



# BOARD OF DIRECTORS SPECIAL MEETING (WORKSHOP) AGENDA

Tuesday, January 09, 2024 at 9:00 AM

66575 Second St, Desert Hot Springs, CA AND/OR Via Teleconference

NOTICE IS HEREBY GIVEN THAT THE BOARD OF DIRECTORS OF MISSION SPRINGS WATER DISTRICT WILL HOLD ITS REGULAR MEETING(S) ON THE DATE LISTED ABOVE. THE BOARD WILL MEET IN PERSON AT 66575 SECOND STREET, DESERT HOT SPRINGS.

THE PUBLIC IS PERMITTED TO ATTEND THIS MEETING IN PERSON OR VIRTUALTY USING THE ZOOM LINK BELOW.

JOIN ZOOM MEETING:

<https://us02web.zoom.us/j/8220655340?from=addon>

DIAL BY PHONE:

+1 (408) 638-0968

Meeting ID: 822 065 5340

ACTION MAY BE TAKEN ON ANY ITEM LISTED ON THIS AGENDA

- 
1. CALL TO ORDER
  2. ROLL CALL
  3. ANNOUNCEMENT AND VERIFICATION OF REMOTE MEETING PARTICIPATION PURSUANT TO AB 2449 OR GC 54953(b)

4. PUBLIC INPUT

*This is the opportunity for members of the public to address the Board on matters within the Board's jurisdiction. **Please limit comments to three (3) minutes or less.** State law prohibits the Board from discussing or taking action on any item not listed on the agenda.*

ITEMS FOR DISCUSSION

- [5.](#) MID-YEAR BUDGET REVIEW FY 2023/24
- [6.](#) DRAFT STRATEGIC PLAN DISCUSSION
- [7.](#) MSWD BOARD HANDBOOK DISCUSSION

COMMENTS

8. GENERAL MANAGER'S COMMENTS

**9. DIRECTORS' COMMENTS**

**10. ADJOURN**

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***If you need special assistance to participate in this meeting, please contact the Executive Assistant at (760) 660-4403 at least 48 working hours prior to the meeting.***

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**ANY DISCLOSABLE PUBLIC RECORDS RELATED TO AN OPEN SESSION ITEM ON A REGULAR MEETING AGENDA AND DISTRIBUTED BY MISSION SPRINGS WATER DISTRICT TO ALL OR A MAJORITY OF THE BOARD OF DIRECTORS LESS THAN 72 HOURS PRIOR TO THAT MEETING ARE AVAILABLE FOR PUBLIC INSPECTION AT THE DISTRICT OFFICE, 66575 SECOND STREET, DESERT HOT SPRINGS, CALIFORNIA, DURING NORMAL BUSINESS HOURS AND MAY ALSO BE AVAILABLE ON THE DISTRICT'S WEBSITE AT <https://www.mswd.org/meetings>. NOTE: THE PROCEEDINGS MAY BE AUDIO AND VIDEO RECORDED.**

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**CERTIFICATION OF POSTING**

I certify that on or before January 8, 2024, I posted a copy of the foregoing notice near the regular meeting place of the Board of Directors of Mission Springs Water District at least 24 hours in advance of the meeting (Government Code Section 54954.2).



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Dori Petee  
Executive Assistant

**Mission Springs Water District  
Mid-Year Budget Review  
January 9, 2024**

**Update from regular budget:**

Increases in Revenue \$3,000,000:

1. Skyborne Project Funds - \$3 Million

Increases in Expenses \$1,171,061:

1. New position including benefits, Contracts Analyst, half of 2024 – \$64,262
2. BID #539 – Hot Mix Asphalt – \$50,000
3. BID #585 – Outside Services for Pest Control in Wastewater – \$52,000
4. BID #602 – Collection System Emergency Repairs – \$23,000
5. BID #702 – General Consulting for Grants Agency – \$40,000
6. BID #703 – Administrative Support – Temp Help – \$165,000
7. BID #812 – Studies, Plans and Updates – \$734,000
8. BID #870 – Supplemental Environmental Project - \$250,000

Capital Improvement Plan \$1,306,000:

1. 11147 – Well #42 – Augmentation – \$139,000
2. 11788 – Muffin Monster – Augmentation – \$2,000
3. 11776 – Energy Conservation and Efficiency Plan – \$50,000
4. Hilary Storm Repair Jobs
  - a. 13<sup>th</sup> Ave - \$100,000
  - b. Thomas Dr - \$105,000
  - c. Indian Canyon - \$230,000
  - d. Little Morongo - \$30,000
  - e. Mission Lakes - \$650,000

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
1	<b>MISSION SPRINGS WATER DISTRICT - 2023-2024 DEPARTMENTAL BUDGETS (REVISED 1/9/2024)</b>																
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1	<b>MISSION SPRINGS WATER DISTRICT - 2022-2023 DEPARTMENTAL BUDGETS (revised 1/9/23)</b>																
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1	<b>MISSION SPRINGS WATER DISTRICT - DEPARTMENTAL BUDGETS COMPARISON</b>																	
2																		
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5		<b>REVISED 2023-2024</b>					<b>ORIGINAL 2023-2024</b>					<b>Difference</b>						
6		<b>COMBINED</b>	<b>OPERATING FUNDS</b>				<b>COMBINED</b>	<b>OPERATING FUNDS</b>				<b>COMBINED</b>	<b>OPERATING FUNDS</b>					
7		<b>DISTRICTS</b>	<b>GENERAL</b>	<b>WATER</b>	<b>SEWER</b>		<b>DISTRICTS</b>	<b>GENERAL</b>	<b>WATER</b>	<b>SEWER</b>		<b>DISTRICTS</b>	<b>GENERAL</b>	<b>WATER</b>	<b>SEWER</b>			
8		<b>TOTAL</b>	<b>DISTRICT</b>	<b>DISTRICT</b>	<b>DISTRICT</b>	<b>OTHER</b>	<b>TOTAL</b>	<b>DISTRICT</b>	<b>DISTRICT</b>	<b>DISTRICT</b>	<b>OTHER</b>	<b>TOTAL</b>	<b>DISTRICT</b>	<b>DISTRICT</b>	<b>DISTRICT</b>	<b>OTHER</b>		
9		<b>FUNDS</b>					<b>FUNDS</b>					<b>FUNDS</b>						
10																		
11	<b>OPERATING REVENUES</b>	21,191,788		13,786,420	7,405,368	0	21,191,788		13,786,420	7,405,368	0	0.0%	0		0		0	
12																		
13	<b>OPERATING EXPENSES:</b>																	
14	CUSTOMER ACCOUNTS	1,563,945	366,609	1,197,336	0	0	1,554,165	361,953	1,192,212	0	0	0.6%	9,780	4,656	5,124	0	0	
15	BUILDINGS AND GROUNDS	165,517	165,517	0	0	0	180,441	180,441	0	0	0	-8.3%	(14,924)	(14,924)	0	0	0	
16	VEHICLE MAINTENANCE	655,160	655,160	0	0	0	655,244	655,244	0	0	0	0.0%	(84)	(84)	0	0	0	
17	CENTRAL SERVICES	916,738	916,738	0	0	0	865,210	865,210	0	0	0	6.0%	51,528	51,528	0	0	0	
18	ADMINISTRATION	2,939,753	2,939,753	0	0	0	2,121,964	2,121,964	0	0	0	38.5%	817,789	817,789	0	0	0	
19	INFORMATION TECHNOLOGY	1,060,961	1,060,961	0	0	0	1,060,397	1,060,397	0	0	0	0.1%	564	564	0	0	0	
20	BOARD OF DIRECTORS	412,974	412,974	0	0	0	538,746	538,746	0	0	0	-23.3%	(125,772)	(125,772)	0	0	0	
21	PUBLIC AFFAIRS	954,045	777,057	176,988	0	0	748,817	571,757	177,060	0	0	27.4%	205,228	205,300	(72)	0	0	
22	HUMAN RESOURCES	434,724	434,724	0	0	0	434,304	434,304	0	0	0	0.1%	420	420	0	0	0	
23	ENGINEERING	1,061,693	971,693	81,000	9,000	0	1,042,829	952,829	81,000	9,000	0	1.8%	18,864	18,864	0	0	0	
24	ACCOUNTING	618,604	618,604	0	0	0	615,316	615,316	0	0	0	0.5%	3,288	3,288	0	0	0	
25	PUMPING	4,370,926	0	4,370,926	0	0	4,372,282	0	4,372,282	0	0	0.0%	(1,356)	0	(1,356)	0	0	
26	TRANSMISSION AND DISTRIBUTION	2,536,475	0	2,536,475	0	0	2,470,251	0	2,470,251	0	0	2.7%	66,224	0	66,224	0	0	
27	COLLECTION	992,764	0	0	992,764	0	720,040	0	720,040	0	0	37.9%	272,724	0	0	272,724	0	
28	TREATMENT	1,876,204	0	0	1,876,204	0	1,825,696	0	1,825,696	0	0	2.8%	50,508	0	0	50,508	0	
29	DISPOSAL	1,212,775	0	0	1,212,775	0	1,212,991	0	1,212,991	0	0	0.0%	(216)	0	0	(216)	0	
30	DEPRECIATION	4,449,600	298,320	2,416,848	1,734,432	0	4,449,600	298,320	2,416,848	1,734,432	0	0.0%	0	0	0	0	0	
31	CAPITAL LABOR AND COSTS																	
32	ADMINISTRATIVE COSTS ALLOCATED	(1,311,432)	(9,618,110)	5,802,398	2,504,280		(1,127,928)	(8,656,481)	5,259,413	2,269,140		16.3%	(183,504)	(961,629)	542,985	235,140		
33	<b>TOTAL OPERATING EXPENSE</b>	<b>24,911,426</b>	0	16,581,971	8,329,455		<b>23,740,365</b>	0	15,969,066	7,771,299		4.9%	<b>1,171,061</b>	0	612,905	558,156		
34																		
35	<b>NET OPERATING INCOME(LOSS)</b>	<b>(3,719,638)</b>	0	(2,795,551)	(924,087)	0	<b>(2,548,577)</b>	0	(2,182,646)	(365,931)	0	45.9%	<b>(1,171,061)</b>	0	(612,905)	(558,156)		
36																		
37	<b>ADD NON-OPERATING REVENUE:</b>																	
38	CONNECTION FEES	922,659	0	682,659	240,000	0	922,659	0	682,659	240,000	0	0.0%	0	0	0	0	0	
39	PROPERTY TAXES	2,263,200	795,600	914,400	553,200	0	2,263,200	795,600	914,400	553,200	0	0.0%	0	0	0	0	0	
40	SOLAR CREDITS	250,000	250,000	0	0	0	250,000	250,000	0	0	0	0.0%	0	0	0	0	0	
41	SITE RENTALS	100,800	0	100,800	0	0	100,800	0	100,800	0	0	0.0%	0	0	0	0	0	
42	INTEREST INCOME	1,187,472	332,600	394,600	242,100	218,172	1,187,472	332,600	394,600	242,100	218,172	0.0%	0	0	0	0	0	
43	UNREALIZED GAINS/LOSSES	101,700	36,000	52,500	13,200	0	101,700	36,000	52,500	13,200	0	0.0%	0	0	0	0	0	
44	FRONT FOOTAGE FEES	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	
45	GRANT	72,850,000	0	3,300,000	69,550,000	0	69,850,000	0	300,000	69,550,000	0	4.3%	3,000,000	0	3,000,000	0	0	
46																		
47	<b>LESS INTEREST &amp; DEBT SERVICE EXPENSE:</b>																	
48	INTEREST	(841,129)	0	(960)	0	(840,169)	(841,129)	0	(960)	0	(840,169)	0.0%	0	0	0	0	0	
49	DEBT SERVICE CHARGES	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	
50																		
51	<b>NET INCOME(LOSS)</b>	<b>73,115,064</b>	1,414,200	2,648,448	69,674,413	(621,997)	<b>71,286,125</b>	1,414,200	261,353	70,232,569	(621,997)	2.6%	<b>1,828,939</b>	0	2,387,095	(558,156)	0	

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1	<b>MISSION SPRINGS WATER DISTRICT - DEPARTMENTAL BUDGETS COMPARISON</b>																	
2																		
3																		
4																		
5		<b>REVISED 2023-2024</b>				<b>REVISED 2022-2023</b>					<b>Difference</b>							
6		<b>COMBINED DISTRICTS TOTAL FUNDS</b>	<b>OPERATING FUNDS</b>			<b>COMBINED DISTRICTS TOTAL FUNDS</b>	<b>OPERATING FUNDS</b>				<b>COMBINED DISTRICTS TOTAL FUNDS</b>	<b>OPERATING FUNDS</b>						
7			<b>GENERAL DISTRICT</b>	<b>WATER DISTRICT</b>	<b>SEWER DISTRICT</b>		<b>OTHER</b>	<b>GENERAL DISTRICT</b>	<b>WATER DISTRICT</b>	<b>SEWER DISTRICT</b>		<b>OTHER</b>	<b>GENERAL DISTRICT</b>	<b>WATER DISTRICT</b>	<b>SEWER DISTRICT</b>	<b>OTHER</b>		
8																		
9																		
10																		
11	<b>OPERATING REVENUES</b>	21,191,788		13,786,420	7,405,368	0	21,186,424		13,599,636	7,586,788		0.0%	5,364		186,784	(181,420)		
12																		
13	<b>OPERATING EXPENSES:</b>																	
14	CUSTOMER ACCOUNTS	1,563,945	366,609	1,197,336	0	0	2,096,048	402,036	1,694,012	0		-25.4%	(532,103)	(35,427)	(496,676)	0		
15	BUILDINGS AND GROUNDS	165,517	165,517	0	0	0	155,360	155,360	0	0		6.5%	10,157	10,157	0	0		
16	VEHICLE MAINTENANCE	655,160	655,160	0	0	0	488,084	488,084	0	0		34.2%	167,076	167,076	0	0		
17	CENTRAL SERVICES	916,738	916,738	0	0	0	780,891	780,891	0	0		17.4%	135,847	135,847	0	0		
18	ADMINISTRATION	2,939,753	2,939,753	0	0	0	3,250,786	3,250,786	0	0		-9.6%	(311,033)	(311,033)	0	0		
19	INFORMATION TECHNOLOGY	1,060,961	1,060,961	0	0	0	1,096,512	1,096,512	0	0		-3.2%	(35,551)	(35,551)	0	0		
20	BOARD OF DIRECTORS	412,974	412,974	0	0	0	399,776	399,776	0	0		3.3%	13,198	13,198	0	0		
21	PUBLIC AFFAIRS	954,045	777,057	176,988	0	0	770,665	594,325	176,340	0		23.8%	183,380	182,732	648	0		
22	HUMAN RESOURCES	434,724	434,724	0	0	0	382,500	382,500	0	0		13.7%	52,224	52,224	0	0		
23	ENGINEERING	1,061,693	971,693	81,000	9,000	0	1,023,476	940,476	74,000	9,000		3.7%	38,217	31,217	7,000	0		
24	ACCOUNTING	618,604	618,604	0	0	0	536,796	536,796	0	0		15.2%	81,808	81,808	0	0		
25	PUMPING	4,370,926	0	4,370,926	0	0	3,507,755	0	3,507,755	0		24.6%	863,171	0	863,171	0		
26	TRANSMISSION AND DISTRIBUTION	2,536,475	0	2,536,475	0	0	2,327,279	0	2,327,279	0		9.0%	209,196	0	209,196	0		
27	COLLECTION	992,764	0	0	992,764	0	512,448	0	0	512,448		93.7%	480,316	0	0	480,316		
28	TREATMENT	1,876,204	0	0	1,876,204	0	2,159,312	0	0	2,159,312		-13.1%	(283,108)	0	0	(283,108)		
29	DISPOSAL	1,212,775	0	0	1,212,775	0	850,198	0	0	850,198		42.6%	362,577	0	0	362,577		
30	DEPRECIATION	4,449,600	298,320	2,416,848	1,734,432	0	4,025,551	275,046	2,069,977	1,680,528		10.5%	424,049	23,274	346,871	53,904		
31	CAPITAL LABOR AND COSTS																	
32	ADMINISTRATIVE COSTS ALLOCATED	(1,311,432)	(9,618,110)	5,802,398	2,504,280		(1,236,444)	(9,302,588)	5,594,696	2,471,448		6.1%	(74,988)	(315,522)	207,702	32,832		
33	<b>TOTAL OPERATING EXPENSE</b>	<b>24,911,426</b>	<b>0</b>	<b>16,581,971</b>	<b>8,329,455</b>		<b>23,126,993</b>	<b>0</b>	<b>15,444,059</b>	<b>7,682,934</b>		<b>7.7%</b>	<b>1,784,433</b>	<b>0</b>	<b>1,137,912</b>	<b>646,521</b>		
34																		
35	<b>NET OPERATING INCOME(LOSS)</b>	<b>(3,719,638)</b>	<b>0</b>	<b>(2,795,551)</b>	<b>(924,087)</b>	<b>0</b>	<b>(1,940,569)</b>	<b>0</b>	<b>(1,844,423)</b>	<b>(96,146)</b>		<b>91.7%</b>	<b>(1,779,069)</b>	<b>0</b>	<b>(951,128)</b>	<b>(827,941)</b>		
36																		
37	<b>ADD NON-OPERATING REVENUE:</b>																	
38	CONNECTION FEES	922,659	0	682,659	240,000	0	844,440	0	664,440	180,000	0	9.3%	78,219	0	18,219	60,000	0	
39	PROPERTY TAXES	2,263,200	795,600	914,400	553,200	0	2,099,989	968,640	708,996	422,353	0	7.8%	163,211	(173,040)	205,404	130,847	0	
40	SOLAR CREDITS	250,000	250,000	0	0	0	225,000	0	90,000	135,000	0	11.1%	25,000	250,000	(90,000)	(135,000)	0	
41	SITE RENTALS	100,800	0	100,800	0	0	77,352	0	77,352	0	0	30.3%	23,448	0	23,448	0	0	
42	INTEREST INCOME	1,187,472	332,600	394,600	242,100	218,172	1,212,459	68,511	78,696	88,884	976,368	-2.1%	(24,987)	264,089	315,904	153,216	(758,196)	
43	UNREALIZED GAINS/LOSSES	101,700	36,000	52,500	13,200	0	(311,964)	(54,240)	(128,880)	(128,844)	0	-132.6%	413,664	90,240	181,380	142,044	0	
44	FRONT FOOTAGE FEES	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	
45	GRANT	72,850,000	0	3,300,000	69,550,000	0	42,849,311	0	5,324,709	37,524,602	0	70.0%	30,000,689	0	(2,024,709)	32,025,398	0	
46																		
47	<b>LESS INTEREST &amp; DEBT SERVICE EXPENSE:</b>																	
48	INTEREST	(841,129)	0	(960)	0	(840,169)	(863,858)	0	0	0	(863,858)	-2.6%	22,729	0	(960)	0	23,689	
49	DEBT SERVICE CHARGES	0	0	0	0	0	(184,008)	0	(92,004)	(92,004)	0	0.0%	184,008	0	92,004	92,004	0	
50																		
51	<b>NET INCOME(LOSS)</b>	<b>73,115,064</b>	<b>1,414,200</b>	<b>2,648,448</b>	<b>69,674,413</b>	<b>(621,997)</b>	<b>44,008,152</b>	<b>982,911</b>	<b>4,878,886</b>	<b>38,033,845</b>	<b>112,510</b>	<b>66.1%</b>	<b>29,106,912</b>	<b>431,289</b>	<b>(2,230,438)</b>	<b>31,640,568</b>	<b>(734,507)</b>	

	A	B	C	D	E	F	G	H	I	J
1										
2	<b>Mission Springs Water District</b>									
3	<b>Functional Expense Budget - 2024</b>									
4						<b>Revised</b>		<b>Original</b>		
5						<b>Budget</b>		<b>Budget</b>		
6						<b>2024</b>		<b>2023</b>		<b>Difference</b>
7	<b>REVENUES</b>									
8		Base service charge				\$ 2,924,400		\$ 2,924,400		\$ -
9		Water consumption				9,200,400		9,200,400		-
10		Meter installations				122,520		122,520		-
11		Sewer service				7,388,400		7,388,400		-
12		Other operating revenue				1,306,132		1,306,132		-
13		Backup and front footage fees				922,659		922,659		-
14		Property taxes				2,263,200		2,263,200		-
15		Standby charges				245,916		245,916		-
16		Fats, oils & grease fees				4,020		4,020		-
17		Investment income				1,187,472		1,187,472		-
18		Unrealized Gains/(Losses)				101,700		101,700		-
19		Solar Credits				250,000		250,000		-
20		Site Rentals				100,800		100,800		-
21		Grants				72,850,000		69,850,000		3,000,000
22		Total revenues				\$ 98,867,619		\$ 95,867,619		\$ 3,000,000
23										
24	<b>EXPENSES</b>									
25		Salaries and wages				\$ 5,034,485		\$ 5,004,711		\$ 29,774
26		Employee benefits				993,422		990,364		3,058
27		Fringe benefits				2,675,995		2,668,262		7,733
28		Materials and supplies				2,442,127		2,403,810		38,317
29		Outside services				5,482,125		4,937,125		545,000
30		Ground water replenishment fees				(145,944)		(145,944)		-
31		Utilities				2,363,631		2,363,631		-
32		Directors' fees				60,000		60,000		-
33		Engineering				66,000		66,000		-
34		Insurance				210,100		210,100		-
35		Audit				60,000		60,000		-
36		Rate study				96,000		96,000		-
37		Legal				504,000		504,000		-
38		Fixed Assets				1,505,014		771,014		734,000
39		Depreciation				4,449,600		4,449,600		-
40		Interest				841,129		841,129		-
41		Standby reports				16,300		16,300		-
42		Dues and subscriptions				78,402		78,402		-
43		Training and conferences				259,558		259,558		-
44		Amortization and cost of debt issuance				0		0		-
45		Ground water management				16,683		20,000		(3,317)
46		Other expenses				55,360		55,360		-
47		Subtotal				27,063,987		25,709,422		1,354,565
48		General District Allocation				(1,311,432)		(1,127,928)		(183,504)
49		Total expenses				\$ 25,752,555		\$ 24,581,494		\$ 1,171,061
50										
51	<b>NET INCOME(LOSS)</b>					<b>\$ 73,115,064</b>		<b>\$ 71,286,125</b>		<b>\$ 1,828,939</b>
52										
53	<b>CAPITAL IMPROVEMENTS</b>					<b>\$ 76,648,688</b>		<b>\$ 76,827,465</b>		<b>\$ (178,777)</b>
54	<b>VEHICLES AND EQUIPMENT</b>					<b>\$ 32,000</b>		<b>\$ 32,000</b>		<b>\$ -</b>



	A	B	C	D	E	F	G	H	I	J
1										
2	<b>Mission Springs Water District</b>									
3	<b>Functional Expense Budget - 2024</b>									
4						<b>Revised</b>		<b>Original</b>		
5						<b>Budget</b>		<b>Budget</b>		
6						<b>2024</b>		<b>2023</b>		<b>Difference</b>
7	<b>REVENUES</b>									
8		Base service charge				\$ 2,924,400		\$ 2,886,840		\$ 37,560
9		Water consumption				9,200,400		9,171,804		28,596
10		Meter installations				122,520		73,800		48,720
11		Sewer service				7,388,400		7,570,000		(181,600)
12		Other operating revenue				1,306,132		1,231,716		74,416
13		Backup and front footage fees				922,659		844,440		78,219
14		Property taxes				2,263,200		2,099,989		163,211
15		Standby charges				245,916		248,244		(2,328)
16		Fats, oils & grease fees				4,020		4,020		-
17		Investment income				1,187,472		1,212,459		(24,987)
18		Unrealized Gains/(Losses)				101,700		(311,964)		413,664
19		Solar Credits				250,000		225,000		25,000
20		Site Rentals				100,800		77,352		23,448
21		Grants				72,850,000		42,849,311		30,000,689
22		Total revenues				\$ 98,867,619		\$ 68,183,011		\$ 30,684,608
23										
24	<b>EXPENSES</b>									
25		Salaries and wages				\$ 5,034,485		\$ 4,795,173		\$ 239,312
26		Employee benefits				993,422		928,302		65,120
27		Fringe benefits				2,675,995		2,686,731		(10,736)
28		Materials and supplies				2,442,127		1,926,622		515,505
29		Outside services				5,482,125		4,305,731		1,176,394
30		Ground water replenishment fees				(145,944)		(130,668)		(15,276)
31		Utilities				2,363,631		2,039,999		323,632
32		Directors' fees				60,000		60,000		-
33		Engineering				66,000		42,000		24,000
34		Insurance				210,100		191,040		19,060
35		Audit				60,000		66,000		(6,000)
36		Rate study				96,000		72,000		24,000
37		Legal				504,000		865,000		(361,000)
38		Fixed Assets				1,505,014		2,051,157		(546,143)
39		Depreciation				4,449,600		4,025,551		424,049
40		Interest				841,129		863,858		(22,729)
41		Standby reports				16,300		19,380		(3,080)
42		Dues and subscriptions				78,402		68,907		9,495
43		Training and conferences				259,558		254,152		5,406
44		Amortization and cost of debt issuance				0		184,008		(184,008)
45		Ground water management				16,683		20,000		(3,317)
46		Other expenses				55,360		76,360		(21,000)
47		Subtotal				27,063,987		25,411,303		1,652,684
48		General District Allocation				(1,311,432)		(1,236,444)		(74,988)
49		Total expenses				\$ 25,752,555		\$ 24,174,859		\$ 1,577,696
50										
51	<b>NET INCOME(LOSS)</b>					<b>\$ 73,115,064</b>		<b>\$ 44,008,152</b>		<b>\$ 29,106,912</b>
52										
53	<b>CAPITAL IMPROVEMENTS</b>					<b>\$ 76,648,688</b>		<b>\$ 63,362,033</b>		<b>\$ 13,286,655</b>
54	<b>VEHICLES AND EQUIPMENT</b>					<b>\$ 32,000</b>		<b>\$ 307,000</b>		<b>\$ (275,000)</b>

	A	B	C	D	E	F	G	H	I	J	K
1											
2	<b>Mission Springs Water District</b>										
3	<b>Functional Expense Budget - 2024</b>										
4							<b>Revised</b>		<b>Revised</b>		
5							<b>Budget</b>		<b>Budget</b>		
6							<b>2024</b>		<b>2023</b>		<b>Difference</b>
7	<b>OPERATING REVENUES</b>										
8		Base service charge					2,924,400		2,924,400		\$ -
9		Water consumption					9,200,400		9,200,400		-
10		Meter installations					122,520		122,520		-
11		Sewer service					7,388,400		7,388,400		-
12		Other operating revenue					1,306,132		1,306,132		-
13		Standby charges					245,916		245,916		-
14		Fats, oils & grease fees					4,020		4,020		-
15		Total operating revenues					21,191,788		21,191,788		-
16											
17	<b>OPERATING EXPENSES</b>										
18		Salaries and wages					5,034,485		5,004,711		29,774
19		Employee benefits					993,422		990,364		3,058
20		Fringe benefits					2,675,995		2,668,262		7,733
21		Materials and supplies					2,442,127		2,403,810		38,317
22		Outside services					5,482,125		4,937,125		545,000
23		Ground water replenishment fees					(145,944)		(145,944)		-
24		Utilities					2,363,631		2,363,631		-
25		Directors' fees					60,000		60,000		-
26		Engineering					66,000		66,000		-
27		Insurance					210,100		210,100		-
28		Audit					60,000		60,000		-
29		Long range financial plan					96,000		96,000		-
30		Legal					504,000		504,000		-
31		Fixed Assets					1,505,014		771,014		734,000
32		Depreciation					4,449,600		4,449,600		-
33		Standby reports					16,300		16,300		-
34		Dues and subscriptions					78,402		78,402		-
35		Training and conferences					259,558		259,558		-
36		Ground water management					16,683		20,000		(3,317)
37		Other expenses					55,360		55,360		-
38		General District Allocation					(1,311,432)		(1,127,928)		(183,504)
39		Total operating expenses					24,911,426		23,740,365		1,171,061
40											
41	<b>NET OPERATING INCOME(LOSS)</b>						<b>(3,719,638)</b>		<b>(2,548,577)</b>		<b>(1,171,061)</b>
42											
43	<b>NON-OPERATING REVENUE/(EXPENSE)</b>										
44		Backup and front footage fees					922,659		922,659		-
45		Property taxes					2,263,200		2,263,200		-
46		Solar credits					250,000		250,000		-
47		Site rentals					100,800		100,800		-
48		Investment income					1,187,472		1,187,472		-
49		Unrealized Gains/(Losses)					101,700		101,700		-
50		Grants					72,850,000		69,850,000		3,000,000
51		Cost of debt issuance					0		0		-
52		Interest					(841,129)		(841,129)		-
53		Total non-operating revenue/(expense)					76,834,702		73,834,702		3,000,000

	A	B	C	D	E	F	G	H	I	J	K
1											
2	<b>Mission Springs Water District</b>										
3	<b>Functional Expense Budget - 2024</b>										
4							<b>Revised</b>		<b>Revised</b>		
5							<b>Budget</b>		<b>Budget</b>		
6							<b>2024</b>		<b>2023</b>		<b>Difference</b>
54											
55	<b>NET INCOME</b>						73,115,064		71,286,125		1,828,939
56											
57	<b>CAPITAL IMPROVEMENTS</b>						76,648,688		76,827,465		(178,777)
58	<b>VEHICLES AND EQUIPMENT</b>						32,000		32,000		-

	A	B	C	D	E	F	G	H	I	J	K
1											
2	<b>Mission Springs Water District</b>										
3	<b>Functional Expense Budget - 2024</b>										
4							<b>Revised</b>		<b>Revised</b>		
5							<b>Budget</b>		<b>Budget</b>		
6							<b>2024</b>		<b>2023</b>		<b>Difference</b>
7	<b>OPERATING REVENUES</b>										
8		Base service charge					2,924,400		2,886,840		\$ 37,560
9		Water consumption					9,200,400		9,171,804		28,596
10		Meter installations					122,520		73,800		48,720
11		Sewer service					7,388,400		7,570,000		(181,600)
12		Other operating revenue					1,306,132		1,231,716		74,416
13		Standby charges					245,916		248,244		(2,328)
14		Fats, oils & grease fees					4,020		4,020		-
15		Total operating revenues					21,191,788		21,186,424		5,364
16											
17	<b>OPERATING EXPENSES</b>										
18		Salaries and wages					5,034,485		4,795,173		239,312
19		Employee benefits					993,422		928,302		65,120
20		Fringe benefits					2,675,995		2,686,731		(10,736)
21		Materials and supplies					2,442,127		1,926,622		515,505
22		Outside services					5,482,125		4,305,731		1,176,394
23		Ground water replenishment fees					(145,944)		(130,668)		(15,276)
24		Utilities					2,363,631		2,039,999		323,632
25		Directors' fees					60,000		60,000		-
26		Engineering					66,000		42,000		24,000
27		Insurance					210,100		191,040		19,060
28		Audit					60,000		66,000		(6,000)
29		Long range financial plan					96,000		72,000		24,000
30		Legal					504,000		865,000		(361,000)
31		Fixed Assets					1,505,014		2,051,157		(546,143)
32		Depreciation					4,449,600		4,025,551		424,049
33		Standby reports					16,300		19,380		(3,080)
34		Dues and subscriptions					78,402		68,907		9,495
35		Training and conferences					259,558		254,152		5,406
36		Ground water management					16,683		20,000		(3,317)
37		Other expenses					55,360		76,360		(21,000)
38		General District Allocation					(1,311,432)		(1,236,444)		(74,988)
39		Total operating expenses					24,911,426		23,126,993		1,784,433
40											
41	<b>NET OPERATING INCOME(LOSS)</b>						(3,719,638)		(1,940,569)		(1,779,069)
42											
43	<b>NON-OPERATING REVENUE/(EXPENSE)</b>										
44		Backup and front footage fees					922,659		844,440		78,219
45		Property taxes					2,263,200		2,099,989		163,211
46		Solar credits					250,000		225,000		
47		Site rentals					100,800		77,352		
48		Investment income					1,187,472		1,212,459		(24,987)
49		Unrealized Gains/(Losses)					101,700		(311,964)		
50		Grants					72,850,000		42,849,311		30,000,689
51		Cost of debt issuance					0		(184,008)		184,008
52		Interest					(841,129)		(863,858)		22,729
53		Total non-operating revenue/(expense)					76,834,702		45,948,721		30,423,869

	A	B	C	D	E	F	G	H	I	J	K
1											
2	<b>Mission Springs Water District</b>										
3	<b>Functional Expense Budget - 2024</b>										
4							<b>Revised</b>		<b>Revised</b>		
5							<b>Budget</b>		<b>Budget</b>		
6							<b>2024</b>		<b>2023</b>		<b>Difference</b>
54											
55	<b>NET INCOME</b>						73,115,064		44,008,152		28,644,800
56											
57	<b>CAPITAL IMPROVEMENTS</b>						76,648,688		63,362,033		13,286,655
58	<b>VEHICLES AND EQUIPMENT</b>						32,000		307,000		(275,000)

B	C	D	E	F	G	H	I	J	K	L	M
1	<b>Mission Springs Water District</b>										
2	<b>Revised Capital Budget and Continuing Appropriations</b>										
3	<b>2024</b>										
4									Final Capital		
5				Interim	Continuing	Projects	Projects proposed	and Continuing	Funds Expended		
6			As of 6/30/23	Additions/	Appropriations from	expected to close	to be added to	Appropriations	Through	Fund in 2023/	Fund in 2024/
7	<u>DESCRIPTION</u>	<u>JOB #</u>	<u>BUDGET</u>	<u>Transfers</u>	<u>2023/2024 Budget</u>	<u>by 6/30/23</u>	<u>2023/2024 budget</u>	<u>2023/2024</u>	<u>12/31/2023</u>	<u>2024</u>	<u>2025</u>
8				+/-	=	-	+	=			
9	Sewer line Encasement I-10 Crossing @ Indian	10371	251,972	-	251,972	-	-	251,972	251,972	-	-
10	Well Site - Worsley Rd North - 27 Acres	10693	39,326	-	39,326	-	-	39,326	39,326	-	-
11	Well Site - Worsley - Env/Eng	10702	2,405	-	2,405	-	-	2,405	2,405	-	-
12	Prelim Des/Eng Horton WWTP Exp #5	10969	171,703	-	171,703	-	-	171,703	171,703	-	-
13	Final Design Horton WWTP Exp #5	11032	940,340	-	940,340	-	-	940,340	940,340	-	-
14	Well #38 Design & Environmental	11076	375,000	-	375,000	-	-	375,000	366,443	-	8,557
15	Horton WWTP Expansion #5	11087	13,404,000	-	13,404,000	-	-	13,404,000	152,616	-	13,251,384
16	EIR Horton WWTP Expansion #5	11088	71,416	-	71,416	-	-	71,416	71,416	-	-
17	Well # 42 (near to existing well # 22)	11147	4,600,000	-	4,600,000	-	139,000	4,739,000	2,675,495	1,475,000	588,505
18	1530 ZONE Redbud tank #2 Land and Const	11159	80,000	-	80,000	-	-	80,000	70,708	9,292	-
19	I-10 & Indian Sewer Collection System	11205	602,000	50,000	652,000	-	-	652,000	594,668	57,332	-
20	Mission Creek - 80 Acres Land	11282	328,000	-	328,000	-	-	328,000	325,077	-	-
21	Well & Booster SCADA enhancement	11392	30,000	-	30,000	(30,000)	-	-	29,207	-	-
22	Regional Wastewater Treatment Plant	11424	51,000,000	-	51,000,000	-	-	51,000,000	44,361,100	20,001,215	-
23	Area M-2 (AD #15)	11425	10,250,000	1,200,000	11,450,000	-	-	11,450,000	635,821	10,819,868	-
24	Conveyance line from LS to RWWTP	11426	8,300,000	-	8,300,000	-	-	8,300,000	4,333,117	7,257,876	-
25	Chromium 6 Compliance Study	11451	200,000	-	200,000	-	-	200,000	16,310	185,511	-
26	HWWTP Infl. Pup Station Odor Control	11456	730,000	-	730,000	-	-	730,000	647,947	82,745	-
27	Well 29 Chromium 6 Treatment design	11460	200,000	-	200,000	-	-	200,000	-	200,000	-
28	Area J-2	11472	300,000	-	300,000	-	-	300,000	293,854	6,146	-
29	HWWTP ASU Demolition	11556	167,275	-	167,275	-	-	167,275	45,077	122,198	-
30	HWWTP Percolation Ponds (2)	11557	380,000	-	380,000	-	-	380,000	350,214	29,786	-
31	Designing & Engineering Areas H & I	11566	460,000	-	460,000	-	-	460,000	333,250	129,775	-
32	Block Wall at Corp Yard and Wastewater Facility	11598	155,000	-	155,000	-	-	155,000	1,452	153,548	-
33	Block Wall/Fence at Terrace Reservoir	11599	226,288	-	226,288	-	-	226,288	25,948	200,340	-
34	Booster Pump Rehab Program	11600	150,000	-	150,000	-	-	150,000	119,376	80,515	-
35	Modular Enclosure-Chlorine Equipment/Well Sites	11601	124,180	-	124,180	-	-	124,180	88,417	38,018	-
36	Electrical Panel/Motor Rehab (3 sites)	11602	633,404	108,000	741,404	(741,404)	-	-	741,404	-	-
37	Pavement repairs - corp yard	11604	345,575	-	345,575	-	-	345,575	43,757	301,818	-
38	Terrace Reservoir No. 1	11607	754,343	-	754,343	-	-	754,343	30,668	723,675	-
39	Terrace Reservoir No. 2	11608	814,461	-	814,461	-	-	814,461	32,375	782,086	-
40	Terrace Reservoir No. 3	11609	361,363	-	361,363	-	-	361,363	30,883	330,480	-
41	Vista Reservoir Rehabilitation	11610	975,427	-	975,427	-	-	975,427	126,278	849,448	-
42	Well Rehabilitation Program - Well 22	11611	660,000	900,000	1,560,000	-	-	1,560,000	523,394	1,328,219	-
43	HWWTP Above Ground Piping & Appurtenance Rehab	11613	150,000	-	150,000	-	-	150,000	344	149,656	-
44	HWWTP SCADA Upgrades	11617	129,008	-	129,008	-	-	129,008	40,080	94,006	-
45	Design & Engineering for Areas A & G	11618	1,600,000	-	1,600,000	-	-	1,600,000	534,194	1,099,118	-
46	Admin Building	11621	33,300,000	-	33,300,000	-	-	33,300,000	1,531,926	16,802,667	14,965,407
47	2020 Water CIP Pipeline Replacement	11622	2,264,975	-	2,264,975	-	-	2,264,975	275,189	1,989,786	-

B	C	D	E	F	G	H	I	J	K	L
1	<b>Mission Springs Water District</b>									
2	<b>Revised Capital Budget and Continuing Appropriations</b>									
3	<b>2024</b>									
4									Final Capital	
5			As of 6/30/23	Interim	Continuing	Projects	Projects proposed	and Continuing	Funds Expended	
6				Additions/ Transfers	Appropriations from	expected to close	to be added to	Appropriations	Through	Fund in 2023/ 2024
7	<u>DESCRIPTION</u>	<u>JOB #</u>	<u>BUDGET</u>		<u>2023/2024 Budget</u>	<u>by 6/30/23</u>	<u>2023/2024 budget</u>	<u>2023/2024</u>	<u>12/31/2023</u>	<u>Fund in 2024/ 2025</u>
8				+/-	=	-	+	=		
48	Sewer System Collections	11657	750,000	-	750,000	-	-	750,000	560,780	192,873
49	Well and Reservoir Sites Security Cameras	11665	225,075	-	225,075	-	-	225,075	2,367	222,708
50	Emergency Backup Generator Well 27/31	11666	411,002	-	411,002	-	-	411,002	21,652	395,166
51	Emergency Backup Generator Well 32	11667	300,331	-	300,331	-	-	300,331	21,560	284,230
52	Emergency Backup Generator Well 37	11668	300,331	-	300,331	-	-	300,331	21,597	284,200
53	Filtration for HWWTP	11689	1,500,000	-	1,500,000	-	-	1,500,000	108,952	1,391,082
54	GQPP Area D3-1 Sewer Design	11693	156,000	-	156,000	-	-	156,000	8,841	147,159
55	Portable Booster/Transfer Pump	11716	180,000	-	180,000	-	-	180,000	148,226	180,000
56	Trailer Mounted Portable Generators	11717	537,375	-	537,375	-	-	537,375	-	537,375
57	Reservoir Rehabilitation Program Design FY 2022	11719	120,000	-	120,000	-	-	120,000	-	120,000
58	Well Rehabilitation Program Design FY 2022	11720	120,000	-	120,000	-	-	120,000	55,576	66,472
59	Supplemental Evironmental Project	11732	300,000	250,000	550,000	-	-	550,000	179,426	550,000
60	Administration Office Repairs (Drywall and Painting)	11733	135,000	-	135,000	-	-	135,000	35,339	99,661
61	Pierson Boulevard Slurry Seal Project	11737	183,000	-	183,000	-	-	183,000	-	183,000
62	Riverside Co. Mountain View Resurfacing Project	11738	33,000	-	33,000	-	-	33,000	-	33,000
63	Well 35 Equipment Installation	11741	2,700,000	-	2,700,000	-	-	2,700,000	18,940	2,685,773
64	Well 34 Rehabilitation	11742	475,000	-	475,000	-	-	475,000	22,135	464,997
65	Well 34/35 Intertie	11743	1,100,000	-	1,100,000	-	-	1,100,000	1,698	1,100,000
66	19th - 20th Ave & Little Morongo Roadway Project	11769	309,000	-	309,000	-	-	309,000	63,722	286,768
67	John Deere 3032E Compact Utility Tractor	11787	-	32,000	32,000	-	-	32,000	27,839	32,000
68	Muffin Monster 6-inch Inline Grinder	11788	-	15,100	15,100	-	2,000	17,100	-	17,100
69	New Wachs ERV-750 Valve machine	11789	-	42,000	42,000	-	-	42,000	-	42,000
70	2024 - New Meters 3/4" - 2"	11790	-	350,000	350,000	-	-	350,000	117,560	350,000
71	ERP System Replacements	11791	-	1,710,000	1,710,000	-	-	1,710,000	-	1,710,000
72	Energy Conservation and Efficiency Plan	11776	-	-	-	-	50,000	50,000	27,839	50,000
73	Hurricane Hilary - 13th Avenue	NEW	-	-	-	-	100,000	100,000	-	70,000
74	Hurricane Hilary - Thomas	NEW	-	-	-	-	105,000	105,000	-	75,000
75	Hurricane Hilary - Indian Canyon	NEW	-	-	-	-	230,000	230,000	-	230,000
76	Hurricane Hilary - Little Morongo Rd	NEW	-	-	-	-	30,000	30,000	-	30,000
77	Hurricane Hilary - Mission Lakes	NEW	-	-	-	-	650,000	650,000	-	150,000
79	TOTALS		145,362,575	4,657,100	150,019,675	-771,404	1,306,000	150,554,271	62,297,800	77,280,688
81	General Assets							General Land and Other	-	-
82	General Improvements		16,554,039					General Improvements	19,067,694	14,965,407
83	General Vehicle		-					General Vehicle	-	-
84							148628540	Water Land and Other	-	-
85	Water Improvements		13,791,295				1,925,731	Water Improvements	15,983,059	1,157,062
86	Water Vehicle		580,000					Water Vehicle	-	-
87								Sewer Land and Other	-	-
88	Sewer Improvements		56,835,060					Sewer Improvements	41,597,935	13,251,384
89	Sewer Vehicle		-					Sewer Vehicle	32,000	-
90	Total:		87,760,394					Total:	76,680,688	29,373,853
92	Projects Expected to Occur in 2022 / 2023		87,760,394					Projects Expected to Occur in 2023 / 2024	77,280,688	
93	Grant / AD Funds related to Projects		(25,097,529)					Grant / AD Funds related to Projects	(72,850,000)	
94	Loan proceeds		(33,898,560)					Loan proceeds	(18,200,000)	
95	Expected net cash outflow (MSWD)		28,764,305					Expected net cash outflow (MSWD)	(13,769,312)	
96	Actual Expensed:		26,923,295							

# MISSION SPRINGS WATER DISTRICT

## Strategic Plan

### January 2024

#### Executive Summary

The Mission Springs Water District's 2024 Strategic Plan outlines a focused roadmap for efficient water management and community service. Building on a 70-year legacy, the plan aligns with MSWD's mission to provide, protect, and preserve water resources.

#### Key Elements:

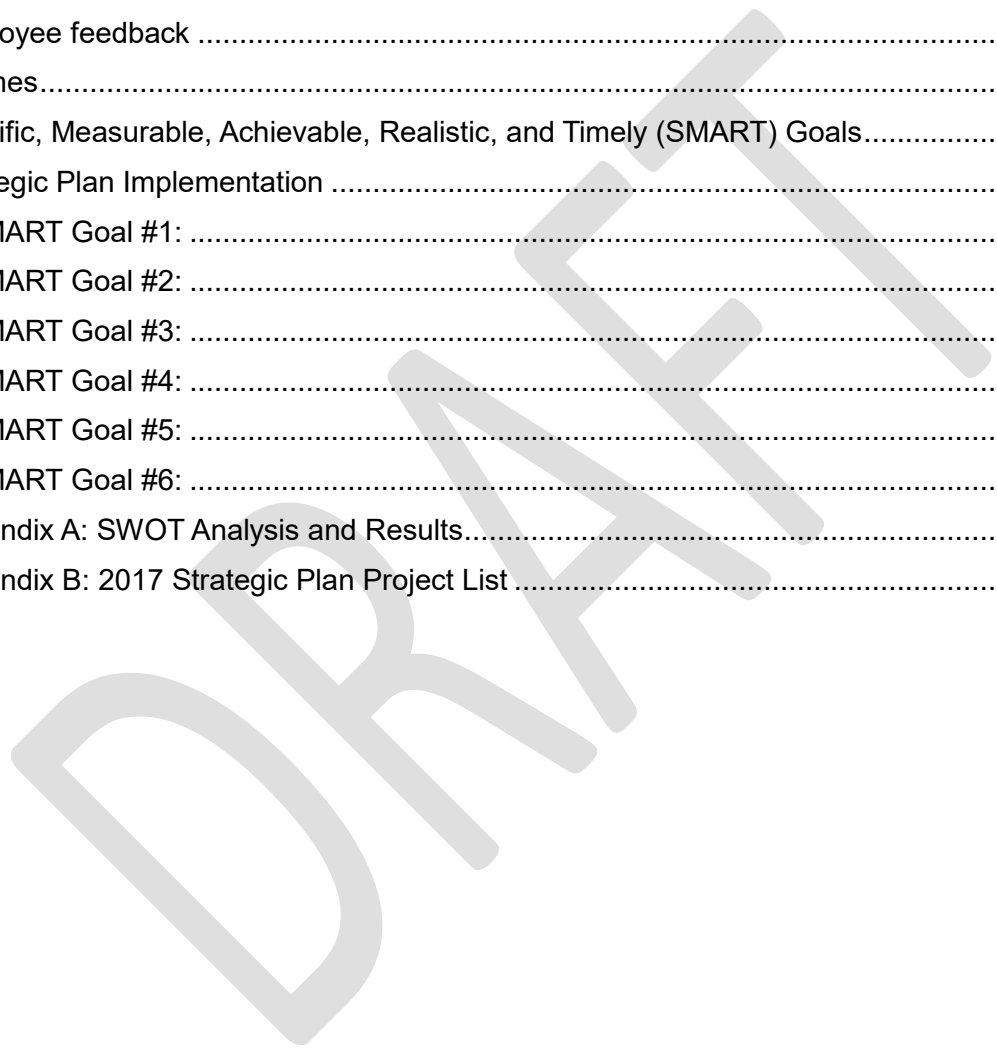
- **Historical Evolution:** From a one-square-mile entity in 1953 to 135 square miles today, MSWD has expanded infrastructure and services to over 44,000 residents.
- **Mission and Vision:** MSWD's mission is clear - to provide, protect, and preserve water. The vision emphasizes trust-building, employee empowerment, customer-focused service, environmental stewardship, and public health.
- **Values:** Accountability, leadership, professionalism, and service form the foundation of MSWD, guiding decisions and fostering a culture of excellence.
- **Strategic Focus:** The 2024 plan is a dynamic action-oriented document, prioritizing efficient leadership, management, and operational excellence. It serves as the pinnacle planning guide for the organization.
- **Commitment to Excellence:** The Board of Directors and staff are committed to exceeding customer expectations, ensuring MSWD remains dedicated to excellence and envisions a sustainable future for water resources.

In essence, the MSWD Strategic Plan is a forward-looking blueprint that underscores the district's commitment to responsible water management and community service, guided by a clear mission, vision, and set of values.



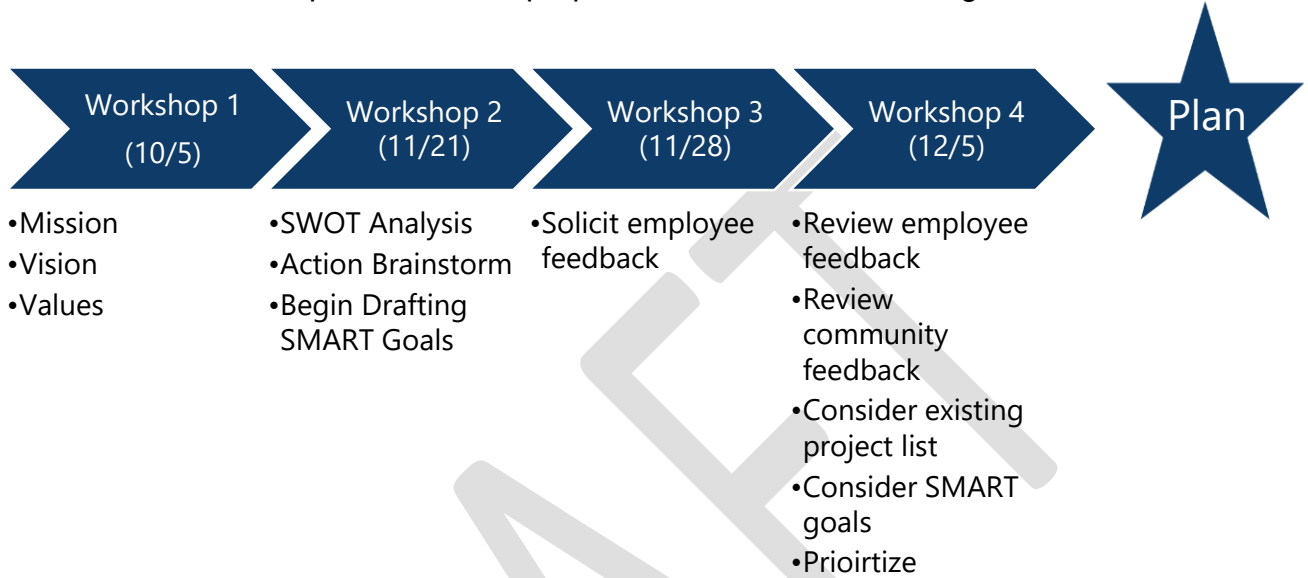
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## The Mission Springs Water District Strategic Plan

This document represents the strategic plan of the District, incorporating valuable insights from the Board of Directors, dedicated staff, and the community we are committed to serving. The overall process of the development of our strategic plan included four workshops with distinct purposes as described in the figure below.



Our strategic plan serves as the overarching guide, ensuring that every action, activity, and decision aligns with our vision and upholds our mission. This framework is designed to enhance the efficiency of leadership, management, and overall District operations.

A strategic plan stands as the pinnacle planning document for our organization. It establishes the foundation upon which all other organizational, operational, financial, and resource planning efforts are built, emphasizing its paramount significance.

### Historical Perspective and Future Outlook

In 1953, the Desert County Water District, endorsed by a resounding vote of 246 to 9, laid the groundwork for what would eventually become the Mission Springs Water District. Governed by Subsection 30000 et seq. of the California Water Code, MSWD is overseen by a five-member, publicly elected Board of Directors.

From its modest beginnings covering one square mile, MSWD has expanded to encompass approximately 135 square miles, serving a population exceeding 44,000 residents. The District exercises statutory authority over water supply, catering to the needs of both residential and commercial customers.

Starting with 100,000 feet of pipelines, five water wells, and two reservoirs, MSWD has evolved significantly. The District now boasts over 1.25 million feet of pipelines, 13

water wells, 12 booster stations, and 24 reservoirs. The District serves Desert Hot Springs, North Palm Springs and several unincorporated areas of Riverside County.

As a testament to our commitment over the past 70 years, MSWD has diligently managed groundwater through conservation, protection projects, and general stewardship. Our 13,880 water accounts rely solely on groundwater, a responsibility we approach with dedication and care.

Complementing our water services, MSWD currently manages 9,719 sewer connections. Wastewater treatment is conducted at the Horton Wastewater Treatment Plant, the Desert Crest Wastewater Treatment Plant, and the almost complete Nancy Wright Regional Water Reclamation Facility. In total, the District treats approximately 2 million gallons of wastewater per day before returning the treated water to the aquifer.

Our strategic plan for 2024 builds upon the achievements of the 2017 plan, considering the rich history, current strengths, weaknesses, opportunities, and threats. It is not merely a document but a dynamic action plan that propels MSWD forward, ensuring our continued success in providing, protecting, and preserving our most vital resource — Water!

The Board of Directors and staff, recognizing the high expectations of our customers, stand ready to surpass them through the implementation of this strategic plan. MSWD remains steadfast in its commitment to excellence, driving towards a future where water remains a sustainable and cherished resource for all.

### **MSWD Mission**

Our Mission at MSWD encapsulates the core function and intrinsic value that defines our existence. It is a simple yet robust statement, articulating our fundamental purpose and the reasons that drive our daily endeavors.

**We provide, protect, and preserve our most natural resource . . . Water!**

### **MSWD Vision**

Our Vision at MSWD serves as a compass, charting our course toward a future state that reflects our aspirations and commitment to excellence. It encapsulates not just what we aim to become but envisions the success we strive for and the positive transformations we aim to bring to all those we serve.

- **Trust:** Our vision at Mission Springs Water District is to build a trusting community through open communication, accountability, collaboration, and mutual respect among the Board of Directors, staff, and our customers.
- **Employees:** Our vision for Mission Springs Water District employees is to cultivate a workplace where each person is empowered as a steward of our community's water, fostering a culture of excellence, innovation, and service in alignment with our shared mission.

- **Customers:** Our vision for Mission Springs Water District is to deliver reliable, sustainable, and community-focused service to our customers, ensuring you can trust us to meet your water needs while contributing to a healthier, vibrant community.
- **Environment:** Our vision for the natural environment in Mission Springs Water District is harmonious coexistence through responsible management, aiming to be a model for environmental stewardship and sustainable practices, ensuring the health and vitality of our local ecosystems.
- **Public Health:** Our vision for Mission Springs Water District is to serve as a cornerstone of community well-being by providing reliable and safe water services that protect and support a healthy and thriving community.

## MSWD Values

Our Values at MSWD stand as the bedrock of our organization, shaping how we work and defining who we are. These guiding principles not only clarify our identity but also serve as a compass for our purpose, culture, and decision-making processes.

- **Accountability:** We are accountable for our actions, committed to transparency, integrity, and rectifying mistakes, ensuring the District's operations are conducted with honesty and responsibility.
- **Leadership:** Leadership is a core value for us, representing a commitment to setting a positive example, inspiring others, and fostering innovation to address water management challenges and drive progress in our community.
- **Professionalism:** We maintain the highest standards of competence, ethics, and integrity in our actions, delivering water services with accountability and respect for the community, ensuring professionalism and expertise in every operation.
- **Service:** We ensure access to clean, reliable water and cultivate a positive, supportive, and respectful environment for our staff, recognizing that community well-being and employee satisfaction are integral to achieving our mission.

## Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

MSWD's Board and staff conducted a SWOT analysis, assessing internal strengths and weaknesses, along with external opportunities and threats. This visual breakdown below guides our understanding: strengths (internal positives), weaknesses (internal areas for improvement), opportunities (external positives), and threats (external challenges).

	Positive	Negative
Internal	S	W
External	O	T

The details of the SWOT analysis are found in Appendix A.

**Actions**

Following the SWOT analysis, the Strategic Plan Team separated into groups to brainstorm action steps that could be taken. Four groups worked on developing lists of ideas, then each presented their ideas to the full team.

These actions became the basis for SMART goals described below.

**Employee feedback**

MSWD hosted an “all hands” meeting where all employees were invited to learn more about the Strategic Plan and provide feedback on the direction it was going. Strategic Plan Team members presented the work and results to date and asked for feedback. Several changes to the vision and values statement were made as a result.

Employees shared that they generally agreed with the results of the SWOT analysis and emphasized the need to focus on internal communications, suggested that flood control and stormwater capture could be opportunities, and highlighted the State of California’s new recycled water and Chromium 6 regulations as potential threats.

Employees weighed in on potential actions as follows:

- Recycled water should be given a high priority.
- Processes and procedures should be a priority and can be combined with cross training.
- An intranet could be used for several things on the list and address several weakness/threats.
- Regarding the new software for accounting, the focus has been an “all in one” software but employees would be accepting of a new program if they solve 2/3 of the District’s needs.

Employees also provided additional actions as follows:

- Youth development programs such as education in schools, vocational/college certificate programs, or internships
- Holding vendors to the same standards as staff, as they are extensions of staff
- Expanding rebate and conservation programs
- Explore opportunities for water recovery/water banking: saving rainwater.
- Enhancement of the District's "right fit" interviews to ensure quality candidates are being hired.

## Themes

Based on the SWOT analysis, the actions, and employee feedback, staff, and the MSWD Board identified key themes that are essential for our sustainable growth and effective service delivery. The Board also considered current, ongoing projects identified in the 2017 Strategic Plan. This list is available in Appendix B.

Through this discussion several themes emerged. These themes strategically align with our strengths with opportunities, address weaknesses, and mitigate threats. Serving as a compass for decision-making and resource allocation, they guide our operational enhancements, allowing us to fulfill our mission. This prioritization ensures a focused and targeted approach with optimal impact. As SMART goals were developed, they were categorized into themes.

Following are our themes:

- Internal Communications for Employees
- Deliberate Customer Education
- Financial Management
- Improved Technology and Process
- Water Supply

## Specific, Measurable, Achievable, Realistic, and Timely (SMART) Goals

SMART goals represent the tangible outcomes and achievements we aspire to accomplish. Serving as beacons of direction and purpose, these goals provide clarity for our activities, shaping a path towards success.

Our SMART goals directly stem from the insights of our SWOT analysis. While a SWOT paints a picture of "what" needs attention within a timeframe, SMART goals become the actionable "how" to address the identified areas of focus.

Each SMART goal is accompanied by specific actions and activities, forming a detailed plan of action. Referred to as initiatives or projects, these components outline the intricate steps required to achieve the overarching SMART goal.

The beauty of SMART goals lies in their precision. They not only articulate the desired outcome but also outline the specific actions necessary for successful implementation. This approach ensures that our efforts are targeted, measurable, and aligned with our strategic objectives.

In essence, each SMART goal, with its associated initiatives, is a blueprint for success. It guides our teams in translating strategic priorities into actionable steps, driving purposeful action towards the realization of MSWD's mission and vision.

Our commitment to SMART goals reflects our dedication to strategic planning, effective implementation, and continuous improvement for the benefit of the communities we proudly serve.

## Strategic Plan Implementation

Effectively using, updating, and tracking the implementation of a strategic plan is crucial for its success. Now that SMART goals have been established and a blueprint has been created, the following steps describe implementation:

1. Create an Implementation Team at Staff Level:
  - Each SMART goal has a dedicated team responsible for overseeing the implementation of the SMART goal and updating the plan as necessary. As staff changes occur, it will be critical to ensure all roles remain filled for each goal.
  - The implementation team should conduct regular meetings to discuss achievements, challenges, and adjustments and use these meetings to reinforce commitment and address issues promptly.
2. Communicate the Plan:
  - The Board of Directors, General Manager, and staff are responsible for clearly communicating the strategic plan to all employees, impacted agencies/organizations, and other impacted parties. Some of this can occur through informational email but other aspects will require meetings or other events to solicit input or feedback. Each Implementation Team can make those determinations as needed.
  - The Board of Directors and staff understand the importance, how it will drive decision-making, and how periodic review and adjustment is necessary to address evolving strengths, weaknesses, opportunities, and threats. It will be important to review this information with new, incoming staff and leadership.
  - Communicate how each Board member and every employee has a role in the success of the plan and thus MSWD.
3. Regularly Review and Update the Plan and SMART Goals:

- Each SMART goal has actionable steps associated with its implementation (see Appendix B). During MSWD’s management meetings, Implementation Team leaders or representatives should report on the progress of achieving those steps.
  - At those times, staff can update the goals and their actions as needed to adapt to changing circumstances.
  - When a SMART goal is completed, the implementation team can develop the next SMART goal required to meet the priorities identified in this plan.
  - Each quarter, MSWD leadership will schedule a Board of Directors review session to report progress and recommendations for updates/changes.
4. Celebrate Milestones with Staff and Board Members:
    - Acknowledge and celebrate achievements, no matter how small as recognition boosts morale and motivates the team.
  5. Seek Feedback:
    - Encourage open feedback from team members and stakeholders to refine goals, strategies, actions and improve implementation.
  6. Document and Share Learnings:
    - Document lessons learned during the implementation process.
    - Share insights to enhance future planning and implementation efforts.
  7. Continuous Improvement by All:
    - Embrace a culture of continuous improvement.
    - Regularly assess the SWOT, strategies and goals and adjust as needed.
  8. Regularly Report Progress:
    - Provide regular updates to stakeholders through the intranet, website, social media, YouTube, and other tools available to MSWD.
    - Transparent reporting builds trust and keeps everyone informed.
    - Provide information as goals are completed and next steps are developed.
  9. Incorporate the Strategic Plan Elements in other work:
    - The annual budget should align with the themes in this Strategic Plan.
    - Capital Improvements Plan priorities should include consideration of the Strategic Plan.

By adhering to these steps, MSWD ensures a structured and effective approach to the implementation, updating, and tracking of progress in our strategic plans. This iterative process not only promotes adaptability but also fosters a culture of continuous improvement, laying the foundation for our long-term success. At MSWD, we are committed to the dynamic evolution of our strategic initiatives, aligning with our mission to provide, protect, and preserve our most vital resource — water — for the communities we proudly serve.



In order to support continued progress to the Mission, Vision, and Values described in this plan, the Strategic Goals in the next section should be considered starting points. As each goal is completed, staff on the implementation team should develop a next step goal using the tools provided. The next step goal should be a SMART goal that moves the District forward. As goals are achieved, the success and lessons learned should be documented and discussed in the development of the next goal and should be shared during the progress reports.

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Insert cover divider: **Financial Management**

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## SMART Goal #1:

**Mission Springs Water District will hire and/or designate a qualified individual that will manage a grant program. The person will be responsible for managing and securing grants related to water management and related issues. The selected candidate is expected to assume the role no later than April 1, 2024.**

Much of the discussion of the District's priorities involved capitalizing on opportunities to receive grant funding. Funding from a variety of sources, including state and federal government, are available but require detailed technical applications and agreements, a grant manager will be valuable in supporting the District in achieving other goals. Therefore, this goal is fundamental in the implementation of this strategic plan. The need for this goal is tied to the following priorities:

- **Enhanced Operational Efficiency:** Having a "point person" in charge of grant programs will centralize knowledge of District needs, opportunities, and active applications to ensure that MSWD can efficiently apply for and receive grant funding.
  - **Impact:** Understanding various MSWD grant needs and applications will allow for a more streamlined and efficient process of participating in grant program.
- **Resource Optimization:** The District's use of consultants for this work has been successful but efforts could be optimized by having an in-house expert manage grant program needs.
  - **Impact:** Creating an in-house resource for grant management will increase the level of expertise and streamlining incorporated into grant program tracking and applications.
- **Financial Management:** Much of the District's financial plan relies on grant funding. By hiring or designating a grant manager, the District can prioritize securing these funds.
  - **Impact:** Securing grant funding will have a major impact on financial management for the District in maintaining low rates and reducing the need for financing programs.
- **Customer Service Improvement:** Securing grant funding can reduce rate-payer costs on various projects and programs.
  - **Impact:** Grant funding will assist the District in keeping costs low, therefore avoiding rate increases for customers.

Identifying the responsibilities of a grant manager and identifying that person will have a ripple effect on projects throughout the District. A higher level of grant applications success will ensure critical projects are able to move forward and customers are not impacted financially by those needs.

## SMART Goal #2:

**Mission Springs Water District will finalize its financial plan and initiate the implementation of its recommendations, aiming to enhance fiscal sustainability and ensure effective resource allocation in alignment with organizational objectives by July 1, 2024.**

The District has invested resources into developing a financial plan and will work toward incorporating the recommendations to meet all the District's priorities and ensure long-term financial health. All components of the District's operations rely on sound financial management and key priorities include:

- **Financial Management:** Sound financial management is critical to the District's ability to operate. Ensuring that the financial plan is implemented will provide sustainable financial management into the future.
  - **Impact:** The District will be fiscally sound and operate in alignment with the financial plan.
- **Customer Service Improvement:** Incorporating the recommendations of the financial plan will allow the District to ensure customer rates are appropriate and reasonable.
  - **Impact:** Sound financial management will allow the District to keep rates affordable and avoid the impact of large rate increases to customers.
- **Resource Optimization:** The financial plan describes resource allocation and identifies strategies for successful management.
  - **Impact:** Implementing the recommendations of the financial plan will contribute to management of resources in a way that maximizes efficiency throughout the District's operations.
- **Data-Driven Decision Making:** The financial plan recommendations are thoroughly researched actions based on the District's financial data.
  - **Impact:** By incorporating the recommendations, the Board can be sure that their actions reflect the needs of the District based on sound data.

The District's commitment to the financial plan is an important step in sustainable and efficient operations. Implementation of the recommendations in the plan align with many of the opportunities outlined in this Strategic Plan.

**Insert cover divider: Improved Technology and Process**

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### SMART Goal #3:

**By July 1, 2025, the Mission Springs Water District will identify and address workflow inefficiencies by implementing technology solutions, resulting in a measurable improvement in process efficiency and resource utilization.**

In response to the evolving demands and challenges faced by the Mission Springs Water District, the imperative for addressing workflow inefficiencies through technological advancements becomes crucial. This need was elevated through the SWOT analysis and employee feedback; thus, the Board of Directors identified this goal as a priority. Several compelling reasons underscore the necessity of this goal including:

- **Enhanced Operational Efficiency:** Streamlining workflows through technology integration will enhance overall operational efficiency.
  - **Impact:** This will lead to quicker response times, reduced bottlenecks, and a more agile response to changing demands.
- **Resource Optimization:** Identifying and rectifying inefficiencies will optimize the use of resources, both human and material.
  - **Impact:** Improved resource utilization will contribute to cost-effectiveness, allowing the district to allocate resources more effectively.
- **Adaptation to Technological Advancements:** Embracing technological solutions aligns the District with industry best practices and modern standards.
  - **Impact:** Staying abreast of technological advancements ensures the District remains competitive, resilient, and prepared for future challenges.
- **Customer Service Improvement:** Streamlined processes enable better customer service by reducing delays and errors.
  - **Impact:** Enhancing customer satisfaction and trust in the water District's services.
- **Data-Driven Decision Making:** Implementing technology solutions facilitates data collection and analysis.
  - **Impact:** Informed decision-making based on real-time data will contribute to strategic planning and improved long-term outcomes.

By addressing these aspects, the District aims to not only meet its immediate operational needs but also to future-proof its processes, ensuring sustainable and effective water management for the community. This comprehensive approach reflects a commitment to excellence, innovation, and the continued delivery of high-quality services.

**Insert cover divider: Internal Communications for Employees**

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#### SMART Goal #4:

**By September 2026, the Mission Springs Water District will complete the construction of a Critical Service Center which will foster increased collaboration, communication, and teamwork among employees working at one central location. This initiative aims to drastically improve morale by enhancing overall efficiency and cohesion within the organization.**

During the Strategic Planning process, challenges related to internal communications were identified repeatedly. Many of these challenges were linked to operational silos. A centralized operations center to house all critical services would be a major step in addressing these issues, therefore resolving some of the weaknesses from the SWOT analysis. A number of concerns can be addressed by this goal including:

- **Enhanced Operational Efficiency:** Improved internal communications will increase operational efficiency by creating a better understanding of priorities, tasks, schedules, and integrated efforts.
  - **Impact:** By creating a centralized Critical Service Center, employee communications can reduce duplication of effort and/or unintended consequences of actions, therefore improving efficiency in all aspects of the District.
- **Resource Optimization:** Centralizing operations will allow for sharing resources and increasing collaboration between departments.
  - **Impact:** Increased collaboration and the incorporation of shared resources will improve cost-effectiveness and full utilization of resources.
- **Improved Employee Morale:** A new Critical Services Center will improve the cohesiveness of the organization and nurture a team atmosphere.
  - **Impact:** Improved morale will increase employee satisfaction and retention and help develop a more collaborative work environment.
- **Customer Service Improvement:** Providing all services in one location will allow customer service to be centralized and will allow greater communication between departments to ensure customer needs are addressed.
  - **Impact:** Improve customer satisfaction via enhanced employee communication will help develop additional confidence in the District from the community.
- **Adaptation to Technological Advancements:** Centralizing operations will allow for new technology to be adopted District-wide at the same time, reducing the resources required for on-boarding technology.
  - **Impact:** Efficiency adapting to new technologies will provide more cost effective and streamlined change.

Implementation of this SMART goal will demonstrate to the employees that their concerns about internal communications were taken seriously. This goal ties to the priorities identified by the Board, Strategic Planning Team, and employees and successful completion of this goal will address key items identified throughout this plan.



Insert cover divider: **Water Supply**

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### SMART Goal #5:

**By April 2025, the Mission Springs Water District will thoroughly evaluate and present viable options for implementation of diversified water supply exploring opportunities such as recycled water and stormwater, to ensure sustainable and reliable water provision for its customers.**

Water supply is of the utmost importance to the District. Throughout the strategic planning process, several types of concerns about water supply were identified and securing long-term water supply is a critical priority of the District. This goal is intended to strategically investigate water supply options that the District can implement. Several compelling reasons underscore the necessity of this goal including:

- **Water Supply Security:** MSWD's mission is to provide, protect, and preserve our most natural resource . . . Water! The strategic exploration of water supply options is critical to long-term sustainability and aligns with the District's core mission.
  - **Impact:** By evaluating and implementing diversified water supply strategies, the District will provide long-term sustainability to its customers, fulfilling its mission.
- **Data-Driven Decision Making:** This goal will result in a detailed analysis of a variety of water supply options, allowing leadership to make informed decisions related to water supply options.
  - **Impact:** Understanding the details of water supply options via quality data will allow for sound actions by the Board of Directors in pursuing water supply opportunities.
- **Customer Service Improvement:** Ensuring a long-term water supply is imperative to service customers.
  - **Impact:** The District's prioritization to securing water supply will ensure customers can trust MSWD to meet their water supply needs in perpetuity.
- **Financial Management:** A thorough analysis of water supply options will include a review of costs associated with each option, better allowing the District to conduct financial planning.
  - **Impact:** Incorporating water supply costs into financial planning will help the District prepare for large-scale costs and pursue funding assistance.

Thoroughly exploring water supply options to plan for the future will support the District in achieving its mission and will position the District to secure supplies as they are available. This goal is critical to the future of the District and will have a significant impact on long-term planning.

**Insert cover divider: Deliberate Customer Education**

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### SMART Goal #6:

**By the end of the first quarter of 2024, Mission Springs Water District will identify and design an annual plan to increase outreach and engagement with its customers, leveraging various communication channels, technologies, and community events, with the objective of enhancing customer trust, satisfaction and understanding of water services. The District will begin to implement these strategies in the second quarter of 2024 and will annually refine the communications plan and its goals.**

Part of the District's vision is to enhance customer trust. The District included the following vision statement in this plan: Our vision for Mission Springs Water District is to deliver reliable, sustainable, and community-focused service to our customers, ensuring you can trust us to meet your water needs while contributing to a healthier, vibrant community. To achieve this vision, this SMART goal is critical. Other benefits of incorporating this goal include:

- **Customer Service Improvement:** When customers better understand what the District does and how it operates, they will recognize the work MSWD does to protect and provide water services.
  - Impact: Enhancing customer education will increase trust in the water District's services.
- **Improved Recognition and Familiarity:** Many customers do not know who their water district is or what services it provides. Educating customers on this will increase their recognition of MSWD and its role in the community.
  - Impact: Familiarity with MSWD and its role will increase public trust.
- **Resource Optimization:** A better relationship with the public will help the District understand public needs and desires.
  - Impact: The District will be better able to allocate resources to the needs of its customers.
- **Internal Communications:** Deliberate customer outreach also has a ripple effect of educating employees about the District.
  - Impact: Employees can serve as stronger ambassadors for the District helping to created and strengthen relationships with customers.

A strategic effort to enhance outreach and engagement directly correlates to the District's vision statements, which are focused on trust. Because MSWD has a positive and progressive story to tell the public, this enhanced effort will educate customers while creating greater satisfaction throughout the community.

## Appendix A: SWOT Analysis and Results

The following is the raw data from our SWOT analysis. This information can be of value in defining future priorities and SMART goals.

### Strengths:

- Response time to customers
- Quality staff/staff emergency response
- Public Communications/outreach/strong bonds in the community
- Strong leadership/new leadership/board vision/desire to improve/engaged management
- Award-winning water/water quality
- Groundwater protection
- Financial stability
- Conservation
- Benefits/competitive pay/interesting work/low turnover
- Formal work processes/workflow
- Water/sewer system maintenance program
- Growing community infrastructure

### Weaknesses:

- Need to better prioritize
- Infrastructure/old building and facilities
- Physical silos
- Internal communications
- Record keeping
- Customer confidence/customer follow through
- Holding vendors and contractors accountable
- Chrom-6
- Power supply back ups
- Slow processes/need to modernize
- Revenue – fixed charge and property taxes
- Not always proactive
- Lack of recharge for aquifer/source of supply
- Water/sewer system maintenance program
- Knowledge loss from retirement/weakened staff levels
- Outdated ERP/lack of data analysis/customer account errors
- Timecards/payroll
- Technology gaps/use of all SCADA features/outdated software's

### Threats:

- Outdated technology/manuals/plans
- Copper theft

- Customers unable to pay bills/pressure on rates/disadvantage community rate base
- Security threats (Cyber, vandalism)
- SGMA (DWA)
- DWA
- Legislative/regulatory (crhom-6, PFAS, conservation)
- Natural disasters (climate change, earthquakes, storms, statewide water shortages)
- Concerns with long-term health of the city
- Wholesaler increased costs that effect rates
- Economy
- Supply chain disruptions
- Real estate crash
- Customer trust
- Development/growth
- Loss of Colorado River Water/no ability to get MET allotment
- Talent shortage with specialized water industry credentials
- Political influence/litigation
- Social media/negative posts
- Aging infrastructure/leaks

#### **Opportunities:**

- Infrastructure/devices
  - Surge anticipator valve
  - Weather stations
  - Site cameras
  - Tank mixers
  - Tank headspace ventilators
  - Flow metering/bi-directional flow meters
  - Pre-treatment program
- New technology
- Recycled water/nonpotable
- Employee retention programs/DEI initiatives/employee training/team building
- Transparency
- Communications/PR
- Secondary internet access
- Internal communications (who is on-call)
- Technology/AMI/customer portal/employee portal
- On-site electrician
- Grant funding opportunities
- Budget tiered rates/rate structure
- Community growth

## Appendix B: 2017 Strategic Plan Project List

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**2017 STRATEGIC PLAN PROJECT PRIORITY LISTING**

**STRATEGIC GOAL # 1 – WATER SUPPLY**

<b>NO.</b>	<b>PRIORITY</b>	<b>PROJECT DESCRIPTION</b>	<b>DEPARTMENT ASSIGNED</b>	<b>STATUS</b>
1	A	Develop an integrated water supply plan to identify and evaluate alternatives to diversifying the Districts existing water supply and decrease reliance on imported water. The plan should include a financial impact analysis and delivery options.	Administration	<b>Completed (2021)</b> Mission Creek Basin Groundwater Sustainability Plan with DWA and CVWD
2	A	Conduct a feasibility study and cost analysis providing additional treatment options for imported water supplies from the Colorado River to alleviate future concerns with increased levels of Total Dissolved Solids (TDS).	Engineering	<b>On-Going</b> SNMP did not show a significant increase in TDS as expected
3	A	Coordinate with the Coachella Valley Water District and Desert Water Agency on an evaluation to enhance existing hydrologic studies of the ground water basins the District relies on for current and future production. The evaluation will consider issues such as aquifer storage potential, groundwater quality, and the location of geologic faults, storage capability and groundwater movement. Approval of the evaluation study is contingent on completion of the SGMA process.	Administration / Engineering	<b>Completed (2021)</b> Mission Creek Basin Groundwater Sustainability Plan with DWA and CVWD
4	A	Evaluate opportunities with the Agua Caliente Indian Reservation to access groundwater within the Indio and San Gorgonio Pass basins.	Administration	<b>On-Going</b> MOU has been signed
5	A	Initiate discussions with the Desert Water Agency and other wholesale and retail water providers, as well as private parties of interest to formulate a regional groundwater management structure and strategy. Options include: formulation of a joint powers agency, adjudication or other management/political body. Identify strategies and agreements for imported water, production rights, enhancing ground water quality, and fees and budget administration.	Administration	<b>Completed (2021)</b> Mission Creek Basin Groundwater Sustainability Plan with DWA and CVWD
6	B	Modify existing water distribution system to incorporate production of groundwater from the Indio and San Gorgonio Pass Sub-Basins directly into the Districts system.	Engineering	<b>On-Going</b> Water Master Plan will include projects connecting the IDE areas to the “main” system
7	B	Review and update the Districts Urban Water Management Plan to include additional analysis of multiple dry-year drought conditions.	Engineering / Conservation	<b>Completed (2021)</b> Mission Creek Basin Groundwater Sustainability Plan with DWA and CVWD
8	C	Evaluate opportunities for expanded use of recycled water including direct reuse and recharge into existing aquifers.	Engineering	<b>Completed (2018)</b> Feasibility Study

Priority A: 2018-2019

Priority B: 2019-2023

Priority C: 2023



**2017 STRATEGIC PLAN PROJECT PRIORITY LISTING**

9	A	Participate on negotiations for final determination of the Ground Sustainability Agency for basins within the District’s service area, which include the San Gorgonio Pass Sub-Basin, the Mission Creek Sub-Basin, the Indio Sub-Basin and the Desert Hot Springs Sub-Basin.	Administration	<b>On-Going</b> MSWD v DWA
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**STRATEGIC GOAL # 2 – INFRASTRUCTURE**

<b>NO.</b>	<b>PRIORITY</b>	<b>PROJECT DESCRIPTION</b>	<b>DEPARTMENT ASSIGNED</b>	<b>STATUS</b>
1	A	Conduct project design and construction to expand wastewater treatment capacity at the MSWD Regional Wastewater Treatment Plant by 1.5 million gallons per day.	Engineering	<b>On-Going</b> Under construction
2	A	Update existing water and wastewater master plans.	Engineering	<b>On-Going</b>
3	A	Conduct an analysis of staffing and workload allocation for infrastructure and maintenance operations to determine staffing needs based on industry standards. Identify opportunities for privatization of specific routine maintenance functions to augment staffing levels.	Engineering / Operations	<b>On-Going</b> Developing a work order management system to better track work orders
4	A	Identify and record easements for water and sewer utility purposes in those areas where they are currently missing.	Engineering	<b>Completed/On-Going</b>
5	A	Develop a Technology Plan that incorporates all aspects of the District’s internal and external technology including, field operational technology.	Administration / Operations	<b>On-Going</b>
6	A	Conduct a financial and operational analysis of the impact of future residential and commercial development based on the Cities of Desert Hot Springs’ and Palm Springs’ General Plan.	Finance / Engineering	<b>On-Going</b> Master Plans and Long Range Financial Plan
7	A	Conduct an evaluation of alternative energy opportunities including cost and feasibility for each alternative.	Engineering	<b>On-Going</b>
8	A	Conduct an evaluation and cost analysis for renovation of the current administration and annex facilities. The evaluation should include space planning and opportunities for internal growth, public access and accessibility, ADA compliance, office ergonomics and furniture.	Finance / Engineering / Administration	<b>On-Going</b>
9	A/B	(A) Expand utilization of the current Geographic Information System for operational and facility use. (B) The system can be expanded to also include a customer database utilized by the Customer Service Department.	Engineering (A) / Customer Service (B)	<b>On-Going</b>
10	B	Conduct an analysis of the infrastructure needs and financial cost impacts to operate and maintain the Improvement District and develop a separate water rate structure for this area.	Engineering / Finance	<b>On-Going</b> Long Range Financial Plan
11	B	Conduct analysis of available capacity within the current water system with future water demand projections to forecast time of demand need. Incorporate results in UWMP updates and Water Master Plan updates.	Engineering	<b>On-Going</b>

Priority A: 2018-2019

Priority B: 2019-2023

Priority C: 2023

**2017 STRATEGIC PLAN PROJECT PRIORITY LISTING**

12	C	Evaluate options for relocation of existing water infrastructure within inaccessible areas of the District for ease of maintenance.	Engineering / Operations	<b>On-Going</b> Water Master Plan
13	C	Pipeline replacement project for all galvanized piping within the water distribution system. Incorporate project in Master Plan update.	Engineering / Operations	<b>On-Going</b> Water Master Plan
14	C	Evaluate vendor options for automating the inventory management system for purchasing, receiving and warehouse operations. Develop cost estimates for future capital budget allocation.	Finance	<b>On-Going</b>

**STRATEGIC GOAL # 3 – FINANCIAL MANAGEMENT**

<b>NO.</b>	<b>PRIORITY</b>	<b>PROJECT DESCRIPTION</b>	<b>DEPARTMENT ASSIGNED</b>	<b>STATUS</b>
1	A	Convert the manual check signature process to an 'electronic' signature format including approval criteria established by the Board of Directors.	Administration / Finance	<b>Completed (2018)</b>
2	A	Automate the employee payroll structure and eliminate the manual entry of time and project numbers.	Finance / Administration / Human Resources	<b>On-Going</b>
3	A	Conduct a review of the employee performance evaluation process and the number of individual pay-range step increases allocated to employees based on employee tenure and the correlation to the evaluation process. Options include reducing the number of steps or establishing a median pay scale for each job classification.	Finance / Accounting	<b>Completed (2022)</b>
4	A	Update current accounting software interface.	Finance / Accounting	<b>On-Going</b>
5	A	Modify the vendor contract and material procurement and approval process to include authorization at the executive staff level (Director of Finance and Administration and Director of Engineering and Operations).	Finance / Administration	<b>Completed (2018)</b>
6	A	Conduct a customer experience and needs assessment to gauge customer interaction and service level experience.	Finance / Customer Service	<b>On-Going</b>
7	A	Modify the budget document preparation process to include additional financial detail designed to increase customer confidence and knowledge of the District's financial management practices.	Finance	<b>Completed (2021) / On-Going</b> GM Report / Budget submitted to GFOA
8	A	Develop and implement a customer education program designed to educate customers on water and sewer rates, capital spending requirements and budgeting.	Finance / Public Relations /	<b>Completed (2021)</b> Water 101 at Public Library

Priority A: 2018-2019

Priority B: 2019-2023

Priority C: 2023

**2017 STRATEGIC PLAN PROJECT PRIORITY LISTING**

			Customer Service	
9	B	Implement changes to budget and revenue management to fully fund the reserve policy by 2020.	Administration / Finance	<b>On-Going</b>
10	B	Develop an asset management and replacement component of the Financial Master Plan.	Finance / Accounting	<b>On-Going</b>

**STRATEGIC GOAL # 4– PUBLIC AND POLITICAL OUTREACH**

<b>NO.</b>	<b>PRIORITY</b>	<b>PROJECT DESCRIPTION</b>	<b>DEPARTMENT ASSIGNED</b>	<b>STATUS</b>
1	A	Develop a comprehensive public relations strategy and master plan of activities and programs. Components of the plan shall include the overall goal of the program, staffing and resource needs, budget requirements and role and responsibility of the Board of Directors and staff for implementation.	Administration / Public Relations	<b>On-Going</b> Communication Strategic Plan completed in 2019
2	A	Develop a crisis communication protocol for use in natural disasters, emergencies and interruptions in water supply. The protocol should include the role of the Districts Emergency Operations Center (EOC) and the role of the Board of Directors and staff in communicating with the public, the media and other elected officials.	Administration / Public Relations / Engineering / Operations	<b>Completed (2021)</b>
3	A	Develop a staff engagement and training program to fully integrate the Districts Mission, Vision and Values throughout the organization. Employees as ambassadors of the organization are the program objectives.	Administration / Public Relations	<b>Completed (2018) / On-Going</b> Need to re-implement Post-COVID
4	A	Update the District website.	Administration / Public Relations	<b>Completed (2021)</b>

Priority A: 2018-2019

Priority B: 2019-2023

Priority C: 2023

**2017 STRATEGIC PLAN PROJECT PRIORITY LISTING**

5	A	Develop a Board Handbook or Guidelines. Components to consider include: role, relationship and responsibility of the Board of Directors and staff, standards of performance and expectations of public office.	Administration	<b>Completed (2020)</b>
6	A	Communicate the goals and objectives of the 2017 Strategic Plan to all District employees. Provide updates on progress at least semi-annually.	Administration / Public Relations / Finance / Engineering /	<b>Completed (2018)</b>
7	A	Develop a strategy to position the Board of Directors as regional water leaders including elevating their public and professional profiles within the region. The Board of Directors is a resource for the District and the water industry.	Administration / Public Relations	<b>On-Going</b>

Priority A: 2018-2019

Priority B: 2019-2023

Priority C: 2023

**2017 STRATEGIC PLAN PROJECT PRIORITY LISTING**

**STRATEGIC GOAL # 5 – ORGANIZATIONAL DEVELOPMENT**

<b>NO.</b>	<b>PRIORITY</b>	<b>PROJECT DESCRIPTION</b>	<b>DEPARTMENT ASSIGNED</b>	<b>STATUS</b>
1	A	Modify the employee performance evaluation process to incorporate employee input into performance measures and alignment with the Districts core values.	Human Resources / Administration / Finance / Engineering	<b>Completed (2018)</b>
2	A	Develop an organization-wide succession plan allowing employees the opportunity for professional growth, cross -training, and preparation for succession and temporary assignments to maintain continuity and operational effectiveness.	Human Resources / Finance / Engineering / Operations	<b>Completed (2018) / On-Going</b>
3	A	Enhance and strengthen the existing organizational culture through promotion of District vision and core values. Develop individual employee development plans to promote personal and professional growth.	Administration / Human Resources / Engineering / Operations / Finance	<b>Completed (2018) / On-Going</b>
4	A	Develop a comprehensive employee development and training program that is initiated during the on-boarding process when first hired and continues throughout employment with the District. Create an individual professional growth program for each District employee. Department supervisors and managers will monitor the program.	Human Resources / Finance / Engineering / Operations / Administration	<b>Completed (2020) / On-Going</b>
5	A	Develop a comprehensive supervisor development and training program for existing managers and supervisors as well as employees aspiring to supervisory positions. The program will provide education and skill development in the following areas: conducting an employee performance evaluation, agency policies and procedures, expectations of leadership, administration of the employee discipline and development process and developing individual employee improvement plans.	Human Resources / Finance / Engineering / Operations / Administration	<b>Completed (2020) / On-Going</b>
6	A	Develop a program and role for the Board of Directors in supporting and enhancing the development of a professional staff. Program to include the allocation of resources for an employee recognition program in coordination with performance metrics and the Districts core values.	Administration / Human Resources	<b>Completed (2018) / On-Going</b>

Priority A: 2018-2019

Priority B: 2019-2023

Priority C: 2023

**2017 STRATEGIC PLAN PROJECT PRIORITY LISTING**

<b>Project</b>	<b>Project Description</b>	<b>Status</b>
Strategic Plan	Strategic Plan is envisioned to establish a long-term vision for MSWD and set a course of action for the next five years by establishing priorities, outlining actions to achieve objectives effectively, and develop a framework for reporting progress to the MSWD Board of Directors.	Workshop to be scheduled for early October 2023  <b>To be completed Q1 2024</b>
Long Range Financial Plan	Long-Range Financial Plan (LRFP) to support the long-term fiscal sustainability of MSWD. The LRFP will be used as the basis for projecting fiscal requirements needed to fund ongoing operations, reserves, debt service, capital improvements, and its non-potable water program.	Kick-off Meeting held in Q2 2023  <b>To be completed Q1 2024</b>
Water and Wastewater Master Plans	Water and Wastewater Master Plans are essential tools in identifying current and future system improvements. They allow the District to plan for and meet the ever-changing/growing water and wastewater needs within our service area. The current plans were completed in 2005 and 2007, and since that time several projects identified in them have been implemented. This combined with regulatory changes and new District produces that govern how we store, manage, and treat water, dictate that a comprehensive update is necessary.	Michael Baker International completed 80%  <b>Staff is reviewing and updating the models and report. To be completed Q4 2023</b>
Enterprise Resource Planning (ERP) Software Replacement	The financial software is outdated, and the integration team members have informed MSWD that they will not be able to make the requested MSWD changes in the future. It is recommended MSWD migrate to a new ERP	Project was added to this year's budget. RFQ has been drafted but not published.
Work Order / Asset Management System	MSWD has fallen behind the industry in tracking field operations and transferring that information into an asset management system. Project will include updating the current ESRI software, purchasing a work order management software, and filling the GIS Specialist position.	ESRI software upgrade is ongoing.  GIS position is budgeted.  RFQ has been drafted but not published.
Customer Service Training Program	To enhance customer service throughout MSWD, staff will be re-organized and asked to participate in customer service training activities	June 2023 - Arturo and I made our first change by reorganizing an Office Specialist which was useful

Priority A: 2018-2019

Priority B: 2019-2023

Priority C: 2023

**2017 STRATEGIC PLAN PROJECT PRIORITY LISTING**

Item 6.

		<p>until an employee health issue forced us to reallocated staff.</p> <p>August 2023 – Business Analyst created in exchange of retiring Sr. Customer Service rep. Dori and Kurt were moved to areas where their skills could be better utilized.</p> <p>October 2023 – Hiring aforementioned Business Analyst, temporary full-time Business Analyst</p>
<p>On-going Discussions with Army Corp of Engineers</p>	<p>MSWD have been working closely with the Army Corp of Engineers to design Areas A and G (Mission Lakes). We have also been successful in securing over \$1M in the last two federal fiscal years via community project grants through Carpi &amp; Clay</p>	<p><b>Two (2) different Community Projects have been proposed by the US Senate -</b></p> <p>\$2.5M Padilla &amp; \$5.4M Feinstein</p>

Priority A: 2018-2019

Priority B: 2019-2023

Priority C: 2023

**2017 STRATEGIC PLAN PROJECT PRIORITY LISTING**

<b>Project</b>	<b>Project Description</b>	<b>Status</b>
Critical Services Center	<p>Construct a new administrative building and operations building to allow the District to grow and continue to provide service to its customers.</p> <p>Two Bunch location is no longer feasible due to environmental issues. Two (2) most obvious new locations are Corporate Yard and Nancy Wright Regional Wastewater Treatment Facility</p>	<p><b>Tour at East Valley scheduled for June 29<sup>th</sup></b></p> <p><b>July 2023 - Workshop</b></p> <p><b>October 2023 – Site cost estimates to be provided</b></p>
Solar Installations on Multiple District Sites	As the State of California and Southern California Edison continues to promote solar projects to offset electrical grid demand, MSWD has been working with ENGIE to develop a solar energy plan at site where the most benefit would be achieved	<p>Design is currently underway.</p> <p><b>We expect a presentation to the Board to occur in Q3 2023</b></p>
Nancy Wright Regional Wastewater Treatment Facility	<p>A new 1.5 million gallon per day sequence batch reactor wastewater treatment plant. Project includes new operations and administration building that will house a solids processing area, chemical storage area, maintenance, electrical room, and blower room.</p>	<p><b>Start up to commence in Q3 2023</b></p> <p><b>Construction to be completed Q4 2023 Q1 2024</b></p>
Conveyance Line Construction	The Conveyance Line construction project includes a force main from the existing Dos Palmas Lift Station at Dillon Road and Avenida Manzana to Little Morongo Road and Dillon Road. From there, a gravity line will bring flows down to the new regional plant.	<b>Construction to be completed Q4 2023 Q1 2024</b>
Area M-2 Septic to Sewer Project	The Area M-2 Sewer Collection System will connect 695 parcels to the MSWD sewer systems and abate 405 on-site septic disposal systems. The Area M-2 Sewer Collection System is one of the three projects that comprise the Regional Water Reclamation Facility Project.	<b>Construction to be completed Q4 2024</b>
Supplemental Environmental Project (Septic to Sewer)	MSWD is to conduct a septic to sewer conversion program, abandoning septic systems located on private property and enhancing groundwater quality protection by removing known point sources of groundwater degradation in high-density economically	<b>Construction to be completed Q4 2023</b>

Priority A: 2018-2019

Priority B: 2019-2023

Priority C: 2023



**2017 STRATEGIC PLAN PROJECT PRIORITY LISTING**

	disadvantaged areas. Staff estimates that 21 properties can be benefited by this project.	
Well 22 Rehabilitation	Well 22 needs maintenance and rehabilitation. Well improvements include downhole rehabilitation and chemical treatment, new discharge piping and outlet systems, electrical panels, and new pump improvements.	<b>Construction to be completed Q1 2024</b>
Well 34, Well 35, and Associated Water Main	Funded by the current developer of Skyborne, MSWD is lead agency in the rehabilitation of Well 34, equipping Well 35, and designing and constructing the water main between the two wells	<b>Construction to be completed Q4 2024</b>
Well 42 Construction	Currently, under construction, the well will provide an additional water source for MSWD's 1240 and 1400 pressure zones.	<b>Construction to be completed Q1 2024</b>
Terrace Reservoirs and Site Rehabilitation	Rehabilitation and maintenance of the Terrace Reservoirs and site to enhance safety and operations and maintenance activities of the three existing reservoirs.	<b>Construction to be completed Q4 2024</b>

Priority A: 2018-2019

Priority B: 2019-2023

Priority C: 2023



**Mission Springs Water District  
Board of Directors Handbook**

Adopted by Resolution No. 2020-02

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## **SECTION 1 - INTRODUCTION**

Our democratic form of government requires that public officials be impartial, independent, and responsible to the people they represent, and that government decisions and policies are made through proper channels of government structure; that public office not be used for personal gain; and that the public has confidence in the integrity of its government. This Board of Directors Handbook (“Board Handbook”) is intended to establish ethical standards of conduct for the Board of Directors of the Mission Springs Water District (“District”), by confirming the Board of Directors commitment to transparency; setting forth those acts or actions that are incompatible with the best interest of the District and the public: ensuring disclosure by the District’s elected and appointed officials of private financial or other interests in matters affecting the District: and ensuring compliance with applicable laws. The provisions and purpose of this Board Handbook are deemed by the Board of Directors (“Directors”) to be in the best interest of the District, and the standards established herein are intended to supplement and be cumulative to all applicable state and federal laws, policies and regulations otherwise applicable to the District and its elected and appointed officials. The policies and procedures set forth in this Board Handbook are intended to supplement, without preempting, existing state and federal laws.

The elected and appointed officials of the District, including the Board of Directors and the General Manager, hold office for the benefit of the public and are bound to uphold the Constitution and laws of the United States and the state of California, and to foster respect for all levels of government. They are bound to observe both the letter and the spirit of the law in their official acts, with the highest standards of morality, integrity and honesty, and to discharge faithfully the duties of their office regardless of personal considerations, recognizing that the public interest must be their primary concern. Their conduct in both their official and private affairs should be above reproach at all times.

The development of the Board Handbook represents the commitment of the Mission Springs Water District Board of Directors to the development of specific best practice performance criteria essential to their role as elected public officials. This commitment also extends to the General Manager. This Board Handbook is considered a ‘living document’ and as such can be amended or modified at the discretion of the Board of Directors.

## **SECTION 2 – EXECUTIVE SUMMARY**

The District’s core values of Professionalism, Accountability, Respect, Integrity, Servant Attitude, Excellence, and Stewardship serve as the foundation for development of this Handbook. These core values, along with specific criteria related to the performance of public officials, were used in identifying the appropriate Best Practices for members of the Board and the General Manager. An annual review of the approved and adopted best practices outlined in the Board Handbook would serve as a continual reminder of the Board’s role in policy governance and principles of behavior as a “Best of Class” water agency. The document will also serve as a valuable tool in the orientation and education of new Board members and staff in the future.

**Section 2.01 - Board Best Practices**

- Ethical standards and accountable leadership
- Public confidence and integrity
- Compliance with the letter and spirit of existing laws and policies
- Dedication to superior service
- Personalized standards of conduct

**SECTION 3 – CULTURE: VISION AND CORE VALUES**

The Board and the General Manager understand the importance and value of a positive and constructive culture to the overall performance of the District. This culture in large part is a product of the District's goal of performing as a "Best of Class" public agency, individually and corporately. Whether in the capacity of an elected or appointed Director, or as an employee of the District, our primary responsibility is to serve the District's customers.

**Section 3.01 –Vision**

The Board has adopted vision to guide the planning and application of policies and procedures, including the development of the best governance or management practices identified in this Board Handbook. It is the responsibility of each Board member and the General Manager to know, understand, and carry out the vision and its objectives within their respective capacities. The vision falls under the following categories:

- MSWD is a leader and innovator in the water industry.
- MSWD Employees are highly qualified, innovative and continuously functioning at the highest levels of teamwork and performance excellence.
- MSWD maintains a culture of responsibility while providing the highest levels of customer service.
- MSWD has the foresight to anticipate the future and is adaptable and resilient to overcome any challenge it faces.

**Section 3.02 – Core Values**

The District has approved core values that represent performance standards and expectations for the Board members and staff. These core values are descriptive of the District's culture.

**Professionalism** – MSWD employees conduct themselves with professionalism. Professionalism describes the standards of conduct, performance, knowledge and skill necessary to perform our specific role within the organization.

**Accountability** – MSWD employees take ownership of our decisions and accept responsibility for our actions. We are accountable to the public we serve.

**Respect** – We respect all people on the basis of their human worth. In order to earn respect we must first give respect.

**Integrity** – MSWD employees operate with the highest degree of integrity. We are honest and hold ourselves to moral principles and ethical standards.

**Servant Attitude** – MSWD employees consider the other person as more important than one’s self. This Servant Attitude considers the impacts of our actions on others and the organization before self.

**Excellence** – MSWD employees strive for excellence and are conscious of our performance at all times. We are committed to continuous learning and innovation ensuring that our services exceed expectations.

**Stewardship** – Stewardship embodies the ethical behavior of accepting responsibility and management of a resource – water. We operate the District as a public trust as stewards of this precious resource.

## **SECTION 4 – AUTHORITY, ROLE OF THE BOARD OF DIRECTORS AND GENERAL GUIDELINES**

### **Section 4.01 - Authority**

The District is an independent public agency, which provides water service to the land and inhabitants within its boundaries. The District operates under the authority of the County Water District Law, Division 12 of the California Water Code, commencing with Section 30000. The District is governed by an elected Board of Directors (“Board”) which has the authority to oversee the business and affairs of the District. The Board is authorized to delegate some of those powers. The Board has the power to employ and set terms and conditions for employment of the General Manager, who in turn has been delegated management authority over District employees.

In order for the Board to function in an effective manner, it is important that Directors understand their respective roles and relationship to other members of the Board and to staff. This also requires an understanding of the performance expectations necessary to carry out the duties of a Board member.

The officers of the Board consist of the President and Vice-President. The General Manager of the District also serves as the Secretary of the Board. Officers of the District are appointed by the Board annually or as otherwise may be determined by the Board.

#### **Section 4.02 – Responsibilities of Office**

Elected officials and appointed officials hold office for the benefit of the public and are bound to uphold the Constitution and laws of the United States and the State of California, and local public laws, and to foster respect for all levels of government. They are bound to observe and comply with both the letter and the spirit of the law in their official acts, the highest standards of morality and honesty and to discharge faithfully the duties of their office regardless of personal considerations, recognizing that the public interest must be their primary concern. Their conduct in both their official and private affairs should be above reproach at all times. Signed copies of the Oath of Office taken by each Board Member and the General Manager are included in the Board of Directors Handbook.

District officials should never exceed their authority, violate the law or ask others to do so. They should work in full cooperation with other public officials and employees unless prohibited from doing so by law or by legally required or recommended confidentiality of their responsibilities or work.

As State law requires, no one who holds office, or who is seeking election or appointment to any office or employment with the District shall, directly or indirectly, use, promise, threaten, or attempt to use, any office, authority, or influence, whether then possessed or merely anticipated, to confer upon or secure for any person, or to aid or obstruct any person in securing, or to prevent any person from securing, any position, nomination, confirmation, promotion, or change in compensation or position, within the State or the District, upon consideration or condition that the vote or political influence or action of such person or another shall be given or used on behalf of, or withheld from, any candidate, officer, or party, or upon any other corrupt condition of consideration. This prohibition shall apply to urging or discouraging an individual employee's action inconsistent with the policies established herein, or the employee's terms or conditions of employment or the law.

#### **Section 4.03 – Role of the Board**

The primary role of the Board of Directors is to establish policies that guide and direct activities of the District in fulfilling its mission. The decisions and actions of the Board constitute the "policy or action" of the Board and shall recognize the actions of the Board even when there may be opinions that differ from the majority opinion or action.



The Board has three (3) major responsibilities:

1. Promote the best interests of the District’s customers by establishing policies that support the Board’s vision and core values for the District and by ensuring the implementation of those policies. Policies include the governing principles, plans, and approved actions of the organization. Policy-making is the process of visionary planning and should reflect the broadest possible principles and provide parameters within which staff can operate. Policy-making sets the overall direction for the District.
2. Assure the fiscal health of the District. The Board establishes policies that ensure fiscal stability and the effective use of funds. In order to achieve this, each fiscal year the Board adopts a budget covering the anticipated revenues and expenditures of the District. Additionally, the Board annually adopts and monitors cash reserves and investment policies.
3. Hire a General Manager to manage the day-to-day operations of the District. The Board holds the General Manager accountable for the effective operational management of the District. It also has a responsibility to properly evaluate the General Manager on an annual basis.

#### **Section 4.04 – Best Practices General Guidelines**

1. The Board of Directors provides policy direction and leadership for the District.
2. The Board is responsible for ensuring that the District is an innovative and well-managed agency.
3. The Board exercises authority only as the governing body of the District, and not as individuals.
4. The Board understands and provides leadership in regional, state and national issues affecting the operation and management of the District. The General Manager supports the Board as needed or required.
5. The Board respects the role of constituents in the governance of the District, encourages their participation and consults with key stakeholders when and where appropriate.
6. The Board recognizes and respects the distinctions between its policy-setting role and the day-to-day implementation of Board policy by staff. The Board does not direct the activities of staff, and communicates issues or concerns through the General Manager.
7. Board members are official representatives of the District and represent the District in various community and water industry events.
8. Board members model the highest levels of ethical and professional behavior as public officials and representatives of the District.
9. Board members maintain a high level of communication with the General Manager and notify the General Manager of their availability or unavailability in a timely manner.  
Board members inform the General Manager of any specific information related to the District’s business that they want to receive from outside agencies or organizations, and are provided such information in a timely manner.
10. Board members may request information from the General Manager. The General Manager shall advise the Board if the requested information should be placed on the Board meeting agenda or the appropriate committee agenda to effect a policy change, or approve an expenditure of public funds.

## **SECTION 5 – ROLE AND RESPONSIBILITY OF THE PRESIDENT AND VICE-PRESIDENT OF THE BOARD OF DIRECTORS**

### **Section 5.01 - President of the Board**

1. The President of the Board of Directors is selected annually, at the end of the calendar year, by a majority vote of the Board, unless otherwise modified by the Board.
2. The President is the head of the Board.
3. The President chairs the meetings of the Board, calls the meeting to order, presides over Board meetings, including the conduct of the Board and those in attendance, entertains and repeats motions properly before the Board, puts motions to a vote, and announces the results of votes taken by the Board.
4. The President votes with the Board members.
5. Each President's individual style is unique. Diversity is encouraged.
6. The President acts as the ceremonial head or representative of the District at various civic functions. In his/her absence, the Vice-President or other shall fulfill the President's role. If both the Board President and Vice President are unavailable, the Board President may designate a Board Member to represent the District.
7. The President is the designated spokesperson for the Board to the general public. The President may elect to appoint one of the other Board members to serve in this capacity.
8. The President acts as the signatory on all documents requiring execution by the Board.
9. The President is responsible for making appointments to Ad Hoc Board Committees and terminates the role and function of Ad Hoc committees as necessary.
10. To the extent possible, the President advises the Board of any formal or informal communication and correspondence sent or received by the President, regarding District business.
11. The President regularly communicates with the General Manager and keeps other Board members fully informed on matters of District business at the next Board Meeting in compliance with the Brown Act.
12. The President provides guidance to the Board fairly and impartially in the conduct of official business before the Board of Directors.
13. The President personally addresses issues which may rise between and among members of the Board. Individual Directors or the General Manager may inform the President of any issue or concern brought to their attention related to the performance of any other member of the Board.
14. The President is responsible for ensuring decorum at Board meetings and that they are conducted in an orderly, professional and respectful manor.

### **Section 5.02 - Vice-President of the Board**

1. The Vice-President of the Board of Directors is selected annually at the end of the calendar year, by a majority vote of the Board, unless otherwise modified by the Board.
2. The Vice-President has no rights or authority different from any other member of the Board.

3. In the event the position of the President is vacated prior to the expiration of the term, the Vice-President becomes the President for the remaining term, unless otherwise directed by the Board.
4. In the event of an early vacancy in the position of Vice-President, the Board determines, by vote, a replacement for the remaining term.
5. The Vice-President serves in the capacity of the President of the Board of Directors, pro tem, in his/her absence.

## **SECTION 6 – PRINCIPLES OF BEHAVIOR AND PERFORMANCE EXPECTATIONS OF THE BOARD OF DIRECTORS**

### **Section 6.01 – Principles of Behavior and Performance Expectations**

1. The Board and the General Manager act as a participatory team with respect to all of the District's functions. It is critical that Board members maintain informal and professional relationships with one another, and with the General Manager.
2. The Board values a visionary, constructive, high-energy work environment, and the District, and its constituents benefit from that environment.
3. Board members are representatives of the District's culture and core values at all times. As ambassadors, they lead by example in their interactions with one another and members of the public, and their behavior should be representative of the organization's values.
4. The Board values open and honest communication, with open agendas. Board members communicate concerns and address those concerns, including controversial issues, in a timely, professional and appropriate manner in order to maintain a constructive functional relationship.
5. Board members are knowledgeable and supportive of District policies and procedures, including rules and regulations governing communications among Board members, which include electronic, written and verbal communications.
6. The Board works for the common good of its customers and stakeholders and not for any private or personal interest. Board members are trained and knowledgeable of conflict of interest requirements for holding public office. The Board receives regular training on conflicts of interest and their financial interest reporting requirements under state law.
7. Board members always come to Board meetings prepared and are responsible for initiating resolutions. The Board and General Manager observe the "no surprises rule." Issues are not used to surprise, embarrass or unduly draw attention to individual agendas or issues. The General Manager shall inform the Board President (and legal counsel where appropriate) of important issues that arise after the posting of the agenda.
8. Board members practice continued professional development in their role as Directors of the District.
9. Board members are respectful and considerate of each other, the General Manager and the District's staff, as well as Board traditions. Every effort will be taken to foster a professional working relationship and refrain from personal attacks against one another and staff. This cooperative and respectful

relationship extends to behaviors and actions by Board members within the community and away from an official public function or meeting.

10. Board members should never exceed their authority or breach the law or ask others to do so.
11. Board members conduct themselves in a professional manner modeling and enforcing the values of the organization as a “best of class” agency.

## **SECTION 7 – BOARD OF DIRECTORS’ INTERACTION AND COMMUNICATION**

### **Section 7.01 – Board Member Interaction**

1. Board members maintain informal and professional relationships with each other.
2. Board members will direct comments to the merits of issues and items before them through the Board President, while refraining from personal attacks against other Board Members, the General Manager, members of the public and District staff. If a Board member has a grievance with another Board member, he/she should first discuss it privately with that person. This should always be done in compliance with the Brown Act. If the matter is unresolved, the Board member should go to the General Manager and the General Manager shall work with Legal Counsel informally to resolve the matter.
3. Board members are representatives of the District’s culture and core values at all times, and lead by example in their interactions with others. Board Members should be accurate and truthful in their communications with other members of the Board, the General Manager and the Public.
4. Board members are responsible for being familiar with and knowledgeable of the District’s travel and expense reporting policies for Board members. All expenses, travel, meals and meetings attended by Board members at District expense should be for District benefit and accurately reported when reimbursement is sought.
5. When attending meetings or conferences, Board members are ambassadors and representatives of the District and should conduct themselves professionally.
6. Board members shall not request the use of, use or permit others to use District-owned vehicles, equipment, materials, personnel or property for personal convenience or profit, except when such services are available to the public generally, or provided as a District policy for use of such official in the conduct of official business or otherwise as set by District policy.
7. Board members are aware of the rules governing communication among themselves and others in compliance with the California Open Meetings Law (also known as the Brown Act). This includes communications by electronic, written and verbal means and methods, and through an intermediary. Board members receive regular training regarding the requirements of the Brown Act, the Political Reform Act (conflict of interest laws), and the Public Records Act.
8. Board members shall be fair, accurate, and truthful when communicating with the general public and using social media regarding District issues, activities, and business.
9. Board members function as a team to further the interests of the District and the members of the public it serves.

## **SECTION 8 – ROLE OF THE GENERAL MANAGER, BOARD INTERACTION WITH STAFF, AND ROLE OF DISTRICT LEGAL COUNSEL**

### **Section 8.01 - Role of the General Manager**

One of the most important decisions the Board of Directors makes is the selection of a General Manager. The Board must be able to support the decisions of the General Manager and grant him/her the authority to manage and lead the District. The General Manager is the only employee and agent of the Board, and the individual to whom the Board delegates its authority to manage and administer the District's daily operations in accordance with policies approved by the Board. This position is important because to be successful, the District requires leadership and vision from its General Manager. The General Manager has two primary roles: as chief executive officer charged with the administration of the District's business, and as advisor or counselor to the Board on matters related to the fulfillment of their duties. The General Manager represents the District to its many constituencies.

The success of the relationship between the Board of Directors and the General Manager depends on a shared sense of purpose or vision, open and honest communication, and mutual support for their respective roles. Both parties must also understand that the relationship itself is paradoxical, with inherent tensions. The General Manager is charged with carrying out Board policy directives, and at the same time, looks to the Board for guidance and leadership.

It is the General Manager's responsibility to ensure that the Board members have the information needed to make informed decisions. The General Manager promptly alerts Board Members to problems and issues to prevent surprises or misinformation. Board members expect the General Manager to make recommendations on issues before the Board.

### **Section 8.02 - Board Interaction with the General Manager**

1. The General Manager recommends annual goals, which are approved by the Board of Directors as a part of the General Manager performance review process.
2. The Board provides the General Manager with constructive feedback on his/her performance annually, in a written evaluation.
3. Board members are encouraged to contact the General Manger about any subject related to the operations of the District. Similarly, the General Manger may discuss District-related issues with any Board member, in compliance with the Brown Act.
4. The Board's concerns regarding overall District operations, specific issues or problems with District staff are addressed through the General Manager.
5. The General Manager is charged with handling internal District matters, including matters regarding District personnel.
6. Allegations against the General Manager shall be directed to Legal Counsel for further **action**.
7. The General Manager keeps the Board apprised of matters affecting the District.

**Commented [JOP1]:** Keep in mind that only the Board has authority to discipline or remove a GM.

8. Board members are encouraged to advise the General Manager or his designate when they will be unavailable to carry out their duties as Directors, or out of town.

#### **Section 8.03 - Board Interaction with Staff**

Board members shall not direct staff to take or refrain from taking a particular action related to District operations. Requests for staff time or assistance are made only through the General Manager.

Conducting the business of the District at official meetings of the Board should be done efficiently and professionally. Board members are encouraged to make every effort to contact the General Manager prior to a board meeting regarding questions related to agenda items so that the General Manager can provide the most accurate and prepared response.

#### **Section 8.04 - Role of District's Legal Counsel**

1. The District's legal counsel (Legal Counsel) represents the District as an entity and works in collaboration with the Board and General Manager, but does not represent individual Board members or the General Manager.
2. Legal Counsel's primary day-to-day point of contact is the General Manager.
3. Legal Counsel, as needed, consults with the Board and the General Manager on items of concern related to any facet of District operations.
4. Legal Counsel reviews all Board agendas, and is present in closed sessions where litigation and/or District liability will be discussed.
5. When it is in the best interests of the District to retain specialized legal advice in addition to that provided by the District's Legal Counsel, the General Manager and Legal Counsel will coordinate and oversee the special counsel work as appropriate.
6. Legal Counsel is pro-active in informing and protecting the District and the Board from any potential violations and conflicts that may arise in the performance of their duties. Board members should contact Legal Counsel in advance of meetings to discuss any legal concerns or seek advice regarding conflict of interest issues.

## **SECTION 9 – CUSTOMER AND PUBLIC COMMUNICATIONS**

### **Section 9.01 – Customer Communications**

1. Board members represent the District and its customers in a manner that best reflects the professional standards, values and mission of the District.
2. Customer concerns and inquiries, including those generated through social media or electronic format, are referred to the General Manager or his/her designated staff member.
3. The General Manager will provide the Board with a written or verbal report of customer concerns or inquiries that cannot be handled routinely, along with any response made by staff to the concern or inquiry.
4. Customer inquiries at official meetings of the Board should be directed by the Board President to the General Manager for response.
5. The Board is informed by the General Manager of significant, sensitive, urgent and/or repetitive communication inquiries. The General Manager will oversee any appropriate recommended follow-up and response.
6. Board members refer responses and inquiries regarding customer concerns to the General Manager.
7. Information or an action that may have the potential to expose the District to liability and possible legal action will be shared with the General Manager and legal counsel followed by the Board at a noticed, closed session meeting of the Board of Directors.

## **SECTION 10 – CONDUCT OF MEETINGS OF THE BOARD OF DIRECTORS**

### **Section 10.01 – General Guidelines for Conduct of Board Meetings – Rosenberg’s Rules of Order**

1. All noticed meetings are conducted using Rosenberg’s Rules of Order (“Rosenberg’s Rules”) as a procedural guideline. Rosenberg’s Rules are intended to provide for constructive and efficient conduct of meetings.
2. Meetings of the Board are called, posted and conducted in accordance with the Open Meetings Law (“Brown Act”). A quorum of the Board must be present for a meeting to be held or decisions made.
3. The General Manager is responsible for setting the agenda for all Board meetings, in consultation with the Board President and Legal Counsel. Any Director may request that an item be placed on the agenda by request to the General Manager and President of the Board. Where appropriate, a requested item may be referred By the General Manager or Board President to a Board committee for study, review, decision or referral to the Board for determination.
4. The General Manager confers with the President of the Board regarding, and reviews agendas for upcoming meetings, prior to posting.
5. The General Manager informs the Board of significant items that will be placed on future agendas for Board consideration and/or decision.

6. Directors should refrain from responding directly to public comments at meetings of the Board. The Board President will refer matters raised by public comments to the General Manager for follow-up, as appropriate. Directors may briefly ask clarifying questions. Occasionally, a prompt response may be offered when an obvious answer or resolution is available, provided this is done in compliance with the Brown Act. Directors should refrain from debating or making decisions in response to public comments.
7. The President of the Board presides at all meetings, and decides all points of order and procedure during meetings. The President is responsible for the maintenance of order and decorum at all Board meetings. No person should be allowed to speak who has not first been recognized by the President. All questions and remarks should be addressed to the President as the presiding officer. No member of the Board should speak more than once upon any one subject until every other member of the Board wishing to speak on the subject shall have been given the opportunity to speak. No Board member shall interfere with the orderly progress of a Board meeting. The President will entertain a motion on any item on the Board agenda. Members of the public shall be given three minutes to speak on agenda items. In order to ensure the orderly progress of Board meetings, the Board President regulates the amount of time to be dedicated to a particular agenda item.
8. Each Director may be allowed to make technical points or ask clarifying questions prior to the making of a motion.
9. A roll call vote on any item may be requested by a Director, at the discretion of the President. The results of the roll call vote shall be recorded in the minutes of the action taken. Roll call votes are encouraged in connection with resolutions, ordinances and action after a public hearing.
10. The Board works diligently to achieve a common understanding of all action items. At the request of a Director, and the discretion of the President, an item on which unanimity may not be achieved may be referred to a committee to consider a resolution of the issue prior to a vote.
11. Once an agenda item has been approved by the Board of Directors, the disposition is considered the "action" of the Board, recognized by the individual members as the decision of the District. Board members shall at all times respect the will of the majority on matters properly before and acted upon by the Board.

#### **Section 10.02 - Consent Agenda**

1. The District utilizes a Consent Agenda to approve routine business matters, such as minutes, operational production reports, project status reports, cash reports and approval of previously approved budgetary items.
2. If a Director has a question on a Consent Agenda item, he/she is encouraged to contact the General Manager for clarification prior to the meeting, rather than having it pulled for separate discussion during the meeting.
3. Items may be pulled from the Consent Agenda for a separate vote, upon approval of the President of the Board. The balance of the Consent Agenda shall be voted on prior to consideration of any item pulled for separate vote.



**Section 10.03 - Closed Session**

All Closed Session discussions and materials are considered legal and confidential information, and as such, shall not be shared or distributed outside the Closed Session unless reportable action has been taken, in which case Legal Counsel will make any required report of action taken, in open session. All Closed Sessions are conducted in accordance with the Brown Act. Documents shared in closed session shall not to be distributed or disclosed outside of Closed Session without clear authorization from Legal Counsel and the General Manager. This prohibition applies also to disclosure of confidential information to representatives of other agencies and/or the media.

Closed Sessions may be held at times other than the regular meetings of the Board of Directors so long as the meeting is posted pursuant to all applicable requirements of the Brown Act.

A Board Member should refer requests for information regarding Closed Session items to the General Manager who, in consultation with Legal Counsel, will provide an appropriate response.

**SECTION 11 – ROLES AND RESPONSIBILITY OF STANDING COMMITTEES AND SPECIAL COMMITTEES****Section 11.01 – Role and Responsibility of Committees**

1. Committees of the Board of Directors, including Standing and Ad Hoc Committees, are given authority to obtain more information, investigate, and provide reports or recommendations to the full Board. The committee format allows the Board to conduct its business more efficiently.
2. Standing Committees are established, and may be renamed or have their functions changed or terminated, by the Board. Standing Committees consist of two Board members, one of whom may be appointed as the Committee Chair. Standing Committee meetings are open to the public and subject to provisions of the Brown Act. Other Board members may attend Standing Committee meetings, but may not participate in the meetings.
3. Staff, at the direction of the General Manager, may provide support for Standing Committees by preparing agendas, staff reports, distributing materials, and performing other administrative functions as directed and approved by the General Manager. Standing Committee members may request staff assistance only through the General Manager.
4. Ad Hoc Committees are established for a limited purpose and duration, usually to review and report to the Board on an item of special but limited interest. Members of Ad Hoc Committees are appointed and serve at the pleasure of the President of the Board, and their terms expire upon completion of the project or issue for which the Committee was formed or at the recommendation of the Board President.
5. Copies of Committee agendas are made available to the entire Board. If members of Committee are in disagreement on a recommendation, the issue may be brought to the full Board for consideration.

## **SECTION 12 – COMPLAINT RESOLUTION PROCEDURES**

### **Section 12.01 – General Guidelines for Complaint Resolution Procedures**

The Board Handbook establishes standards of performance and expectations for governance for members of the Board of Directors. The District's core values of Professionalism, Accountability, Respect, Integrity, Servant Attitude, Excellence, and Stewardship define the performance expectations for Board members and staff. As adopted, the Board Handbook is the policy of the Board related to the standards and performance expectations contained therein.

It is intended that the standards of conduct established in this Board Handbook be self-enforcing by the Board and its members. However, the Board recognizes that there may be instances where even after receiving guidance and counsel to resolve unintentional (or intentional) violation, a party may continue to violate the provisions hereof, or an individual's repeated or egregious disregard and conscious intent to violate the agreed-upon standards of conduct are clearly demonstrated. In those cases, sanctions may apply and would occur in a public meeting. In the event that members of the Board breach this policy or any other applicable state, local or federal law, they may be subject to sanction or disciplinary action by the Board as outlined below.

### **Section 12.02 - Informal Sanction – Admonishment**

Admonishment is the least severe form of sanction or disciplinary action. A verbal or written admonishment may be directed to a Board member, reminding him or her that a particular type of behavior is in violation of this Board Handbook, District policy or law, and that, if it is found to have occurred, or is repeated, could subject the Board member to censure, the most severe disciplinary action.

An admonishment may be issued in response to a particular alleged action or actions. An admonishment may be issued by the Board prior to any findings of fact regarding allegations, and because it is a warning or reminder, would not necessarily require an investigation or separate hearings to determine whether the allegations are true.

An admonishment should be directed to a particular member or members of the Board based on a particular action (or set of actions) that has been determined by the Board to be in violation of District policy or law but is considered by the Board to not be sufficiently serious to require censure or other form of disciplinary action.

An admonishment may be issued upon the Board's review and consideration of a written or verbal allegation of a Handbook or policy violation. The member accused of such violation shall be entitled to notice of the allegation and will have an opportunity to provide a written or verbal response to the allegation prior to any action by the Board. A sanction may be issued by the Board of Directors and because it is not punishment or discipline, would not necessarily require an investigation or separate hearings.

**Section 12.03 - Formal Sanction or Censure**

Before the imposition of any formal sanction, the accused shall be entitled to a formal investigation, notice of the allegation, and opportunity to respond.

**Section 12.04 - Investigative Process**

All complaints regarding Board member conduct shall be filed with the General Manager. Once the complaint is filed, the General Manager shall convene a meeting with the complainant, accused, and the District's Legal Counsel. Each allegation shall be considered in a manner that is fair to all parties involved in the allegation(s), ensuring that due process is respected and provided. This will include allowing all members of the Board named in the allegation(s) an opportunity to consider and respond to the allegation(s).

If the General Manager and Board President determines that it is warranted, the complaint may be referred to the appropriate enforcement authority or authorities for investigation. If the complaint has merit, a report of the findings along with the accused individual's defense is presented to the Board of Directors for majority action. If there is no merit, the matter is disposed of.

When the Board of Directors decides, based on findings of the investigation and the accused individual's defense, that a violation has occurred, the Board may decide, by resolution, take the further disciplinary action including censure.

**Section 12.05 – Censure**

Censure is the most severe form of action contemplated in this Board Handbook. Censure is a formal statement of the Board of Directors officially reprimanding one or more of its members. It is punitive action, which serves as a penalty imposed for wrongdoing, but it carries no fine or suspension of the rights of the Board member as an elected official. Censure should be used only where the Board of Directors has determined that the violation of policy is a serious offense.

Any member of the Board of Directors who fails to comply with the terms of this Handbook, a Board or District policy or any applicable law or regulation is subject to censure by a majority vote of the Board. Censure by a majority vote of the Board may include revocation of appointment(s) to Standing Committees, Ad Hoc Committees or outside organizations. Examples of other punitive action that may be considered with censure include, but are not limited to, the following: issuance of an official letter of censure or reprimand, including denial of paid attendance at and travel to and from said functions or events not considered necessary to the censured Director's role as an elected official. The Board of Directors reserves the right to establish an ad hoc committee to: (1) investigate and review allegations of unethical conduct, unlawful conduct or conduct that violates the terms of this Handbook, a Board or District policy or any applicable law or regulation; and (2) make recommendations to the full Board for censure and/or discipline, as the majority of the Board deems appropriate.

**Commented [JOP2]:** We are assuming this revision is consistent with the intent of this section. It is unlikely the Board can prevent one of its members from attending an event, but it could refuse to compensate them.

**SECTION 13 – COMMITMENT TO BOARD OF DIRECTORS’ BEST PRACTICES**

As a member of the Mission Springs Water District Board of Directors, I have read the Board of Directors Handbook, and understand the expectations placed on me as an elected official and representative of the District. I am committed to upholding the public trust and representing the best interests of the District and its customers, by complying with the Board Handbook. By signing this letter commitment to Board of Directors Best Practices, I am pledging to comply with the terms of the Board of Directors Handbook, Board and District policies and all applicable laws and regulations. I further commit to conduct myself professionally as a Board Member and to carry out my duties with integrity and competence, which may be above and beyond what may otherwise be required by law, including but not limited to the following:

1. I shall help create and maintain an atmosphere of professionalism, respect and civility where individual Directors, District staff and the public are free to express their ideas and strive to work together to their full potential.
2. I shall conduct my personal business and public affairs with honesty, accuracy, integrity, fairness and respect for others.
3. I shall keep the common good of the Mission Springs Water District and those it serves as my highest priority and focus on achieving constructive solutions for the benefit of the District and the public.
4. I shall avoid and discourage conduct which is harmful to the best interests of the Mission Springs Water District.
5. I shall respect the decisions of the Board of Directors, acting through its majority, including its policies and procedures, and avoid utilizing the District’s financial resources in a wasteful, manner.
6. I shall not interfere with the orderly progress of District Board meetings or the meetings of its committees;
7. I shall not interfere with the execution by the General Manager of his/her powers and duties, or give direction, assignments or orders to his/her staff without the General Manager’s prior consent;
8. I shall be accurate and truthful when communicating as a Board Member of the District, including communications about District issues, activities and/or business;
9. I shall treat all people with whom I come into contact in a professional and respectful manner and consistent with the way I wish to be treated by others.

Name: \_\_\_\_\_

Date: \_\_\_\_\_

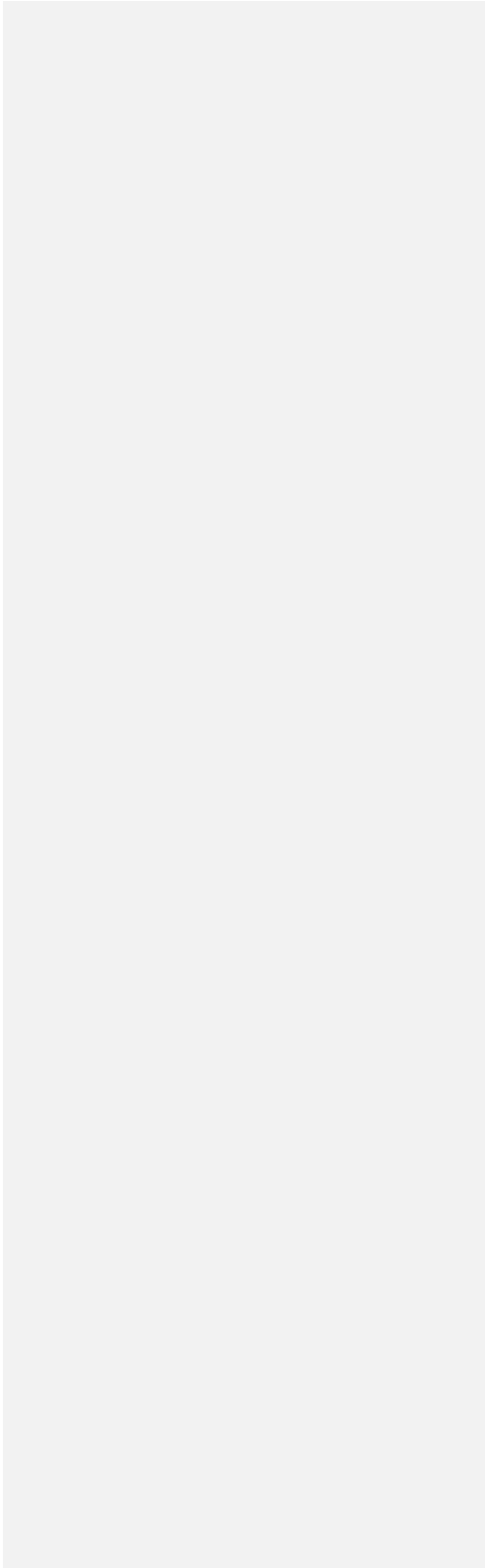
Title: \_\_\_\_\_

I have read the Board of Directors Handbook and understand the expectations placed on me as an appointed official of the District

\_\_\_\_\_  
General Manager/Board Secretary

Date: \_\_\_\_\_

**APPENDIX A**  
**Rosenberg's Rules of Order Summary**



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**APPENDIX B**

**Signed Oath of Office**

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