



BOARD OF DIRECTORS SPECIAL MEETING (WORKSHOP) AGENDA

Tuesday, March 11, 2025 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 VIRTUALLY 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. AWARD OF CONTRACT TO BORDEN EXCAVATING INC. FOR GQPP AD-18 AREA D-3 SEWER CONSTRUCTION AND WATER LINE REPLACEMENT PROJECT AND CAPITAL BUDGET AUGMENTATION

It is recommended that the General Manager be authorized to award a contract for the GQPP AD-18 Area D-3 Sewer Construction and Water Line Replacement Project to the lowest responsible bidder, Borden Excavating, Inc., in the amount of \$5,252,252, plus a 10% contingency (total \$5,777,477.20), augment the capital improvement budget amount to \$1,820,622.20 for Job No. 11876, and to do all things necessary to complete the project, including but not limited to preparation and filing of a Notice of Exemption to comply with CEQA requirements.

66575 Second Street, Desert Hot Springs, CA 92240 • www.mswd.org • (760) 329-6448

- 6. WATER AND SEWER MASTER PLAN UPDATE**
- 7. STRATEGIC PLAN UPDATE**
- 8. GENERAL MANAGER'S COMMENTS**
- 9. DIRECTOR COMMENTS AND REQUESTS FOR FUTURE AGENDA ITEMS**
 - 1. General Comments
 - 2. Requests for Future Agenda Items
 - 3. Requests for Future Meetings
- 10. ADJOURN**

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.

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.

CERTIFICATION OF POSTING

I certify that on or before March 10, 2025, 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).



Dori Petee
Executive Assistant

Board of Directors Workshop, March 11, 2025
Capital Improvement Projects – Water
2025 through 2045

CIP No.	CIP Item Description	Quantity	Unit	Unit Cost of Construction	Construction Cost	Construction Contingency	Implementation Contingencies	TOTAL DISTRICT FUNDED	TOTAL DEVELOPER FUNDED
Pump Station Improvements									
	Booster Pump Rehabilitation Design	1	EA	\$180,000	\$ 180,000	\$ -	\$ -	\$ 180,000	\$ -
	Replace Low Northridge BPS with 3 - 250 gpm units and relocate to the High Northridge Tank site	1	LS	\$1,850,000	\$ 1,850,000	\$ 555,000	\$ 661,375	\$ 3,066,375	\$ -
	New 1700 BPS	1	LS	\$1,550,000	\$ 1,550,000	\$ 465,000	\$ 554,125	\$ -	\$ 2,569,125
Well/Supply Improvements									
11147	Well 42 Installation ¹	1	LS	\$4,973,000	\$ 4,973,000	\$ -	\$ -	\$ 4,973,000	\$ -
11611	Well 22 Rehabilitation ¹	1	LS	\$1,460,000	\$ 1,460,000	\$ -	\$ -	\$ 1,460,000	\$ -
	Well 28 Rehabilitation	1	LS	\$790,200	\$ 790,200	\$ -	\$ -	\$ 790,200	\$ -
11742	Well 34 Rehabilitation ¹	1	LS	\$500,000	\$ 500,000	\$ -	\$ -	\$ -	\$ 500,000
11741	Well 35 Upgrades ¹	1	LS	\$2,955,990	\$ 2,955,990	\$ -	\$ -	\$ -	\$ 2,955,990
	Well Rehab Program Design	2	EA	\$120,000	\$ 240,000	\$ -	\$ -	\$ 240,000	\$ -
Storage Improvements									
11607	Terrance Reservoir #1 Rehabilitation ¹	1	LS	\$2,754,343	\$ 2,754,343	\$ -	\$ -	\$ 2,754,343	\$ -
11608	Terrance Reservoir #2 Rehabilitation ¹	1	LS	\$2,814,461	\$ 2,814,461	\$ -	\$ -	\$ 2,814,461	\$ -
11609	Terrance Reservoir #3 Rehabilitation ¹	1	LS	\$2,361,363	\$ 2,361,363	\$ -	\$ -	\$ 2,361,363	\$ -
11610	Vista Reservoir Rehabilitation ¹	1	LS	\$975,427	\$ 975,427	\$ -	\$ -	\$ 975,427	\$ -
	Reservoir Rehab Program Design	1	LS	\$300,000	\$ 300,000	\$ -	\$ -	\$ 300,000	\$ -
	Seismic Upgrades Assessments	5	EA	\$20,000	\$ 100,000	\$ -	\$ -	\$ 100,000	\$ -
	New 1700 Reservoir (1.0-MG Steel)	1	LS	\$2.0/gal	\$ 2,000,000	\$ 600,000	\$ 715,000	\$ -	\$ 3,315,000
Piping Improvements									
11622	Install 12-inch main in Palm Dr to connect 1400 Zones	1,000	LF	\$350/LF	\$ 350,000	\$ 105,000	\$ 125,125	\$ 580,125	\$ -
118674	GQPP AD-18 Area D3-1 Water Main Replacement	1	LS	\$ 2,555,624	\$ 2,555,624	\$ -	\$ -	\$ 2,555,624	\$ -
	Install 8-inch main in Haugen-Lehmann Way	3,500	LF	\$350/LF	\$ 1,225,000	\$ 367,500	\$ 437,938	\$ 2,030,438	\$ -
	Water CIP Pipeline Condition Assessment Program	2	miles/yr	\$25,000/mile	\$ 250,000	\$ -	\$ -	\$ 250,000	\$ -
	Pipeline Replacement Program	7,000	LF	\$350/LF	\$ 2,450,000	\$ 735,000	\$ 875,875	\$ 4,060,875	\$ -
11743	Well 34/35 Intertie	1	LS	\$ 1,100,000	\$ 1,100,000	\$ -	\$ -	\$ -	\$ 1,100,000
Other Improvements									
11460	Well 29 Chromium Treatment Design	1	LS	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ 200,000	\$ -
	Chromium Treatment	5	EA	\$ 5,000,000	\$ 25,000,000	\$ -	\$ -	\$ 25,000,000	\$ -
	Block wall & fencing at Terrace Reservoirs	1	LS	\$ 226,288	\$ 226,288	\$ -	\$ -	\$ 226,288	\$ -
	Well & Reservoir Site Security Cameras	1	LS	\$ 225,075	\$ 225,075	\$ -	\$ -	\$ 225,075	\$ -
	Modular Enclosure - Chlorine Equipment	1	LS	\$ 124,180	\$ 124,180	\$ -	\$ -	\$ 124,180	\$ -
TOTAL								\$ 55,267,774	\$ 10,440,115

CIP Item Description	Quantity	Unit	Unit Cost of Construction	Construction Cost	Construction Contingency	Implementation Contingencies	TOTAL DISTRICT FUNDED	TOTAL DEVELOPER FUNDED
Booster Station Upgrades								
Booster Pump Rehabilitation Design	1	EA	\$180,000	\$ 180,000	\$ -	\$ -	\$ 180,000	\$ -
New 1875 BPS	1	LS	\$1,550,000	\$ 1,550,000	\$ 465,000	\$ 554,125	\$ -	\$ 2,569,125
Well Supply								
Well Rehab Program Design	2	EA	\$120,000	\$ 240,000	\$ -	\$ -	\$ 240,000	\$ -
Storage								
Seismic Upgrades Assessments	5	EA	\$20,000	\$ 100,000	\$ -	\$ -	\$ 100,000	
New 1875 Reservoir (1.0 MG Steel)	1	LS	\$2.0/gal	\$ 2,000,000	\$ 600,000	\$ 715,000	\$ -	\$ 3,315,000
Reservoir Rehab Program Design	1	LS	\$300,000	\$ 300,000	\$ -	\$ -	\$ 300,000	\$ -
Piping								
WPSV and PSC system interconnect	8,000	LF	\$400/LF	\$ 3,200,000	\$ 960,000	\$ 1,144,000	\$ 5,304,000	\$ -
NW transmission system piping	16,500	LF	\$400/LF	\$ 6,600,000	\$ 1,980,000	\$ 2,359,500	\$ 10,939,500	\$ -
Water CIP Pipeline Condition Assessment Program	2	miles/yr	\$25,000/mile	\$ 250,000	\$ -	\$ -	\$ 250,000	\$ -
Pipeline Replacement Program	4,000	LF/yr	\$350/LF	\$ 7,000,000	\$ 2,100,000	\$ 2,502,500	\$ 11,602,500	\$ -
Other								
Meter Replacement (Annual)	1	LS	\$ 30,000	\$ 150,000	\$ -	\$ -	\$ 150,000	\$ -
TOTAL							\$ 29,066,000	\$ 5,884,125

CIP Item Description	Quantity	Unit	Unit Cost of Construction	Construction Cost	Construction Contingency	Implementation Contingencies	TOTAL DISTRICT FUNDED	TOTAL DEVELOPER FUNDED
Booster Station Upgrades								
Terrace Booster Replacement	1	EA	\$1,500,000	\$ 1,500,000	\$ 450,000	\$ 412,500	\$ 2,362,500	\$ -
New 2035 BPS	1	LS	\$850,000	\$ 850,000	\$ 255,000	\$ 303,875	\$ -	\$ 1,408,875
New 2155 Hydropneumatic PS	1	LS	\$850,000	\$ 850,000	\$ 255,000	\$ 303,875	\$ -	\$ 1,408,875
Booster Pump Rehabilitation Design	1	EA	\$180,000	\$ 180,000	\$ -	\$ -	\$ 180,000	\$ -
Well Supply								
Well Rehab Program Design	2	EA	\$120,000	\$ 240,000	\$ -	\$ -	\$ 240,000	\$ -
Storage								
Seismic Upgrades Assessments	5	EA	\$20,000	\$ 100,000	\$ -	\$ -	\$ 100,000	\$ -
Reservoir Rehab Program Design	1	LS	\$300,000	\$ 300,000	\$ -	\$ -	\$ 300,000	\$ -
New 2035 Reservoir (1.0 MG Steel)	1	LS	\$2.0/gal	\$ 2,000,000	\$ 600,000	\$ 715,000	\$ -	\$ 3,315,000
Vista #2 Reservoir Construction (0.75 MG Steel)	0.75	MG	\$2.5/gal	\$ 1,875,000	\$ 562,500	\$ 670,313	\$ 3,107,813	\$ -
Valley View Reservoir #2 (2.45-MG Concrete)	2.24	MG	\$2.0/gal	\$ 4,480,000	\$ 1,344,000	\$ 1,601,600	\$ 7,425,600	\$ -
Piping								
Water CIP Pipeline Condition Assessment Program	2	miles/yr	\$25,000/mile	\$ 250,000	\$ -	\$ -	\$ 250,000	\$ -
Pipeline Replacement Program	4,000	LF/yr	\$350/LF	\$ 7,000,000	\$ 2,100,000	\$ 2,502,500	\$ 11,602,500	\$ -
Other								
Trailer-mounted Portable Generators	1	LS	\$ 537,375	\$ 537,375	\$ -	\$ -	\$ 537,375	\$ -
Meter Replacement (Annual)	1	LS	\$ 30,000	\$ 150,000	\$ -	\$ -	\$ 150,000	\$ -
TOTAL							\$ 26,255,788	\$ 6,132,750

CIP Item Description	Quantity	Unit	Unit Cost of Construction	Construction Cost	Construction Contingency	Implementation Contingencies	TOTAL DISTRICT FUNDED	TOTAL DEVELOPER FUNDED
Booster Station Upgrades								
Terrace Booster Replacement	1	LS	\$3,150,000	\$ 3,150,000	\$ 945,000	\$ 1,126,125	\$ 5,221,125	\$ -
Booster Pump Rehabilitation Design	1	LS	\$180,000	\$ 180,000	\$ -	\$ -	\$ 180,000	\$ -
Well Supply								
Well Rehab Program Design	2	EA	\$120,000	\$ 240,000	\$ -	\$ -	\$ 240,000	\$ -
Storage								
Seismic Upgrades Assessments	5	EA	\$20,000	\$ 100,000	\$ -	\$ -	\$ 100,000	\$ -
Reservoir Rehab Program Design	1	LS	\$300,000	\$ 300,000	\$ -	\$ -	\$ 300,000	\$ -
Cottonwood Reservoir Replacement (0.30 MG Steel)	0.30	MG	\$2.5/gal	\$ 750,000	\$ 225,000	\$ 268,125	\$ 1,243,125	\$ -
Redbud Reservoir Replacement (0.30 MG Steel)	0.30	MG	\$2.5/gal	\$ 750,000	\$ 225,000	\$ 268,125	\$ 1,243,125	\$ -
Piping								
Water CIP Pipeline Condition Assessment Program	2	miles/yr	\$25,000/mile	\$ 250,000	\$ -	\$ -	\$ 250,000	\$ -
Pipeline Replacement Program	4,000	LF/yr	\$350/LF	\$ 7,000,000	\$ 2,100,000	\$ 2,502,500	\$ 11,602,500	\$ -
Other								
Meter Replacement (Annual)	1	LS	\$ 30,000	\$ 150,000		\$ -	\$ 150,000	\$ -
TOTAL							\$ 20,529,875	\$ -

CIP Item Description	Quantity	Unit	Unit Cost of Construction	Construction Cost	Construction Contingency	Implementation Contingencies	TOTAL DISTRICT FUNDED	TOTAL DEVELOPER FUNDED
Booster Station Upgrades								
Booster Pump Rehabilitation Design	1	LS	\$180,000	\$ 180,000	\$ -	\$ -	\$ 180,000	\$ -
Well Supply								
Well Rehab Program Design	2	EA	\$120,000	\$ 240,000	\$ -	\$ -	\$ 240,000	\$ -
Storage								
Seismic Upgrades Assessments	5	EA	\$20,000	\$ 100,000	\$ -	\$ -	\$ 100,000	
Reservoir Rehab Program Design	1	LS	\$300,000	\$ 300,000	\$ -	\$ -	\$ 300,000	\$ -
Two Bunch #3 (0.67 MG)	0.67	MG	\$2.5/gal	\$ 1,675,000	\$ 502,500	\$ 598,813	\$ 2,776,313	\$ -
Terrace Reservoir #1 Replacement (1.84 MG)	1.84	MG	\$2.0/gal	\$ 3,680,000	\$ 1,104,000	\$ 1,315,600	\$ 6,099,600	\$ -
Piping								
Water CIP Pipeline Condition Assessment Program	2	miles/yr	\$25,000/mile	\$ 250,000	\$ -	\$ -	\$ 250,000	
Pipeline Replacement Program	4,000	LF/yr	\$350/LF	\$ 7,000,000	\$ 2,100,000	\$ 2,502,500	\$ 11,602,500	\$ -
Other								
Meter Replacement (Annual)	1	LS	\$ 30,000	\$ 150,000		\$ -	\$ 150,000	\$ -
TOTAL							\$ 21,698,413	

Board of Directors Workshop, March 11, 2025
Capital Improvement Projects – Wastewater
2025 through 2045

CIP No.	CIP Item Description	Quantity	Unit	Unit Cost of Construction	Construction Cost	Construction Contingency	Implementation Contingencies	TOTAL DISTRICT FUNDED	TOTAL DEVELOPER FUNDED
Gravity Main Improvements									
CIP-1	Park Ln to San Gorgonio St to Yerxa Rd, to Mountain View Rd. Existing 8-inch gravity mains improved to 15-inch.	5,563	LF	\$205	\$ 1,140,300	\$ 342,100	\$ 444,700	\$ 1,927,100	\$ -
CIP-2	230 ft west of Palm Dr. along Hacienda Ave. Existing 15-inch gravity mains improved to 18-inch.	454	LF	\$220	\$ 99,900	\$ 30,000	\$ 39,000	\$ 168,800	\$ -
CIP-3	Along Pierson Blvd, from Foxdale Dr to 200 ft west of Palm Dr, then to Hacienda Ave. Existing 8-inch and 10-inch gravity mains improved to 12-inch.	5,975	LF	\$190	\$ 1,135,200	\$ 340,600	\$ 442,700	\$ 1,918,500	\$ -
CIP-4	Along Ocotillo Rd, from Hacienda Ave to Two Bunch Palm Trails. Existing 15-inch gravity mains improved to 21-inch.	3,083	LF	\$285	\$ 878,600	\$ 263,600	\$ 342,700	\$ 1,484,800	\$ -
CIP-5	I-10 Development Are. New 12-inch, 15-inch, and 21-inch gravity mains.	5,107	LF	\$190/\$205/\$285	\$ 1,032,800	\$ 309,800	\$ 402,800	\$ -	\$ 1,745,400
CIP-6	Along 18th Ave, from Indian Canyon Dr to 950 ft east of Little Morongo Rd. New 15-inch and 18-inch gravity mains.	3,809	LF	\$205/\$220	\$ 788,300	\$ 236,500	\$ 307,400	\$ 1,332,200	\$ -
CIP-11	Along Avenida Manzana, from 315 ft south of Cam Idilio to 265 ft north of Dillon Rd. New 8-inch and 10-inch gravity mains.	4,678	LF	\$175/\$180	\$ 825,000	\$ 247,500	\$ 321,800	\$ 1,394,300	\$ -
Lift Station Force Main Improvements									
CIP-19	Future I-10 LS	1	LS	\$4,716,700	\$ 4,716,700	\$ 1,415,000	\$ 1,839,500	\$ -	\$ 7,971,200
Rehabilitation and Repair Budgets									
	Inspection (Annual)	5	LS	\$158,400	\$ 792,000	\$ -	\$ -	\$ 792,000	\$ -
	Rehabilitation and Repair (Annual)	5	LS	\$443,800	\$ 2,219,000	\$ -	\$ -	\$ 2,219,000	\$ -
Previously Identified Projects									
CIP-25	Horton WWTF VFD installation to control DO concentration	1	LS	\$ 500,000	\$ -	\$ -	\$ -	\$ 500,000	\$ -
TOTAL								\$ 11,736,700	\$ 9,716,600

CIP No.	CIP Item Description	Quantity	Unit	Unit Cost of Construction	Construction Cost	Construction Contingency	Implementation Contingencies	TOTAL DISTRICT FUNDED	TOTAL DEVELOPER FUNDED
Gravity Main Improvements									
CIP-7	Along Little Morongo Rd from Two Bunch Palms Trl to Dillon Rd. New 18-inch gravity mains.	7,964	LF	\$220	\$ 1,752,100	\$ 525,600	\$ 683,300	\$ 2,961,000	\$ -
CIP-8	Along Little Morongo Rd from Dillon Rd to NRWWRF (new WWTP). New 15-inch, 18-inch, 21-inch, 24-inch and 27-inch gravity mains.	6,798	LF	\$205/\$220/\$285/ \$310/\$350	\$ 1,654,500	\$ 496,400	\$ 645,300	\$ 2,796,100	\$ -
CIP-9	Along 18th Ave, from 950 ft east of Little Morongo Rd. to Little Morongo Rd. New 18-inch gravity mains.	939	LF	\$220	\$ 206,500	\$ 62,000	\$ 80,600	\$ 349,000	\$ -
Lift Station Force Main Improvements									
Rehabilitation and Repair Budgets									
	Inspection (Annual)	5	LS	\$166,400	\$ 832,000	\$ -	\$ -	\$ 832,000	\$ -
	Rehabilitation and Repair (Annual)	5	LS	\$372,960	\$ 1,864,800	\$ -	\$ -	\$ 1,864,800	\$ -
Previously Identified Projects									
CIP-23	CCTV truck and equipment	1	LS	\$ 300,000	\$ -	\$ -	\$ -	\$ 300,000	
CIP-24	Anoxic Mixer replacement at Horton WWTF	1	LS	\$ 750,000	\$ -	\$ -	\$ -	\$ 750,000	\$ -
TOTAL								\$ 9,852,900	\$ -

CIP No.	CIP Item Description	Quantity	Unit	Unit Cost of Construction	Construction Cost	Construction Contingency	Implementation Contingencies	TOTAL DISTRICT FUNDED	TOTAL DEVELOPER FUNDED
Gravity Main Improvements									
CIP-10	Along West Dr, from 15th Ave to 16th Ave and then along Dillon Rd. New 12-inch gravity mains.	21,497	LF	\$190	\$ 4,084,500	\$ 1,225,400	\$ 1,593,000	\$ 6,902,800	\$ -
CIP-12	Along Long Canyon Rd from 16th Ave to Dillon Rd, and then along Dillon Rd. New 8-inch and 10-inch gravity mains.	19,037	LF	\$175/\$180	\$ 3,386,800	\$ 1,016,000	\$ 1,320,800	\$ 2,796,100	\$ -
CIP-13	Proposed inlet gravity main into new Desert Crest Lift Station. New 24-inch gravity main.	100	LF	\$310	\$ 31,000	\$ 9,300	\$ 12,100	\$ 52,400	\$ -
CIP-16	Runs North to South parallel to abandoned FMT273000 into Dos Palmas LS. Diverts flow out of Horton WWTF. New 18-inch gravity main.	6,857	LF	\$220	\$ 1,508,500	\$ 452,600	\$ 588,300	\$ 2,549,400	\$ -
Lift Station Force Main Improvements									
CIP-17	Dos Palmas LS	1	LS	\$10,145,700	\$ 10,145,700	\$ 3,043,700	\$ 3,956,800	\$ 17,146,200	\$ -
CIP-18	Future Desert Crest LS	1	LS	\$1,870,000	\$ 1,870,000	\$ 561,000	\$ 729,300	\$ 3,160,300	\$ -
Rehabilitation and Repair Budgets									
	Inspection (Annual)	5	LS	\$177,700	\$ 888,500	\$ -	\$ -	\$ 888,500	\$ -
	Rehabilitation and Repair (Annual)	5	LS	\$298,200	\$ 1,491,000	\$ -	\$ -	\$ 1,491,000	\$ -
Previously Identified Projects									
CIP-20	Local Septic Tank Conversion Implementation	1	LS	\$ 42,000,000	\$ -	\$ -	\$ -	See Note 1.	See Note 1.
CIP-22	Demolition of the Desert Crest WWTP	1	LS	\$ 100,000	\$ -	\$ -	\$ -	\$ 100,000	\$ -
TOTAL								\$ 35,086,700	\$ -
Note 1: Local septic tank conversion implementation is projected to be paid for by a 50/50 mixture of Community Facilities District funds and grant funds.									

CIP No.	CIP Item Description	Quantity	Unit	Unit Cost of Construction	Construction Cost	Construction Contingency	Implementation Contingencies	TOTAL DISTRICT FUNDED	TOTAL DEVELOPER FUNDED
Gravity Main Improvements									
CIP-14	East of the 62 Hwy, along Pierson Blvd. New 8-inch gravity mains.	6,713	LF	\$175	\$ 1,174,800	\$ 352,400	\$ 458,200	\$ -	\$ 1,985,400
Rehabilitation and Repair Budgets									
	Inspection (Annual)	5	LS	\$179,300	\$ 896,500	\$ -	\$ -	\$ 896,500	\$ -
	Rehabilitation and Repair (Annual)	5	LS	\$201,040	\$ 1,005,200	\$ -	\$ -	\$ 1,005,200	\$ -
TOTAL								\$ 1,901,700	\$ 1,985,400
Note 1: Local septic tank conversion implementation is projected to be paid for by a 50/50 mixture of Community Facilities District funds and grant funds.									

CIP No.	CIP Item Description	Quantity	Unit	Unit Cost of Construction	Construction Cost	Construction Contingency	Implementation Contingencies	TOTAL DISTRICT FUNDED	TOTAL DEVELOPER FUNDED
Gravity Main Improvements									
CIP-15	Fernwood Dr down Red Bud Ave, and down Skyline Dr. New 8-inch gravity mains.	4,095	LF	\$175	\$ 716,600	\$ 215,000	\$ 279,500	\$ 1,211,100	\$ -
Lift Station Force Main Improvements									
Rehabilitation and Repair Budgets									
	Inspection (Annual)	5	LS	\$180,500	\$ 902,500	\$ -	\$ -	\$ 902,500	\$ -
	Rehabilitation and Repair (Annual)	5	LS	\$202,160	\$ 1,010,800	\$ -	\$ -	\$ 1,010,800	\$ -
Previously Identified Projects									
CIP-21	Tertiary Treatment Filter Upgrade for Horton WWTF Potential Recycled Water Development	1	LS	\$ 1,250,000				\$ 1,250,000	
TOTAL								\$ 4,374,400	\$ -
Note 1: Local septic tank conversion implementation is projected to be paid for by a 50/50 mixture of Community Facilities District funds and grant funds.									

SMART GOAL #2: WATER SUPPLY

Comprehensively evaluate and present viable options for implementing a diversified water supply.

Water supply is of the utmost importance to the District. Several types of concerns about water supply were identified throughout the strategic planning process; ensuring and securing long-term water supply is a critical priority for the District. This goal **includes activities associated with protecting our current water supplies** while investigate options for creating recycled water and stormwater capture programs to ensure sustainable and reliable water provision for its customers.

2.1 Ensure excellence in regulatory compliance.

Key Success Measures

1. Actively monitor new regulations and engage in the rulemaking process.
2. Deliver services in accordance with standards set by regulatory agencies.
3. Chromium-6 MCL
 - Share best practices and collaborate with other water districts in the Coachella Valley through our consultant to develop a cost-effective approach to managing Chromium-6 levels within our water supply.
 - Increase transparency, create an education and outreach plan to share the District's approach with the community, and increase overall awareness of water quality and supply issues facing the District.
 - Ensure the District's Chromium-6 plan is incorporated in the Long Range Financial Plan and that any capital projects are incorporated into the Five-Year CIP Program.
4. Lead & Copper Rule
 - Develop a lead service line inventory and make it publicly available.
 - Develop a lead service line replacement plan.
 - Sample schools and childcare facilities for lead and copper.
 - Strengthen treatment to comply with the new 10 microgram/liter ($\mu\text{g}/\text{L}$) trigger level.
 - Develop a communications plan to educate the public about the Lead and Copper Rule Revision's requirements and the steps MSWD takes to meet them.
5. Conservation as a Way of Life
 - Continue to work with regulators to address the feasibility of state-set conservation goals.
 - Continue to review regulations and apply for variances based on agriculture, evaporative coolers, and seasonal populations while evaluating other areas that may reduce conservation targets.
 - Solicit grant support to help pay for an MSWD weather station to obtain better precipitation and evaporation rates in our service area.
 - Enhance customer rebate programs to include water-saving appliances like dishwashers, clothes washers, and high-efficiency toilets.
 - Budget for and incorporate a Conservation as a Way of Life engagement campaign into the annual customer communications plan.
 - Solicit grant funding to develop an Evaporative Cooler Maintenance and Replacement Program.
 - Review the turf rebate program and target outreach efforts to customers with turf.
 - As part of the new Critical Services Center, construct a new demonstration garden to encourage the use of native drought-resilient plants.

SMART GOAL #2: WATER SUPPLY (Continued)

2.2 Support / Advocate regional development of local water supply and reduce reliance on imported supply.

Key Performance Measures

1. Explore options and grant funding to create a financially feasible recycled water program (looking at potable and non-potable options) at the Horton and Wright facilities.
2. Work with the City and other water districts to encourage the use of native drought-resilient plants; work with the City to add to developer requirements.
3. Evaluate options for stormwater capture and reuse.
4. Participate in negotiations for the 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.
5. Work with the Salt Nutrient Management Plan stakeholders to continue monitoring Total Dissolved Solids in the Coachella Valley and advocate for project funding to protect our aquifer.
6. Continue to explore opportunities with the Agua Caliente Indian Reservation to access groundwater.
7. Review and explore options with our State Water Project allocation, preparing for contract expiration and the possibility of reduced Colorado River supplies.
8. As part of the Water Master Plan, include projects that connect the MSWD IDE areas to the MSWD "main" system.

2.3 Continue to implement the MSWD Groundwater Quality Protection Project, which is a comprehensive water resource management effort that eliminates known pollution sources; reclaims water to reduce demand on limited groundwater resources; protects underground storage capacity; and leverages multiple funding opportunities.

Key Performance Measures

1. Expand the sewer system and wastewater treatment facilities by reclaiming water and reducing groundwater demand while protecting our groundwater supply.
2. Leverage local, state, and federal grant opportunities to ensure program affordability for our residents.
3. Communicate the value of septic to sewer and water quality efforts to stakeholders and the community to ensure continued support.
4. Participate in community events to build trust and ensure transparency.
5. Participate in the Coachella SNMP committee to collect data, monitor and mitigate impacts of septic systems within the MSWD boundaries.
6. Work with local, state, and federal partners to obtain 50 percent match funding for current and future assessment districts.



SMART Goal 3 - Financial Management

Ensure long-term financial stability and resilience by implementing sound financial management practices, optimizing revenue streams, and minimizing risks.

OWNER: Arturo Ceja - Director of Finance

3.1 Conduct Long Range Financial Planning to ensure adequate and reliable revenue streams.

Key Success Measure	Location/Meeting Date	Responsible Department	Completion Date
1) Update of the Long Range Financial Master Plan			
a) Review and maintain a robust reserve fund to mitigate the impact of unforeseen financial challenges or emergencies. Ensure the District has a clear policy for allocating and replenishing the reserve fund based on financial risk assessments.	The District has contracted with Raftelis to perform a long-range financial master plan.	Finance	Spring 2025
b) Evaluate existing debt structures and explore opportunities to refinance or restructure debt for better terms. Implement a disciplined approach to debt management, ensuring that new debt is acquired strategically and aligned with long-term financial goals.	In progress	Finance	Spring 2025
c) Develop a prioritized infrastructure investment plan that aligns with the District's long-term goals and regulatory requirements. Explore financing options for major infrastructure projects, considering short-term and long-term financial implications.	In progress	Finance	Spring 2025
d) Assess financial risks, including market fluctuations, regulatory changes, and environmental factors. Develop contingency plans and risk mitigation strategies to safeguard financial stability in the face of unforeseen challenges.	In progress	Finance	Spring 2025
2) Update Cost of Service Study - Water & Sewer			
a) Conduct a comprehensive review of current water/sewer rates and fees to ensure they align with operational costs and market trends.	Following the Long Range Financial Plan Raftelis will provide the District with a rate assessment.	Finance	Summer/Fall 2025
b) Implement efficiency measures, such as adopting technology solutions and streamlined processes, to reduce operational expenses.		Finance	Summer/Fall 2025
c) Adopt a flexible rate structure that allows the District to react to external factors and internal demands.		Finance	Summer/Fall 2025
d) Considers regulatory compliance needs, conservation requirements, and drought restrictions and ensures the model can perform what-if scenarios.		Finance	Summer/Fall 2025
e) Ensure the rate structure is sound and defensible and that customer groups are charged appropriately.		Finance	Summer/Fall 2025
f) Increase revenue stability by recovering more fixed costs through fixed charges while maintaining customer group fairness.		Finance	Summer/Fall 2025
3) Update of Water and Wastewater Master Plans			
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.	Board Review in March 2025	Engineering / Finance	March 2025
b) Evaluate options for relocation of existing water infrastructure within inaccessible areas of the District for ease of maintenance.	In progress		
c) Pipeline replacement project for aging pipes within the water distribution system. Incorporate the project in the Master Plan updates.	In progress		
Other Actions Related to this Section			

3.2 Control costs and manage debt responsibly.

Key Success Measure	Location/Meeting Date	Responsible Department	Completion Date
1) Actively manage costs and live within the "approved" budget.			
Resolutions 2024-01, 2024-04 and 2024-05 ~ Revised FY 2023/24 Operating and Capital Budget Appropriations Limit and Classification Plan	January 2024 Item 10	Finance	01/16/2024
Resolution 2024-06 - Collection of sewer fees on tax roll.	April 2024 Item 12	Finance	04/15/2024
Resolution 2024-11 - Collection of water standby charges on tax roll.	June 2024 Item 11	Finance	06/17/2024
Resolution 2024-12 - Placing sewer standby fees on tax roll.	June 2024 Item 12	Finance	06/17/2024
06/17/2024 Resolution 2024-13 - Addition of delinquent accounts to tax roll.	June 2024 Item 13	Finance	06/17/2024
Resolutions 2024-14, 2024-15, 2024-16 - Adoption of Operating and Capital Budgets FY 2024-25, Appropriations Limit for FYE 6/20/25, and Employee Classification Plan.	June 2024 Item 14	Finance	06/17/2024
Award of Contract to TKE Engineering for Temporary Staff Augmentation	September 2024 Item 15	Engineering	09/16/2024
Resolutions 2025-02, 2024-04, and 2024-25 Revised 24/25 Operating and Capital Budget Appropriation Limit and Classification Plan	January 2025 Item 10	Finance	01/21/2025
2) Adjust spending in response to revenue fluctuations and restrictions.			
3) Look for ways to reduce water loss and increase system efficiencies.			
Replacement of production meters at well sites	N/A	Operations	Ongoing
4) Limit the impact of unexpected expenditures.			
Resolution 2024-25: Authorization of Designated District Positions to Apply for Federal Disaster Aid on Behalf of District	September 2024 Item 10	Operations	09/16/2024
Resolution 2025-01 MSWD RWRf Installment Purchase Agreement Extension	January 2025 Item 8	Finance	01/21/2025
Adoption of Ordinance 2025-01 Establishing a Procedure for Property Owner Objections to Proposed Water/Sewer Fees or Special Assessments	February 2025 Item 8	Administration	02/18/2025
5) Preserve the District's credit rating, enabling us to qualify for favorable borrowing terms in the future.			
An example of this is the decision to enter into a PPA rather than a lease for the solar project in the fall of 2024.		Finance / Operations / Engineering	Ongoing
6) Stabilize rates and develop a plan to finance essential projects conservatively.			
Part of the financial master plan and rate study currently being performed.	NA	Finance	Ongoing
Other Actions Related to this Section			
Contract Agreement with Premier Property Preservation for Annual Janitorial Services for FY 2024-2025	June 2024 Item 16	Operations	06/17/2024

3.3 Enhance transparency in financial reporting by adopting best practices and ensuring timely and accurate financial disclosures.

Key Success Measure	Location/Meeting Date	Responsible Department	Completion Date
			Item 7.
1) Communicate financial performance and challenges effectively to internal and external stakeholders, fostering trust and confidence in the District's financial management.			
The District has awarded a contract agreement to OpenGov for Budgeting, Planning, and Procurement software. This will increase transparency by allowing internal and external stakeholders visibility into these processes.	October 2024 Item 14	Finance	10/21/2024
Annual Report for Capacity Fees and Related Capital Expenditures	December 2024 Item 15	Finance	12/16/2024
2) Implement budget best practices to ensure ongoing GFOA certification.			
MSWD recipient of GFOA Distinguished Budget Award for FY 2024 and FY 2025.	Link to Award	Finance	11/20/2024
MSWD recipient of GFOA Certificate for Excellence in Financial Reporting FY 2023.	Link to Award	Finance	09/15/2023
3) Develop and provide financial reporting tools (dashboard) to internal and external stakeholders.			
The District has awarded a contract agreement to OpenGov for Budgeting, Planning, and Procurement software. This will increase transparency by allowing internal and external stakeholders visibility into these processes.	October 2024 Item 14	Finance	10/21/2024
4) Keep customer bills fresh and straightforward while providing sufficient information about charges and water use.			
The District has an ongoing bill refresh campaign. A customer survey was sent out in the summer of 2024 and a new bill is being designed.	Monthly Customer Bills	Public Affairs / Finance	Ongoing
In 2024, MSWD started providing a monthly customer newsletter; previously, we provided quarterly newsletters.	Monthly Customer Bills	Public Affairs	Ongoing
5) Ensure ongoing dissemination of financial information, including performance to budget, water sales and purchases, and wastewater, as part of the District's overall financial health.			
The District has awarded a contract agreement to OpenGov for Budgeting, Planning, and Procurement software. This will increase transparency by allowing internal and external stakeholders visibility into these processes.	October 2024 Item 14	Finance	Ongoing
6) Provide information to customers about internal versus external cost of services and pass through appropriate Replenishment Assessment Charges and City of Desert Hot Springs Utility Users Tax increases.			
MSWD published an article in its newsletter in July 2024 highlighting pass-through fees.	Customer Newsletter	Public Affairs	July 2024
7) Foster a culture of financial responsibility and accountability across the organization.			
Update of Board Affiliation List	June 2024 Item 21	Executive	06/17/2024
Resolution 2024-20: Conflict of Interest Code Update	July 2024 Item 8	Administration	07/15/2024
Annual Update of Board Affiliation List	January 2025 Item 12	Executive	01/21/2025
Other Actions Related to this Section			
Resolution 2024-03 Rescinding and Replacing Resolution 2009-02 Expense Reimbursement Policy	January 2024 Item 12	Administration	01/16/2024

<-- SMART Goal #2 SMART Goal #4 -->

Table of Contents



SMART Goal 7 - Workforce Excellence

Investment in staff and management to cultivate a high-performing and knowledgeable workforce.

Owner: Oriana Hoffert - Human Resources Manager

7.1 Create development opportunities and facilitate staff participation in professional development opportunities.

Key Success Measure	Location/Meeting Date	Responsible Department	Completion Date
1) Continue to develop individual employee development plans to promote personal and professional growth.	NA	HR	Ongoing
2) Update the 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.	NA	HR	Ongoing
3) Modify the employee performance evaluation process to align with the District's new Strategic Plan and core values.			
Completed and rolled out to employees July 2024	Na	HR	July 1, 2025
4) Hold managers accountable for performing timely performance evaluations that increases job knowledge, documents performance, and supports employees' overall success.			
This continues to be an issue that needs to be addressed. Performance Evaluations must be completed in a timely manner.	NA	All Managers	Ongoing
Other Actions Related to this Section			

7.2 Expand leadership development programs to enhance the knowledge and skills of employees.

Key Success Measure	Location/Meeting Date	Responsible Department	Completion Date
1) Leverage our member organizations, including ACWA, AWWA, CSDA, and CWEA to implement training initiatives to support leadership and succession planning to ensure a continuous pipeline of qualified individuals.			
The District continues to actively participate in these organizations to enhance professional development opportunities for staff, leverage industry resources/networking, and develop training programs.	Monthly GM Report	Executive	Ongoing
2) Create a Board of Directors onboarding program that provides new board members with resources and information to streamline their transition onto the Board.			
The Board of Directors Onboarding Program is in development.	NA	Executive	Ongoing
3) Develop a comprehensive supervisor development and training program for existing managers, supervisors, and employees aspiring to supervisory positions.			
4) On an ongoing basis, ensure 100% of employees have clearly defined job-related goals on their performance evaluations.			
HR is working with managers as they submit new evaluations to refine individual goals.	NA	HR/Managers	Ongoing

5) Publish and promote all employees' education/certification accomplishments internally.			<i>Item 7.</i>
Employees' education/certification accomplishments are listed on the Human Resources Report and employees are recognized during the monthly Board meetings. Accomplishments are also published to the Hub.	HR Report The Hub	Human Resources	Ongoing
6) Continue to hold regular GM/All-Hands meetings to create dialogue and promote organizational culture.			
MSWD is continuing to hold all-hands meetings at least once each quarter.	NA	GM/Managers	Ongoing
Other Actions Related to this Section			
Election of MSWD Board Officers for 2025	December 2024 Item 18	Executive	12/16/2024
7.3 Recruit and retain employees.			
Key Success Measure	Location/Meeting Date	Responsible Department	Completion Date
1) Update and continue utilizing salary survey insights to inform salary decisions, ensuring that compensation remains competitive. Competitive compensation and expanded internship opportunities attract and retain top talent, contributing to a skilled and motivated workforce.			
Resolution 2024-21 - Amending Classification and Compensation Plans for FY 2024-25.	July 2024 Item 9	Human Resources	07/15/2024
Resolution 2024-27 Amending Classification and Compensation Plan for FY 2024-2025	September 2024 Item 12	Human Resources	09/16/2024
2) Create an internship program to increase opportunities for students and professionals, supporting industry employment growth and building a robust recruitment pool.			
MSWD has partnered with the DHSHS R.E.A.L. Academy for various intern positions throughout the District.	Monthly GM Report	Public Affairs	Ongoing
3) Foster collaborations with educational institutions to create pathways for talent to enter and thrive in the organization. Continue to investigate opportunities with local colleges to create Career Technical Education pathways for some of our hard-to-fill positions.			
The District actively participates with all local educational institutions for various events.	Monthly GM Report	Public Affairs	Ongoing
MSWD participates with all three Coachella Valley school districts to provide CTE specific teaching requests.	NA	Public Affairs	Ongoing
4) Evaluate and look for ways to keep turnover rates at or below industry standards due to resignations or terminations (related to compensation or working conditions), not including retirements.			
The District has established annual "Employee Ask" meetings to provide employees with a platform to voice their requests and suggestions. These meetings allow employees to propose changes, from workplace perks like donuts on Fridays to significant adjustments such as pay increases and expanded benefits.	In-Person Meetings	Human Resources	Ongoing
Other Actions Related to this Section			
7.4 Ensure employee safety and wellness.			
Key Success Measure	Location/Meeting Date	Responsible Department	Completion Date
1) Continue to educate employees on safe working practices.			
Employees continue to complete required monthly job-related trainings.	GotSafety	Human Resources	Ongoing
The District has established and maintains a Safety Resources Center on The Hub (internal intranet) for employees.	Safety Resource Center on The Hub	Human Resources	Ongoing
2) Require supervisors and lead workers to demonstrate their commitment to safe work practices.			

In addition to regular employee training, MSWD supervisors are required to take management safety training courses that teach advanced safety skills, such as documenting and recognizing safety issues before they happen.	GotSafety	Managers / HR	O Item 7.
3) Work towards a 100% non-litigation rate on Workers' Compensation claims.			
4) Encourage Employee Wellness and implement a comprehensive, district-wide Employee Wellness Plan.			
The District routinely sends out wellness newsletters via email, paystub buckslips that include health tips and wellness advice, and has also established a "Health and Wellness at MSWD" page on The Hub that contains a wide variety of wellness resources. The District has successfully applied for and received a Health and Wellness Grant through ACWA/JPIA, underscoring our commitment to promoting employee well-being. This grant has enabled the implementation of impactful programs, such as early melanoma detection initiatives and step challenges designed to encourage increased physical activity.	Emails, Paystubs Health and Wellness @ MSWD	Human Resources	Ongoing Health & Wellness @ MSWD published 02/28/2025
In February 2025, MSWD rolled out a new Health & Wellness Challenge, where employees are encouraged to track their steps and aim for an average of 8,000 steps daily.	Emails, Health and Wellness @ MSWD	Human Resources	Ongoing
Other Actions Related to this Section			
Resolution 2024-02 Amending Resolution 2023-16 providing for the revisions to MSWD Personnel Rules and Regulations	January 2024 Item 11	Human Resources	01/16/2024
Resolution 2024-18 Amending Resolutions 2024-02 Revisions to MSWD Personnel Rules and Regulations	June 2024 Item 15	Human Resources	06/17/2024
Resolution 2024-29 Amending the Codified MSWD Personnel Rules and Regulations Title 3 - Personnel	December 2024 Item 11	Human Resources	12/16/2024
7.5 Cultivate a positive culture and teamwork among staff.			
Key Success Measure	Location/Meeting Date	Responsible Department	Completion Date
1) Ensure the lines of communication are open for all employees.			
The creation of the MSWD Intranet in June 2024 - The Hub, a place for employees to find resources and information.	The Hub	Public Affairs	Ongoing
The human resources manager has an open door/email/phone policy for all employees. In addition, an anonymous reporting form has also been put in place for employees to report any concerns confidentially.	Human Resources Office & Anonymous Safety Reporting Form	Human Resources	Ongoing
With input from employees, the District adopted a Workplace Violence Prevention program.	The Hub	Human Resources	July 2024
2) Employees experience camaraderie and teamwork through on-site employee events, and the company continues to recruit employees to the events committee to avoid committee burnout.			
The District actively participates in multiple on-site and community activities (e.g. LifeStream Blood Drives, DHS Holiday Parade, and various other community events)	Monthly GM Report	Public Affairs	Ongoing
3) Focus on maintaining high employee morale and a positive organizational culture.			
The District encourages supervisors to recognize employees for achievements in both their personal and professional lives through internal email recognition/shout-outs, Board meeting recognition, and announcements posted on The Hub.	Various	Human Resources	Ongoing
4) Ensure our workforce is ready to embrace Diversity, Equity, and Inclusion differences and continue routine training.			
In the Fall of 2024, MSWD purchased and rolled out online DEI training to all staff.	NA	Human Resources	Ongoing
Other Actions Related to this Section			



SMART Goal 4 - System Reliability

Ensure each component of the water and wastewater systems contributes to the long-term health and reliability of overall operations.

OWNER(S): Brian Macy - General Manager / Danny Friend - Director of Operations / Eric Weck - Engineering Manager

4.1 By September 2026, complete the construction of a Critical Service Center, which will foster increased collaboration, communication, and teamwork among employees working at one central location.

Key Success Measure	Location/Meeting Date	Responsible Department	Completion Date
1) Construct a new administrative and operations building to allow the District to grow and continue to provide service to its customers.			
Third Amendment to Contract with Ruhnau Clarke Architects for the design of the Critical Services Center/Administration Building	January 2024 Item 14	Engineering	01/16/2024
Execution of Lot Line Adjustment Application for the Critical Service Center	August 2024 Item 10	Engineering	08/19/2024
Park Lane improvements negotiation/review with the City in-progress. In addition, review of fire flow plan alternative options.		Engineering	Ongoing
2) With the Two Bunch location no longer feasible, ensure that the District's second choice, the Corporate Yard, is feasible and meets the District's future needs before engaging a contractor.			
Project location selected (Corp Yard) and design is almost complete. Meetings continue with City of DHS and Ruhnau Clarke Architects for finalization of plans.		Engineering	Ongoing
Other Actions Related to this Section			

4.2 Update Existing Water and Wastewater Master Plans.

Key Success Measure	Location/Meeting Date	Responsible Department	Completion Date
1) Review the District's five-year Capital Improvement Plan and ensure it aligns with the Long Range Financial Master Plan and all long-term financial strategies.	Ongoing		
2) 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 Plans.	Ongoing		
3) Work with the City of Desert Hot Springs to develop an infrastructure feasibility study for unserved areas poised for growth.	Ongoing		
4) Execute a mutual services agreement with Coachella Valley Water District (CVWD) to serve customers in the CVWD service territory without water/sewer access.			

The District has drafted a mutual services agreement and is awaiting feedback from all parties.		Executive	O Item 7.
5) Collaborate with the City of Desert Hot Springs, Riverside County, and other stakeholders to repair old infrastructure and bring it up to current standards. Ensure that infrastructure improvements not only meet current demand but are designed to support future water and wastewater requirements, contributing to the overall reliability of the systems.	Ongoing		
6) Evaluate options for relocating existing water infrastructure within inaccessible areas (including rear lot easements) of the District for ease of maintenance and risk reduction.	ongoing		
7) Identify and remove problematic tamarisk trees and other vegetation to prevent future root- related system issues.	ongoing		
8) Create a Predictive and Preventative Pipeline Replacement Project for aging piping within the water distribution system.			
MSWD has hired a new GIS employee and is transitioning to CityWorks, which will allow for a detailed system study.	Spring/Summer 2024	Engineering/Operations/Admin	Ongoing
9) Continue to work with the Army Corp of Engineers to design and construct all defined assessment areas while leveraging grant funding to lower customer costs.			
Resolution 2024-26 Authorizing the GM to Sign and Execute Agreements and Necessary Supporting Documents with the Army Corp of Engineers for the GWQPP	September 2024 - Item 11	Engineering	09/16/2024
10) Identify additional capital projects and improvements that enhance system resiliency. Focus on increasing water yields from current projects through strategic enhancements and upgrades, aligning with the long-term reliability goals.			
11) Conduct an analysis of available capacity within the current water system with future water demand projections to forecast the time of demand need. Incorporate results in Urban Water Management Plan updates and Master Plan updates.			
Award of Contract to Mission Consulting Services for Professional Engineering Services to Provide Water System and Wastewater System Model Maintenance and On Call Consulting Services	November 2024 - Item 8	Engineering	11/18/2024
Other Actions Related to this Section			
Award of Contract to TKE Engineering for Area D-3 Waterline and Service Replacement Design Services	September 2024 Item 14	Engineering	09/16/2024
4.3 Maintain and renew assets while facilitating strategic Capital Improvements.			
Key Success Measure	Location/Meeting Date	Responsible Department	Completion Date
1) Create a Predictive and Preventive Maintenance Program to meet established performance benchmarks.			

Contract Amendment 2 with Kyle Groundwater to Develop a Well Rehabilitation Prioritization Program	July 2024 Item 12	Operations	07/15/2024	Item 7.
2) Diligently manage and maintain current equipment to provide maximum value to the District.				
Award of Contract to Canyon Springs Enterprises for Well 22 Rehabilitation and Capital Budget Augmentation	April 2024 Item 18	Engineering	04/15/2024	
Award of Contract to MWH Constructors for CM and Inspection Services for Well 22 Rehabilitation	April 2024 Item 19	Engineering	04/15/2024	
Contract Amendment 1 with Legend Pump and Well Service and Capital Budget Augmentation for Well 34 Rehabilitation	July 2024 Item 13	Engineering	07/15/2024	
Authorization for Purchase of Booster Pump Control Valves for the Terrace Booster Station	September 2024 Item 17	Operations	09/16/2024	
Approve Change Order 1 with L.O. Lynch Quality Wells & Pumps for On-Call Well and Booster Maintenance and Repair Services	December 2024 Item 12	Operations	12/16/2024	
3) Assess existing pipelines and associated equipment as part of the Predictive and Preventive Maintenance Program.				
4) Research and implement a complete Computerized Maintenance Management System.				
5) Build a connection to the MSWD ID-E areas to the MSWD "main" system.				
Resolution 2024-10: Grant application for planning of West Palm Springs Village and Palm Springs Crest water systems backup intertie project. This will tie the two ID-E systems together building resiliency and ultimately working toward getting the ID-E system connected to the MSWD "main" system.	May 2024 Item 11	Administration	05/20/2024	
6) Evaluate system interconnects with neighboring agencies.				
7) Evaluate emerging technologies and consider implementation.				
8) Provide a comprehensive backup transmission system.				
Other Actions Related to this Section				
Approval of the Update of the Develop/Contractor Handbook & Guidelines for the Design and Construction of Water and Sewer Facilities	February 2024 Item 8	Engineering	02/20/2024	
Public Water and Sewer Systems Construction Agreements and Water and Sewer Bonding Agreement for Tract No. 32030-3 Skyborne Village III	May 2024 Item 10	Engineering	05/20/2024	
Public Water and Sewer Systems Construction Agreements for Tract 32030-3 Skyborne Village III	June 2024 Item 17	Engineering	06/17/2024	

Award of Contract to MWH Constructors for CM and Inspection Services for Skyborne Village III - Lennar Homes	June 2024 Item 18	Engineering	06/18/2024 Item 7.
Public Water and Sewer, Lift Station and Force Main Systems Construction Agreements and Water and Sewer Bonding Agreement for Project Viento Development	September 2024 Item 16	Engineering	09/16/2024
Developer/Contractor Handbook & Guidelines for Design and Construction of Water and Sewer Facilities Revisions	October 2024 Item 11	Engineering	10/21/2024
Acceptance of Final Tract Map for Tract 38816 - Aventura Palms	October 2024 Item 12	Engineering	10/21/2024
First Amendment to Contract Agreement with B-81 Paving for Pavement Repairs for Water and Sewer Projects for 2024-2025	October 2024 Item 13	Operations	10/21/2024
Acceptance of Bill of Sale for Skyborne Village III Phase II Water and Sewer Infrastructure	January 2025 Item 13	Engineering	01/21/2025
Water line replacement from Hurricane Hilary: removed affected water lines and installed them deeper in the Mission Creek Channel to mitigate them from being impacted by future heavy rain events.	Fall 2025	Engineering	

4.4 Invest and look at ways to fortify infrastructure security.

Key Success Measure	Location/Meeting Date	Responsible Department	Completion Date
1) Optimize security preparedness at all sites.			
Advanced site security measures added to the Wright Facility.	NA	IT/Engineering/Operations	Summer 2024
2) Identify, monitor, and resolve risks of flood, earthquake, or natural disaster.			
Award of Contract to Tri-Star Contracting for the Construction of the 13th Ave, Mission Lake Blvd, and Thomas Ave Tropical Storm Hilary Water Line Replacement Project	May 2024 Item 9	Engineering	05/20/2024
Acceptance of the 13th Ave, Mission Lakes Blvd, and Thomas Ave Tropical Storm Hilary Waterline Replacement Project	October 2024 Item 10	Engineering	10/21/2024
3) Invest in emergency backup generators and system redundancies for fail-safe operations.			
The District continues its Standby Generator Monthly Maintenance Program	Monthly GM Report	Fleet & Facility Maintenance	
4) Enhance security measures at critical remote sites and standardize systems and software to manage these operations.			
Upgrade network infrastructure between remote sites for more reliable, secure, and high-bandwidth data transmission, thereby allowing improve video surveillance and monitoring.	Monthly GM Report	Operations	Ongoing
Other Actions Related to this Section			
IT obtained a \$246,150 cyber security grant to fortify MSWD online systems.	Monthly GM Report	IT	12/24/2024

4.5 Ensure the District is prepared to react to manmade and natural emergencies.

Key Success Measure	Location/Meeting Date	Responsible Department	Completion Date
1) Continue to improve and refine the District's emergency response plan.		Operations	

2) Effectively communicate with outside agencies and emergency preparedness partners, including mutual response like CalWARN or first response personnel at the City and County.	NA	Operations	O Item 7.
3) Continue to train District personnel in National Incident Management Systems (NIMS) to recommended levels and review the applicability of Web-EOC software programs.			
4) Ensure earthquake retrofitting of critical infrastructure is included in long-term planning activities, protecting District assets and those of the customers we serve.			
District is pursuing funding through a CalOES subrecipient grant (funded by FEMA) for the Terrace Reservoir site which is the heartbeat of the entire water system. CalOES has completed their review of projects and is in the selection phase.		Administration	Ongoing
5) Participate in regional tabletop exercises to ensure staff are prepared for emergency situations.			
Contract Agreements with TKE Engineering for On-Call Professional General Engineering Services	July 2024 Item 15	Engineering	07/15/2024
Other Actions Related to this Section			

<-- SMART Goal #3 SMART Goal #5 -->

Table of Contents



SMART Goal 2 - Water Supply

Comprehensively evaluate and present viable options for implementing a diversified water supply.

OWNER: Brian Macy - General Manager / Danny Friend - Director of Operations

2.1 Ensure excellence in regulatory compliance.

Key Success Measure	Location/Meeting Date	Responsible Department	Completion Date
1) Actively monitor new regulations and engage in the rulemaking process.			
The District continues to actively monitor federal, state, and local regulations.	Monthly GM Report	Administration	Ongoing
2) Deliver services in accordance with standards set by regulatory agencies.			
Award of On-Call General Engineering Services Contract Amendment 1 for Preparation of a WSA/WSV for Project Viento Development	April 2024 Item 17	Engineering	04/15/2024
Acceptance of the WSA/WSV for the First Palm Springs Commerce Center	November 2024 Item 9	Engineering	11/18/2024
3) Chromium-6 MCL			
a) Share best practices and collaborate with other water districts in the Coachella Valley through our consultant to develop a cost-effective approach to managing Chromium-6 levels within our water supply.	MSWD is working with other CV Water Agencies and a consultant to look at other regional solutions.	GM/Engineering	on-going
b) Increase transparency, create an education and outreach plan to share the District's approach with the community, and increase overall awareness of water quality and supply issues facing the District.	MSWD launched a "Because Water Quality Matters" campaign in 2024, that started with the CCR and continues.	Public Affairs	on-going
c) Ensure the District's Chromium-6 plan is incorporated in the Long Range Financial Plan and that any capital projects are incorporated into the Five-Year CIP Program.	In process	Engineering/Fiannce / GM	Spring 2025
4) Lead & Copper Rule			
a) Develop a lead service line inventory and make it publicly available.			
GIS application published to MSWD website for public viewing.	Lead and Copper Service Information, Inspection, and GIS Record Portal	Administration	11/14/2024
b) Develop a lead service line replacement plan.	NA based on inventory.		
c) Sample schools and childcare facilities for lead and copper.	NA based on inventory.		
d) Strengthen treatment to comply with the new 10 microgram/liter (µg/L) trigger level.	NA based on inventory.		
e) Develop a communications plan to educate the public about the Lead and Copper Rule	NA based on inventory.		
f) Revision's requirements and the steps MSWD takes to meet them.	NA based on inventory.		
5) Conservation as a Way of Life			
a) Continue to work with regulators to address the feasibility of state-set conservation goals.			
The District continues to communicate with regulators, review changes to regulation, and participate in regional efforts around regulation.	Monthly GM Report	Administration	Ongoing

Submitted state required Conservation as a Way of Life reporting.	MSWD Portal	Administration	Jan Ongoing	Item 7.
b) Continue to review regulations and apply for variances based on agriculture, evaporative coolers, and seasonal populations while evaluating other areas that may reduce conservation targets.			Ongoing	
c) Solicit grant support to help pay for an MSWD weather station to obtain better precipitation and evaporation rates in our service area.				
A funding inquiry form is being submitted to CFCC for the project to be located at Mission Springs CC golf course.	CIMIS Weather Station Information	Administration	Ongoing	
d) Enhance customer rebate programs to include water-saving appliances like dishwashers, clothes washers, and high-efficiency toilets.				
The District continues to administer rebate programs for efficiency toilets, clothes washers, and smart controllers that will contribute to achieving state-set conservation targets.	MSWD Website - Rebates	Public Affairs	Ongoing	
The District expanded its rebate offerings to include high-efficiency toilets, clothes washers, and smart controllers.	MSWD Website - Rebates	Public Affairs	April 2024	
e) Budget for and incorporate a Conservation as a Way of Life engagement campaign into the annual customer communications plan.				
During FY25 we will utilize conservation funding with a FY26 with designated funds.	NA	Public Affairs	Ongoing	
Mini "See something, Say Something" leak campaign.	Customer Newsletter, Website and Social Media Pages	Public Affairs	Ongoing	
f) Solicit grant funding to develop an Evaporative Cooler Maintenance and Replacement Program.				
BOR awarded a tentative grant in December 2024 to the IRWMP for this purpose. Details of the grant are being finalized.	NA	Public Affairs	Dec 2024 - Ongoing	
g) Review the turf rebate program and target outreach efforts to customers with turf.				
The District continues to administer a turf rebate program that will contribute to achieving state-set conservation targets.	MSWD Website - Rebates	Public Affairs	Ongoing	
h) As part of the new Critical Services Center, construct a new demonstration garden to encourage the use of native drought-resilient plants.				
MSWD has contacted the Living Desert, which is currently CREATING Butterfly habitat. They have expressed interest in incorporating this into our demonstration garden. More to come on this as we get closer.	NA	Public Affairs	Ongoing	
Other Actions Related to this Section				
Receive and File the Mission Creek Subbasin Annual Report for Water Year 2022-2023	April 2024 Item 13	Engineering	04/15/2024	
Receive and File the Mission Creek Subbasin Annual Report for Water Year 2023-2024	March 2025	Engineering	3/17/2025	
2.2 Support/Advocate regional development of local water supply and reduce reliance on imported supply.				
Key Success Measure	Location/Meeting Date	Responsible Department	Completion Date	
1) Explore options and grant funding to create a financially feasible recycled water program (looking at potable and non-potable options) at the Horton and Wright facilities.				
The District has had feasibility studies performed for recycled water and is currently looking into grant funding for the design of an NPW project for local school irrigation.		Administration	Ongoing	
2) Work with the City and other water districts to encourage the use of native drought-resilient plants; work with the City to add to developer requirements.				

The District is reviewing recent MWELo changes and will update requirements to include native plantings SPRING/SUMMER 2025.	NA	Public Affairs	O
3) Evaluate options for stormwater capture and reuse.			
4) Participate in negotiations for the 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.			
The District actively participates in SGMA compliance for all local subbasins.	Monthly GM Report	Water Resources / Engineering	Ongoing
5) Work with the Salt Nutrient Management Plan stakeholders to continue monitoring Total Dissolved Solids in the Coachella Valley and advocate for project funding to protect our aquifer.			
The District is actively participating in developing the SNMP for the Coachella Valley. A baseline study is being finalized, and treatment options and funding options are coming in the future.	Monthly GM Report	Water Resources	Ongoing
6) Continue to explore opportunities with the Agua Caliente Indian Reservation to access groundwater.			
7) Review and explore options with our State Water Project allocation, preparing for contract expiration and the possibility of reduced Colorado River supplies.			
8) As part of the Water Master Plan, include projects that connect the MSWD ID-E areas to the MSWD "main" system.			
The West Palm Springs Village-Palm Springs Crest intertie project is part of this plan. Ultimately, the two ID-E systems will be connected via interconnection, then ultimately, the ID-E area connected to the "main" MSWD system via interconnection.	Currently exploring grant funding through BOR for design. They have asked for the timeline and updated cost estimates before award.	Administration	Ongoing
Other Actions Related to this Section			
Completion of the Well rehab of Well 34, helps with water production.	Spring 2025	Engineering	Ongoing
Contract Amendments for Construction and Construction Support and Inspection Services for the Well 42 Project	March 2024 Item 10	Engineering	03/18/2024
Contract Amendment 1 with Layne Christensen and Capital Budget Augmentation for Site Work and Well Fitting for New Well 42	July 2024 Item 11	Engineering	07/15/2024
Completion of the Supplemental Environmental Project contributes to the District's goal to remove legacy septic tanks, and connect properties to the sewer collection system. This supports the District's efforts to protect the groundwater supply. (This specific item may not fall under 'system reliability' but may be more appropriate to categorize under 'environmental sustainability'.		Engineering	
Completion of the conveyance line, contributes to the system reliability by directing wastewater flows to the regional plant, and shifting the burden from the Horton plant to allow for needed maintenance.	NA	Engineering	Feb 2025
Completion of the Regional Plant (currently being tested/commission process underway)	NA	Engineering / Operations	Feb 2025

<-- SMART Goal #1 SMART Goal #3 -->

Table of Contents



SMART Goal 5 - Environmental Sustainability

Increase district-wide efficiency by adding new renewable energy resources, optimizing processes, implementing green building practices, and reducing overall water consumption.

Owners: Brian Macy - General Manager / Danny Friend - Director of Operations

5.1 Increase Use of Sustainable Energy Sources and Optimize Efficiencies – “There is no waste; just wasted resources”.

Key Success Measure	Location/Meeting Date	Responsible Department	Completion Date
1) Add solar panels to District facilities and convert low electrical use sites to solar.			
Resolution 2024-23 Power Purchase Agreement with Staten Solar	August 2024 Item 8	Operations	08/19/2024
Resolution 2024-23 Power Purchase Agreement with Trident Mission Springs	September 2024 Item 8	Operations	09/16/2024
Amendments to Power Purchase and Lease Agreements with Trident Mission Springs	October 2024 Item 9	Operations	10/21/2024
Resolution 2024-23: Agreement to enter into a power purchase agreement that would install solar photovoltaic systems at seven MSWD sites. Will generate approx. 4 MW of power and 9,000,000 kWh of renewable energy annually.	November 2024 Item 11	Operations	11/18/2024
Contract Admendment 1 with Tom Dodson & Associated for On-Call Environmental Consulting for the MSWD Solar Project	January 2025 Item 14	Engineering	01/21/2025
2) Evaluate hybrid/electric technology opportunities.			
3) Explore biofuel opportunities.			
4) Reduce overall energy consumption associated with District facilities by 20% in the next three years.			
5) Evaluate opportunities to minimize greenhouse gas emissions in District operations.			
6) Leverage the District’s solar resources and look into expansion financing opportunities, including grants, leasing, and power purchase agreement opportunities.			
Resolution 2024-23 Power Purchase Agreement with Staten Solar	August 2024 Item 8	Operations	08/19/2024
Resolution 2024-23 Power Purchase Agreement with Trident Mission Springs	September 2024 Item 8	Operations	09/16/2024
Amendments to Power Purchase and Lease Agreements with Trident Mission Springs	October 2024 Item 9	Operations	10/21/2024
Award of Contract to Kenwood Energy for Professional Services to Provide CM Services for the Power Purchase Agreement	November 2024 Item 11	Operations	11/18/2024
Contract Amendment 1 with Tom Dodson & Associated for On-Call Environmental Consulting for the MSWD Solar Project	January 2025 Item 14	Engineering	01/21/2025

7) Enhance sustainability by minimizing waste in resources needed to meet operation and maintenance objectives.			Item 7.
9) Explore additional sludge recycling options for future reuse.			
8) Consider the environmental impact on all business practices.			
10) Create an internal employee culture that proactively seeks ways to conserve water and energy and be more environmentally sustainable in everything we do.			
Employees are encouraged to conserve water and electricity in their everyday routines by doing things such as shutting off lights when not in their office, not printing unless absolutely needed, and considering their personal	NA		Ongoing
Other Actions Related to this Section			
Public Hearing - Ordinance 2024-01 - Establishing Rules and Regulations for Sewer Service	February 2024 Item 8	Engineering	02/20/2024
Adoption and promotion of industrial pre-treatment standards to allow for lawful discharge within the sewer limits.	July BOD Meeting and Website	Engineering	July 2024
5.2 Fleet Electification			
Key Success Measure			Completion Date
1) Continue monitoring changes to fleet electrification mandates and work with regulators to ensure mandates are feasible.			
Staff continues to monitor California's ACF regulations and has developed a timeline for when electric vehicles will need to be introduced to the fleet.	NA	Administration	Ongoing
MSWD has provided the state with its Advanced Clean Fleet Reporting data and continues to update as necessary.	NA	Administration	April 2024 / Ongoing
2) Create a strategy that meets upcoming fleet electrification regulations and considers operational requirements. A financial analysis includes ongoing maintenance costs and the cost of electricity versus traditional fuel.			
Staff continues to monitor California's ACF regulations and has developed a timeline for when electric vehicles will need to be introduced to the fleet.	NA	Administration	Ongoing
3) Pursue grant opportunities to fund the inclusion of Electric Vehicles in our fleet and provide funding for necessary charging infrastructure.			
Staff continues to monitor funding opportunities for fleet EVs through HVIP and other funding sources.	NA	Administration	Ongoing
Other Actions Related to this Section			
5.3 Embrace Green Building Standards			
Key Success Measure			Completion Date
1) Reduce overall energy consumption associated with District facilities by 20% and incorporate greater green building standards in all building			

projects, including the new Critical Services Center.			Item 7.
2) Ensure the new Critical Services Center design incorporates energy/water efficiency best practices, including but not limited to the building's positioning, solar control and shading, material selection, building envelope, efficient lighting (possible solar tubes), HVAC systems, and renewable energy systems.			
3) Evaluate building designs and perform a cost-benefit analysis of the impact of incorporating LEED Green Building standards in construction projects.			
4) Ensure all District construction projects adhere to California environmental laws and regulations.			
Other Actions Related to this Section			
Approval of the Update of the Develop/Contractor Handbook & Guidelines for the Design and Construction of Water and Sewer Facilities	February 2024 Item 8	Engineering	02/20/2024
Developer/Contractor Handbook & Guidelines for Design and Construction of Water and Sewer Facilities Revisions	October 2024 Item 11	Engineering	10/21/2024

<-- SMART Goal #4 SMART Goal #6 -->

Table of Contents



SMART Goal 6 - Improved Technology & Processes

Ensure each component of the water and wastewater systems contributes to the long-term health, reliability and addresses workflow inefficiencies by implementing technology solutions and process improvements.

Owner: Brian Macy - General Manager & Arturo Ceja - Director of Finance

6.1 Embracing technological solutions that align the District with industry best practices and modern standards.

Key Success Measure	Location/Meeting Date	Responsible Department	Completion Date
1) Ensure information systems planning is aligned with the District's Strategic Plan.			
Contract Agreement Renewal with Intelsys Communications Services for Information Technology Professional Services	June 2024 Item 19	Innovation & Technology	06/17/2024
The District has implemented and upholds an Administrative Code, and has made governing resolutions and ordinances available on the MSWD website, ensuring transparency for the public and other stakeholders. Board Meetings: Jul 2024 Item 10, Aug 2024 Item 9, Sep 2024 Item 9, Dec 2024 Item 11	Governing Resolutions and Ordinances	Administration	Published: 08/09/2024 Updates: Ongoing
2) Enhance cybersecurity to ensure the continued safety of our system.			
Contract Agreement Renewal with Intelsys Communications Services for Information Technology Professional Services	June 2024 Item 19	Innovation & Technology	06/17/2024
Implement the cybersecurity projects outlined in SLCGP cybersecurity grant, awarded by Cal OES, that will improve network infrastructure, security controls, training/education, and the overall cybersecurity posture of the District.		Innovation & Technology	Ongoing
3) Ensure secure data access, remote access, and valid customer data.			
Contract Agreement Renewal with Intelsys Communications Services for Information Technology Professional Services	June 2024 Item 19	Innovation & Technology	06/17/2024
4) Finalize the solicitation for a new enterprise resource planning software platform, which will seamlessly integrate Finance, Customer Service, and Human Resources needs.			
MSWD posted a Request for Proposal on Feb 24th, 2025 for the new ERP system and implementation services on OpenGov website.	Current Solicitations Mission Springs Water District	Innovation & Technology	02/24/2025
5) Streamline processes and improve customer service by reducing delays and errors to enhance customer satisfaction and trust in the District's services.			
The District has implemented several new electronic forms using ArcGIS and Power Automate software that allow for a more streamlined customer experience in reporting water waste, applying for fire flow tests, requesting sewer/water information, and requesting will serve letters.	MSWD Website	Administration	Ongoing
Migrate to a new electronic check deposit service, saving staff time, increasing timeliness of deposits, and improving security.		Customer Service	Ongoing
6) Automate employee payroll structure and eliminate manual entry of employee time and project numbers.			

7) Develop a work order management system and analyze workload allocations for infrastructure and maintenance operations based on industry key performance indicators and standards.			
Fully implement the ArcGIS and Cityworks GIS systems work order management components.		GIS/Operations/IT	Ongoing
8) Identify opportunities for the privatization of routine maintenance functions to augment staffing levels.			
9) Adopt an asset management system to ensure cradle-to-grave tracking of resources that aligns with the asset management and replacement component of the Long Range Financial Master Plan.			
MSWD will leverage its new GIS system to manage its infrastructure assets.	NA	GIS/Finance/IT	Ongoing
10) Continue to enhance purchasing processes to streamline staff processing times while ensuring appropriate approvals are met.			
MSWD has adopted a new OpenGov procurement system, which will help with solicitations and require appropriate sign-off.	District Website	Administration	Jan 2025
The District is reviewing its procurement guidelines and will bring the Board updated policies in Spring 2025.	NA	Administration	Ongoing
11) Evaluate options for automating the inventory management system for purchasing, receiving, and warehouse operations. Expand and improve the use of mobile computing and communication technology.			
12) Adopt a records retention policy, incorporate retention schedules into processes, and automate them into new computer systems.			
MSWD is currently updating its record retention policy. Legal has reviewed it, and a new policy will be brought to the board later this spring.	NA	Administration	Ongoing
13) Review lien processing and streamline and consolidate processing to one department.			
Customer service and Finance are reviewing the lien process and looking for ways to combine processing.	NA	Finance	Ongoing
14) Look for additional ways to leverage technology and increase staff efficiency and operational savings. Information systems should support effective decision-making, system integration, reliable data, and decreased redundancy.			
The District has implemented several new electronic forms using ArcGIS and Power Automate software that allow for a more streamlined customer experience in reporting water waste, applying for fire flow tests, requesting sewer/water information, and requesting will serve letters.	NA	Administration	Ongoing
The District has created/revised forms on Laserfiche Forms to streamline workflows behind the scenes, eliminate paper waste, and speed up processing times.			
Adoption of MSWD Artificial Intelligence Tools Policy 2025-01	February 2025 Item 9	Administration	02/18/2025
Other Actions Related to this Section			
Award of Professional Services Agreement for GeoViewer Software and Support Services for the MSWD to Nobel Systems. Needed until City Works is fully implemented.	April 2024 Item 21	Operations	04/15/2024

<p>The District has implemented and upholds an Administrative Code, and has made governing resolutions and ordinances available on the MSWD website, ensuring transparency for the public and other stakeholders. Board Meetings: Jul 2024 Item 10, Aug 2024 Item 9, Sep 2024 Item 9, Dec 2024 Item 11</p>	<p>Governing Resolutions and Ordinances</p>	<p>Administration</p>	<p>Published: 0 Item 7. Updates: Ongoing</p>

6.2 Hire a designated GIS employee and integrate asset management within the MSWD work order management system.

Key Success Measure	Location/Meeting Date	Responsible Department	Completion Date
<p>1) Review the existing Nobel platform and ensure it meets the District's ongoing needs.</p>			
<p>The District GIS Specialist has begun the process of transitioning the District from Nobel to Cityworks.</p>	<p>NA</p>	<p>Administration</p>	<p>Ongoing</p>
<p>2) Integrate data collection and analysis to allow for data-driven decision-making based on real-time data.</p>			
<p>Utilizing ArcGIS programs to enhance data collection of Engineering and Customer Service requests (e.g. Fire Flow, Water/Sewer RFIs, Will Serve Letters, Report Water Waste to MSWD, etc.).</p>	<p>NA</p>	<p>Administration</p>	<p>Ongoing</p>
<p>3) Boost real-time monitoring and incident response.</p>			
<p>4) Enhance network analysis and optimization.</p>			
<p>Other Actions Related to this Section</p>			
<p>Award of Contract Agreement for the Complete Deployment of ArcGIS Enterprise, Utility Network, and CityWorks to Timmons Group</p>	<p>February 2024 Item 11</p>	<p>Innovation & Technology</p>	<p>02/20/2024</p>
<p>GIS Specialist was hired on June 8th, 2024.</p>		<p>Human Resources</p>	<p>06/08/2024</p>
<p>Award of Contract Agreement with Trimble for Work Order and Asset Management Software Subscription and Support Services</p>	<p>June 2024 Item 20</p>	<p>Innovation & Technology</p>	<p>06/17/2024</p>

<-- SMART Goal #5 SMART Goal #7 -->

Table of Contents



Smart Goal 1 - Customer Communications

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Enhance customer trust, satisfaction, and understanding of water and wastewater services.

OWNER: Marion Champion - Assistant General Manager

1.1 Develop and initiate an annual plan to increase customer outreach and engagement through various communication channels, technologies, and community events. The goal is to enhance customer trust, satisfaction, and understanding of water services with ongoing refinement of the communications plan and its goals.

Key Success Measure	Location/Meeting Date	Responsible Department	Completion Date
1) By the end of the second quarter 2024, identify and design an annual plan outlining deliberate strategies to increase customer outreach and engagement.			
MSWD Public Affairs created a monthly plan highlighting essential topics that should be shared, promoted, and advertised.	Na	Public Affairs	June 2024
2) Leverage a mix of communication channels, technologies, and community events to convey information and engage with the community effectively.			
MSWD has employed a variety of communication mediums including monthly customer newsletters, social media engagement, monthly informational bill inserts, and more.	Monthly GM Report	Public Affairs	Ongoing
3) Cultivate a vital customer service focus through communicating and engaging with the community on matters important to our region.			
MSWD participates in a wide variety of community activities to communicate with and engage the community.	Monthly GM Report	Public Affairs	Ongoing
We have increased outreach and now provide newsletter updates to MLCC and Skyborne residents in their monthly newsletters. We have also started sharing updates with various community organizations, including Friends of the Library and DHS Women's Club.	Monthly GM Report	Public Affairs	Ongoing / Monthly
4) Survey customer groups involved in water-related events (e.g., construction activities, service interruptions, water quality changes, emergencies, and other vital issues) to hear about the customer experience and determine if MSWD can improve how the event is handled.			
Customer Experience Enhancement Program	Monthly GM Report	Customer Service	Ongoing
MSWD conducted a bill redesign survey.	NA	Customer Service / Public Affairs	April/May 2024
5) Refine the communications plan annually based on feedback, evolving customer needs, and emerging communication trends.			
The first draft of the plan was created in April 2024 for FY2025.	NA	Public Affairs	June 2025 / Annual
6) Incorporate District initiatives, including Chromium-6, conservation and fleet electrification, and other mandated projects so that customers understand District operations and mandates better.			

Communicated through monthly customer newsletters, bill inserts, and social media channels.	Monthly GM Report	Public Affairs	Ongoing	Item 7.
Launched the "Because Water Quality Matters" campaign and centered the July 2024 CCR around that messaging.	NA	Public Affairs	Ongoing	
Created a water quality section on our website , including information on Chromium-6, PFAS, and other water quality issues.	NA	Public Affairs	Fall 2024	
Held multiple public workshops directly related to Chrom-6. Advertised these on traditional and social media platforms and provided video recordings that are available on our website.	NA	Public Affairs	Ongoing	
7) Communicate the goals of the strategic plan to both internal and external customers.				
The MSWD Strategic Plan was published on the mswd.org website	Strategic Plan	Public Affairs	Ongoing	
Provided digital copies of the Strategic Plan to employees, changed the performance evaluation, and changed the MVV posters around the MSWD offices.	NA	Public Affairs	Spring 2024	
We released a news release, customer newsletter story, Desert Sun editorial, and advertorials in El Informador and Uken Report announcing the adoption of the strategic plan. We also posted paid and unpaid social media on local sites.	NA	Public Affairs	Ongoing	
8) Improve recognition and familiarity of MSWD and the services we provide. Differentiate the District from its State Water Contractor and City, and clearly explain the nexus between the agencies. Use regular customer polling to document progress made in this area.				
Continued our Water 101 workshops and educated customers about the agency and its role.	NA	Public Affairs	Ongoing	
Other Actions Related to this Section				
Resolution 2024-07: Reclassification of Govt and Public Affairs Manager position to create the Programs and Public Affairs Specialist position.	April 2024 Item 15	Human Resources	04/15/2024	
1.2 When customers better understand what the District does and how it operates, they will recognize MSWD's work to protect and provide water services. Enhancing customer education will increase trust in the District's services.				
Key Success Measure	Location/Meeting Date	Responsible Department	Completion Date	
1) Continue providing Water 101 presentations for schools, service organizations, and elected officials.				
Participated in multiple school presentations and the CV Water Counts Academy.	NA	Public Affairs	Ongoing / Annual	
MSWD has offered Water 101 to all Safety, Planning, and newly elected City Council after the elections, pending confirmation/calendaring.	NA	Public Affairs	March 2025	
Staff met with the public safety commissioner to discuss fire hydrant pressures.	NA	GM/Admin	Feb 2025	
2) Hold monthly Water Talks to engage and educate the public on water issues facing our valley and state water systems. Include information on District infrastructure, water quality, financials, and/or future water issues.				
Monthly Water Talks were held during 2024.	NA	Public Affairs	Ongoing	
Building on the Water 101 and Water Talk success, we are offering infrastructure tours in 2025.	NA	Public Affairs	March 2025	
3) As the Long Range Financial Master Plan is completed, ensure customers' understanding of water costs and impacts on rates.				
4) Establish a communication plan that empowers our customer service workers to be brand ambassadors and build relationships with the public.				

Customer service has been provided with water quality / Chrom-6 talking points and information.	NA	Public Affairs	Oct 2024	Item 7.
5) Expand tour and lecture opportunities and work with staff to create a speaker's bureau of knowledgeable presenters.				
6) Increase school opportunities and expand the Groundwater Guardian activities within the schools.				
REAL Academy, Mission Creek Tours, Career Days, Calendar Contest, LivingWise Program, Summer Camp, Project WET Teacher Training	Monthly GM Report	Public Affairs	Ongoing / Annual	
7) Partner with the DHS High School Real Academy to increase school opportunities for students to learn more about the District.				
The District has developed an intern program that allows students from the DHSHS R.E.A.L. Academy the opportunity to participate in 2-3 week internships at MSWD giving them real world experience in the water industry.	Monthly GM Report	Public Affairs	Ongoing / Annual	
The District has created a 3D modeling project with the REAL Academy that focuses on the aquifer and replenishment. The model was unveiled April 2024 in honor of Earth Day and is being displayed at the Cabot Museum. Students are working on a 2025 version that will be unveiled in April 2025.	NA	Public Affairs	Ongoing / Annual	
KidWind PSA Competition. MSWD assisted a student in 2024 in creating a 60-second PSA on water conservation. They are working on a 2025 PSA on Conservation as a Way of Life.	NA	Public Affairs	Ongoing / Annual	
Other Actions Related to this Section				
Annual Report of Capacity Fees and Related Capital Expenditures	December 2024 Item 15	Finance	12/16/2024	
1.3 Deliberate customer outreach also has a ripple effect of educating employees about the District. Employees can serve as ambassadors for the District, helping create and strengthen customer relationships.				
Key Success Measure	Location/Meeting Date	Responsible Department	Completion Date	
1) Create an internal Intranet as a hub for employee communications.				
The Hub (internal intranet) was developed and rolled out to employees on June 27, 2024.	The Hub	Administration	06/27/2024	
2) Resume employee tours and onboarding programs so new employees can learn about our operations better.				
New employees are taken on tours of the District that include visiting various facilities such as the Horton & Wright plants, well sites, and reservoir sites.	NA	Public Affairs	Ongoing	
3) Promote water outreach opportunities to employees, like the CV Water Counts Academy.				
Employees are offered the opportunity to join the CV Water Counts Academy annually.	NA	Administration	Ongoing	
4) Enhance and strengthen the organizational culture by promoting the District's Strategic Plan, Mission, Vision, and Values. Work with Human Resources to add these to the employee evaluation process.				
	NA	HR/Public Affairs	Complete July 2025	
Other Actions Related to this Section				

1.4 Cultivate positive community relations and partnerships with industry, media, and legislative contacts.

Key Success Measure	Location/Meeting Date	Responsible Department	Completion Date
1) Create a culture of transparency and provide comprehensive information on the MSWD website.			
The District has implemented and upholds an Administrative Code, and has made governing resolutions and ordinances available on the MSWD website, ensuring transparency for the public and other stakeholders. Board Meetings: Jul 2024 Item 10 , Aug 2024 Item 9 , Sep 2024 Item 9 , Dec 2024 Item 11	Governing Resolutions and Ordinances	Administration	Published: 08/09/2024 Updates: Ongoing
2) Cultivate supportive and positive relationships with federal, state, and local agencies that may impact District operations.			
Riverside LAFCO Election discussed at Board meeting.	April 2024 - Item 22	Executive	04/15/2024
The MSWD Board and staff participate in State and Federal CSDA and ACWA Committees. We have also participated in ACWA and CSDA State and Federal Lobby days/efforts and have participated in individual meetings with our legislators.	NA	Executive	Ongoing
3) Cultivate positive relationships with key industry professionals to stay informed and gather feedback.			
The District continues attending events and maintaining relationships with industry professionals from other water agencies and trade groups.	Monthly GM Report	Public Affairs	Ongoing
4) Pursue grants and projects that would benefit our customers.			
Cal OES Hazard Mitigation Grant - Would provide seismic retrofitting to one of the main reservoir sites in the District, in turn, protecting the water supply available to our customers.	The Hub - Grants Portal	Administration	Ongoing
ID-E Intertie Design Project - Would allow the District to take the first steps in developing the design for an intertie between the WPSV and PSC water systems. This intertie would provide resiliency to the water systems, ensuring customers have reliable supply.	The Hub - Grants Portal	Administration	Ongoing
CIMIS Weather Station Project - Funding inquiry form to be completed and submitted to CFCC. Project location will be Mission Springs CC golf course.	The Hub - Grants Portal	Administration	Ongoing
Community Project Requests submitted to Congressman Ruiz and Senator Padilla's offices. Staff are continuing to follow-up with the Army Corps.	NA	Administration	Ongoing / Annual
Secure funding through the SLCGP to be used to improve District cybersecurity to better protect customer data and resiliency of our operational systems.	The Hub - Grants Portal	Innovation & Technology	Ongoing
5) Develop and enhance media relationships and write and distribute press releases promptly to communicate topics important to the community. Share these stories on social media and to industry publications for greater pickup.			
Various media outlets are used for regular press releases.	Monthly GM Report	Public Affairs	Ongoing
6) Identify and influence legislation that aligns with the District's Legislative Platform and continue to foster positive relationships with city, county, state, and federal legislators.			
Federal Advocacy Services - Carpi & Clay, Government Relations	January 2024 - Item 8	Public Affairs	01/16/2024
Acknowledgement of MSWD Legislative Platform for 2024-2025	January 2024 - Item 9	Public Affairs	01/16/2024
California Advocacy Services - CA Lobby	August 2024 - Item 9	Public Affairs	08/19/2024
Acknowledgement of MSWD Legislative Platform for 2025-2026	December 2024 - Item 16	Public Affairs	12/16/2024

Federal Advocacy Services - Carpi & Clay, Government Relations	January 2025 - Item 9	Public Affairs	01/21/2025	Item 7.
7) Participate in ACWA, CASA, CSDA, and other industry committees to help shape industry trends and bring back best practices to the organization.				
CSDA Board of Directors Election Ballot - Term 2025-2027 Seat A - Southern Network	July 2024 - Item 14	Executive	07/15/2024	
CSDA 2025 Committee and Expert Team Participation	September 2024 - Item 13	Executive	09/16/2024	
ACWA Region 9 Board Meeting and Tour of Wright RWRF	Monthly GM Report	Executive	01/17/2025	
8) Apply for and receive individual and organizational certifications for leadership, transparency, and excellence and publish these accomplishments as an example of MSWD's leadership within the water/wastewater industries.				
CWEA CORBS Awards: Community Engagement & Outreach Project of the Year, Operator of the Year, Collections System Person of the Year, and Outstanding Young Professional Award.	GM Report - Jan 2025 MSWD Awards	Administration	01/25/2025	
Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award	Link to Award	Finance	11/20/2024	
Berkley Springs Water Tasting Competition - MSWD continues to supply award-winning water to its customers as proven again in 2025 with a bronze medal award!	MSWD Awards	Administration	02/22/2025	
Other Actions Related to this Section				

SMART Goal #2 -->

[Table of Contents](#)