where action(s) is taken in open session, a record of such report(s) shall be made, or action(s) taken, which shall be set forth in the minutes of such meeting.
  
- K. Closed Sessions Regarding Personnel Matters. It shall be the policy of the Board that matters relating to Mesa Water personnel generally shall not be discussed in open session in regard to performance evaluations and reviews, personnel records, disciplinary proceedings and similar matters. In the event the Board conducts a closed session pursuant to the applicable provisions of the Brown Act for the evaluation of performance, or similar matters relating to staff, Mesa Water will not make a report from closed session in regard to such personnel matters unless, and until, required under State law.
  
- L. Minutes. The Board hereby directs that minutes of all Board meetings (except for closed sessions during which no minutes shall be taken unless otherwise directed by the Board) shall be prepared by the District Secretary. Such minutes shall include a record of all votes of the Board pursuant to Water Code Section 30526. Upon completion, minutes of all such meetings shall be returned to the Board for review and approval.
  
- M. Transcribing Minutes. The Board hereby finds that additional means of preparing and transcribing the minutes, including recordings, may be used by the District Secretary. It is hereby the directive and determination of the Board

that such recordings are not, and shall not be considered to be, the official minutes or transcripts of such Board meetings.

Any such recordings of any Board meeting made by Mesa Water shall be subject to the provisions of Government Code Section 54953.5(b), or any successor section thereto.

Further, it shall be the directive and policy of the Board that any recordings made by Mesa Water which are used to assist the District Secretary in transcribing the minutes of Board meetings shall be erased or destroyed after 30 days have elapsed since the date of the meeting at which such recording was made.

#### **IV. RULES OF ORDER**

- A. President. It shall be the policy of the Board that the President shall preside over meetings of the Board where the President is present. The public, Board Members, the General Manager, and staff shall direct questions and comments to, or through, the President.
- B. Determination of Acting President. In the absence of the President, the Vice President shall preside over the meeting. In such case, the Vice President shall be the acting President and shall have all powers vested in the President.

In the absence of both the President and the Vice President at a Board meeting, where a meeting includes a quorum of the Board, the Immediate Past President shall act as the acting President for purposes of that Board meeting. The Immediate Past President will have the power of acting President for that meeting. If the Immediate Past President is not present at such meeting, the Board members in attendance shall determine which of their members shall act as President for such meeting.

- C. Actions of the Board. Pursuant to Water Code Section 30523, the Board shall take formal action by way of ordinance, resolution or motion. The Board may also act informally as to matters of procedure, scheduling and similar matters by directive to staff or by concurrence of the Board with Board or staff recommendations. Voting on all matters by the Board shall conform to the requirements of the Brown Act and secret balloting or voting shall not be permitted. Unless a vote is unanimous on an item with all Directors present and voting, the votes for, against, abstain or absent as to a matter shall be recorded and listed in the minutes for such Board meeting as required under Water Code Section 30526.
- D. Rosenberg's Rules of Order. The Board hereby references, without adopting, Rosenberg's Rules of Order as a general guide for procedural matters where

such rules may help it more efficiently conduct business at meetings of the Board. However, these Rules of Order shall not be binding on the proceedings of the Board.

## **V. DOCUMENTATION**

A. Posting Agendas. Pursuant to the requirements of Government Code Section 54954.2, the District Secretary shall post, or cause to be posted, notices of Board meetings and/or agendas for all regular, adjourned regular and special meetings of the Board at Mesa Water's business office located at 1965 Placentia Avenue, Costa Mesa, California. The District Secretary may also post agendas, as time permits, at other publicly accessible locations within Mesa Water's service area. Board meeting agendas will also be posted to the Mesa Water website consistent with the requirements of State law.

B. Disability-Related Modifications or Accommodations. The following notations shall be set forth on the agendas for all Board meetings open to the public:

"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 call the District Secretary at (949) 631-1205. 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 using a translator to present their comments into English shall be provided reasonable time accommodations that are consistent with California law."

C. Distribution of Documentation. Documentation and other materials relating to the Board meeting agenda items shall be distributed to all Board Members in advance of the Board meeting whenever possible. In such regard, Mesa Water shall comply with the requirements of Government Code Section 54957.5.

1. The following notation shall be set forth on the agendas for all meetings open to the public:

"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."

2. It shall be the general policy of the Board that documentation furnished to any one Board Member shall also be furnished to, or offered to, all of the remaining Board Members.

Documentation furnished to Board Members relative to agenda items may be furnished without cost to members of the public upon request. However, the Board specifically reserves the right, in accordance with California Law, including Government Code Sections 6257 and 54957.5, to impose reasonable and necessary charges relative to the furnishing of such documentation at such time as the Board determines that it is appropriate or necessary to do so.

- D. Introduced Documents. On occasion, a member of the public or a Board Member may introduce a document during a Board meeting. To the extent that it is possible and reasonable to do so, the Board may, at its discretion, after consulting with the District Secretary, provide for copying and redistribution of such document(s) to other interested members of the public during such meeting. However, it is specifically noted that redistribution of such documentation may not be feasible or practical during such meeting. The Board reserves its right, by way of a majority vote of the Board, on a case-by-case basis, to take such action or to make such documentation available after the conclusion of such meeting pursuant to Mesa Water's Public Records Act Policy.
- E. Public Records Requests. In the event that the District receives a request for public records at a Board meeting, it is the District's policy to respond in a reasonable manner and to comply with the provisions of the California Public Records Act. Further, it is the finding and determination of the Board that Mesa Water's business needs be conducted in an efficient manner in terms of allocation of staff time and other resources.

Confidential or privileged records that by law may not be disclosed are not subject to disclosure under the California Public Records Act.

- F. Disclosure of Closed Session Information.
  1. Confidential information (e.g., all hand-written, printed, copied, electronic files or documents, and data, as well as spoken information) received, acquired by, or made available to anyone that pertains to closed sessions held pursuant to the Brown Act, shall not be disclosed to anyone not entitled to receive it pursuant to Government Code Sections 1098 and 54963.
  2. Any Board or staff member shall not willfully and knowingly disclose for pecuniary gain, to any other person, confidential information acquired by

him or her in the course of his or her official duties as set forth in Government Code Section 1098.

**REPORTS:**

4. REPORT OF THE GENERAL MANAGER

**REPORTS:**

5. DIRECTORS' REPORTS AND COMMENTS



There are no support materials for this item.