



Midway Heights County Water District Strategic Plan

April 2023



Water storage tanks provide water to drinking water customers.



Irrigation reservoir supplies irrigation water to 344 customers.





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Overview

Midway Heights County Water District (MHCWD or District) has served four square miles of the unincorporated area of northern Meadow Vista and western Weimar for nearly 70 years. The District provides irrigation water purchased from Placer County Water Agency and potable (drinking) water purchased from Weimar Water Company¹ to its customers. The District operates on a fiscal year beginning July 1 and maintains a general fund operational balance of just over \$700,000 that is accumulated through water service charges, county taxes and county-managed investment income.

The District has approximately 344 irrigation customers, and 433 drinking water customers, for a total of 777 active connections. Furthermore, the District has the capability to supply water for firefighting services, which is a rare commodity in the area.

Governance

MHCWD is a Special District governed by a five-member elected Board of Directors (Board). Board members serve four-year terms and elections are staggered to prevent complete Board turnover in a single election. Two or three seats are generally up for election every even-numbered year. Any US citizen registered to vote within the District's boundaries may file to run for an open seat or to challenge a current director who is running for re-election.

Currently, the District employs a General Manager and two field staff (collectively, "Staff").

Strategic Plan Purpose

Although the District itself is small with only three employees and a five-member Board, it still has the responsibility to operate the same as any other water purveyor and is subject to all local, state, and federal regulations. The strategic plan will provide a tangible, targeted framework to establish District goals that support the Board, staff and customer needs, and establish the framework needed for financial and capital improvement project planning.

The strategic plan is a living document that will be updated annually concurrent with budget and capital improvement planning reviews. The plan currently addresses:

- Goals and objectives for the District,
- Direction about planning for future District needs,
- Revenue needs and rate transparency, and
- Transparency and accountability to customers, Board members and staff about direction of the District and its operations.

¹ In February 2023, PCWA purchased Weimar Water Company, pending approval by the California Public Utilities Commission and the State Water Resources Control Board.

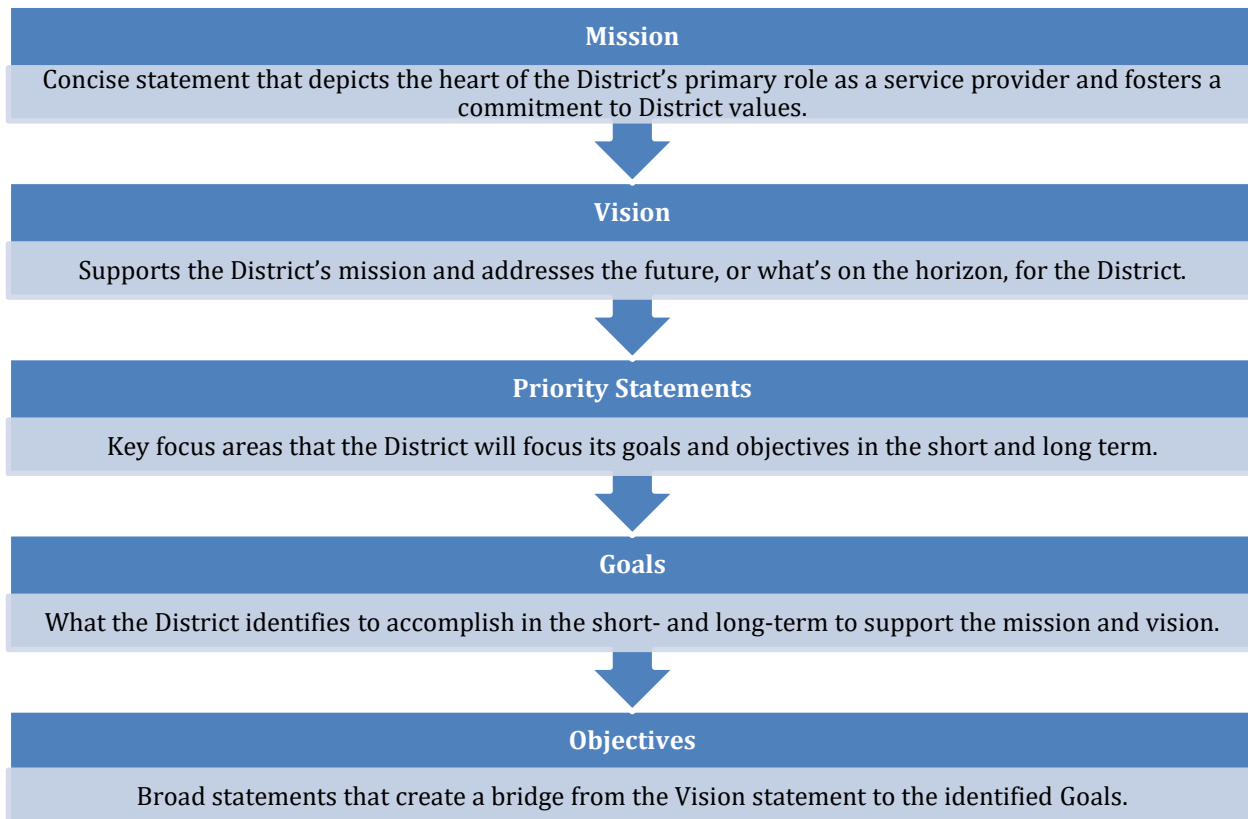
Successful Implementation of a Strategic Plan

Strategic plans are most valuable if the agency, organization, or district implements the objectives within the time designated by the plan. Further, priorities, goals and objectives should be reviewed annually to ensure the three components continue to align with the established mission and vision. Objectives achieved should be replaced with new objectives to continue to support the District in its mission and vision.

Upon plan adoption, the Board should assign a lead role (Board or Staff) to each time-oriented objective, making clear who is accountable for achieving successful implementation. Issues with meeting agreed deadlines should be communicated well in advance for Board and Staff to troubleshoot challenges and find solutions to achieving the objectives.

Most importantly, implementation of the strategic plan demonstrates commitment by the District's Board and Staff to realize the mission and vision statements developed to support long-term goals of the District.

Strategic Plan Components and Definitions



Midway Heights CWD Strategic Plan Process



The MHCWD strategic plan was developed in a stepwise fashion as illustrated below; note however, that the steps form a circle, because the plan should be reviewed every year, and it should be assessed every five to ten years for completeness.

Step 1: Create an Ad Hoc Committee. Two Board members and the General Manager were designated by the Board to form the Ad Hoc Committee, which would guide the Strategic Plan process.

Step 2: Identify Priority Statements. The Ad Hoc Committee worked with a consultant to develop priority statements that would define the areas of interest and concern.

Step 3: Stakeholder Interviews and Customer Feedback. The consultant conducted telephone interviews with District stakeholders to understand perceived strengths and weaknesses of the District, as well as its opportunities and threats, which would help guide development of the Strategic Plan. The District also held a public workshop and posted an online survey to its website to obtain feedback from customers.

Step 4: Develop the Mission and Vision. The mission and vision statements were developed with the entire Board at a regularly scheduled Board public meeting. The statements were presented to the public for input at a special workshop and refined. The workshop was noticed in the December 2022 newsletter (Appendix A).

Step 5: Create a Strategic Plan Outline with Goals and Objectives. The consultant consolidated all the efforts to create an outline with the priority statements, goals and objectives that would support the mission and vision statements.

Step 6: Develop and Finalize the Strategic Plan. The final product of all the outreach, ad hoc committee, and Board deliberations culminate in a living document, the Strategic Plan, which is to be reviewed annually.

Stakeholder Interviews – Strengths, Weaknesses, Opportunities, Threats (SWOT)

A list of stakeholders was provided by the Ad Hoc Committee and 12 interviews were completed. The SWOT analysis is based on comments made during interviews and does not necessarily mean that the statements are actual threats/weaknesses. Statements are perceptions based on knowledge of the District. These observations provide the District with opportunities to provide clarification about District operations, for example. A stakeholder interview summary is provided in Appendix B.

Perceived Strengths	Perceived Weaknesses
<ul style="list-style-type: none"> • Provide reliable, quality potable and irrigation water services • Quick field service response time • Favorable in-field customer service • Intimate knowledge of systems, locations of infrastructure • Pressurized irrigated water supply (no need to pump) • Irrigation water available for fire suppression and appreciated during drought conditions. <p>“Response time in field is excellent. Staff is very quick, helpful.”</p> <p>“Wonderful they provide both irrigation and potable water supplies.”</p>	<ul style="list-style-type: none"> • Three person staff – office work vs. field work can be a challenge • Lack of automated systems (autodialed phone system, text alert or email to notify customers) • Lack of a succession plan for 3-person staff if someone leaves <p>“Skeleton staff; more time and money to invest with staff. Policies, wages, medical, longevity pay - not up to standards.”</p>
Perceived Opportunities	Perceived Threats
<ul style="list-style-type: none"> • Expand irrigation water services/sales in region (especially regarding fire suppression and large acre lots for which potable water would be wasteful) • Partner with additional fire agencies to assist with water supplies during active fires • Regional solution to potable water services, affordability with small customer base (consolidation) • Develop a Capital Improvement Projects plan to support decision-making and increase transparency • Attract and retain Board members <p>“Provides a valuable service - fire suppression water supply.”</p> <p>“They have trouble with recruiting board members and have a lot of turn-over on the board because directors get fed up with politics and power struggles. Somehow [they] need to get people to the board meetings and pique interest.”</p>	<ul style="list-style-type: none"> • Employees taking jobs elsewhere; loss of any staff member will cause significant impact to District services • State’s strong incentive to consolidate smaller water systems • District relies on other water supply/treatment systems to provide and treat potable water supply • Ratepayer may not support additional rate increases for infrastructure improvements for the irrigated water system if they do not use it. <p>“Frank admission that added costs are likely inevitable, but every attempt will be made to minimize fee increases.”</p> <p>“Irrigated water is a good service, but expensive for rates.”</p>

Customer Participation

The District organized a public workshop to present draft goals and objectives. A brief online survey was created and advertised on the website and in the December 2022 newsletter to obtain customer feedback. Comments received from participants were overall favorable and supportive of the District’s stated goals and objectives. Customer survey responses are provided in Appendix C.

About Capital Improvement projects:

“Essential improvements aren’t free – they have a cost.”

“No one likes to pay more but we cannot live on borrowed time.”

“Willing to pay. Reliable water supply is necessary.”

“Notify customers when projects are being considered. Find out what customers want/need before going forward = transparency.”

Board Notes:

“I want the Board meetings in the evening so I can go to the meetings.”

“Keep communicating on a regular basis with customers and residents via email and website. Please hold all public meetings virtually via Zoom or similar medium. In-person meetings are difficult for your increasingly elderly population. Past public attendance at monthly meetings speaks for itself.”

“The unrest a couple of years ago caused a lot of us to attend meetings. Changes in the Board and sending out minutes and agendas have helped the company keep us informed.”

District Notes:

“Need a history lesson about how the District came into being and see and be educated on the metrics of quality, costs and administrative costs compared to similar water districts.”

Mission and Vision

Mission

The mission of Midway Heights County Water District is to deliver safe, clean drinking water and dependable supplies of irrigation water to our customers.

Vision Statement

Provide sustainable water supplies for drinking and irrigation, and support for fire protection, while providing excellent customer service; strive to be an industry leader in operational efficiency.

Priority Statements and Objectives

Priority Statement #1 – Financial

Maintain District financial stability to fund Capital Improvement Projects (CIPs) and perform regular operations and maintenance to provide safe, reliable water service to our drinking water and irrigation customers.

Goal 1.1 - Maintain financial stability.

Objectives:

- a) Conduct a Cost-of-Service Rate Study on a regular 5-year cycle, with the next update to commence in July 2024.
- b) Secure adequate operating and capital reserves – achieved through Board annual budget policy review and regular cost-of-service rate studies.
- c) Plan for long-term financial viability – achieved through rate studies and annual budget process.
- d) Maintain stable rate structure – achieved through rate studies and annual budget process.
- e) Update and approve connection fees, which was recommended in the 2019 Cost-of-Service Rate Study.

Goal 1.2 - Adopt a 5-Yr Capital Improvements Plan (CIP)

Objectives:

- a) Complete a 5-year CIP – by July 2024.
- b) Review the CIP every budget cycle.
- c) Fund necessary capital projects; develop a long-range financial plan based on the Cost-of-Service rate study that will reference the CIP – determine annually based on need.

Goal 1.3 – Research and Secure Grant Funding

Objectives:

- a) Apply for grants to fund, fully or partially, Capital improvement projects.
- b) Apply for grants to fund, fully or partially, Board special projects.

Priority Statement #2 – Customers

Develop and foster a relationship with our customers that demonstrates transparency of District operations, commitment to provide reliable services, and responsible fiscal management.

Goal 2.1: Demonstrate transparency.

Objectives:

- a) Distribute newsletters bi-annually that include advance notice of any planned rate studies or pending rate increases, or planned capital improvement projects.

- b) Publish a Water Quality report and place it on the District’s website annually in July. Notify customers about where to find the report via utility bills and newsletters.

Goal 2.2: Educate customers.

Objectives:

- a) Provide regular communications between the District and customers by distributing bi-annual newsletters and regularly updating and enhancing Frequently Asked Questions (FAQs) on the District’s website.
- b) Use rate comparisons with surrounding or similar districts when discussing rates with customers – when needed.
- c) Promote water use efficiency and other educational messages to customers using existing communication channels, and other channels as appropriate– ongoing.

Goal 2.3: Build trust with customers.

Objectives:

- a) Encourage public participation at Board meetings and open committee sessions by using existing District communication channels and word-of-mouth - ongoing.
- b) Provide open communication methods and feedback channels (email, website, phone calls, meetings and workshops) between the District (Board and Staff) and customers – ongoing.
- c) District Staff and Board to professionally represent the District in the community – always.
- d) Evaluate Board agendas for opportunities to incorporate topics of community interest; use the newsletter and website to invite the public to suggest future agenda topics – ongoing.
- e) Provide timely responses to requests, complaints, and suggestions (non-emergency by next business day) – ongoing.
- f) Conduct brief online surveys to check the community’s pulse about District issues – as needed.

Priority Statement #3 – Organizational Processes

Establish procedures agreeable to the General Manager and to the Board of Directors that hold the District accountable and that benefit the overall health of the District.

Goal 3.1: Establish procedures that hold the Board and staff accountable.

Objectives:

- a) Establish or refine standard templates for Board materials (agendas, meeting minutes, budgets, District manuals, etc.) by December 2023.
- b) Reorganize Policies & Procedures manual into three documents: Policies & Procedures (public), Employee Handbook (public) and Operations Manual (Internal only) – December 2023.
- c) Periodically review descriptive roles of Staff, and the Board in the District’s Code and the Policies and Procedures manual – ongoing.
- d) Provide the opportunity for Board members and Staff to report on their activities under the General Discussion Calendar Review Agenda item – during regular board meetings.

- e) Implement an annual review of the priorities, goals and objectives outlined in the Strategic Plan.

Goal 3.2: Recruit and train Board of Directors.

Objectives:

- a) Develop and define a recruitment process for new board members – April 2024
- b) Create a comprehensive orientation package for the onboarding of new Board members. Include mandated financial disclosure Statement Form 700, Brown Act training, harassment training, parliamentary procedures, and ethics training – July 2024.

Goal 3.3: Retain staff and plan for succession.

Objectives:

- a) Provide positive recognition of employees and promote career growth opportunities through a Staff Recognition Program – July 2024.
- b) Staff to periodically attend Board meetings and make occasional presentations – ongoing.
- c) Evaluate staffing needs in a long-range plan for the District – during annual budget reviews.
- d) Establish a back-up staffing plan; Starting in 2023, the General Manager will ensure at least one staff member is trained to serve as back-up to the General Manager.
- e) Develop an operational continuity plan to prepare for various potential emergency scenarios.

Goal 3.4: Use technological advances in the industry for operational and cost efficiencies.

Objectives:

- a) Upgrade to newer technologies when practicable and affordable; research similar operations of small special districts – as appropriate.
- b) Explore automated customer notification systems for emergency situations – December 2023.

Goal 3.5: Review opportunities and threats to provide potable and irrigation water supplies.

Objectives:

- a) Explore opportunities to expand the irrigation water distribution system – as appropriate.
- b) Remain knowledgeable about changes or mergers among water providers in the area - ongoing.

Matrix of Time-Specified Objectives

The below matrix represents a “good faith” estimate of identified objectives. The Board and Staff will review the objectives as part of its annual budget and priority-setting process and adjust as needed.

Goal 1.1 Objective A	Conduct a Cost-of-Service Rate Study	Commence July 2024
Goal 1.1 Objective E	Update and Approve Connection Fee	June 2023
Goal 1.2 Objective A	Complete a 5-year Capital Improvement Plan	July 2024
Goal 3.1 Objective A	Establish or review standard templates for Board materials	December 2023
Goal 3.1 Objective B	Separate Policies & Procedures manual into three documents: Policies & Procedures (public), Employee Handbook (public) and Operations Manual (Internal only)	December 2023
Goal 3.2 Objective A	Develop and define a recruitment process for new board members	April 2024
Goal 3.2 Objective B	Create a comprehensive orientation package to serve as an onboarding resource to new board members	July 2024
Goal 3.3 Objective A	Establish Staff Recognition Program	July 2024
Goal 3.4 Objective B	Explore automated systems for emergency customer	July 2023

Strategic Plan Annual Review Process

As with any living document, time should be given to review the Strategic Plan on an annual basis to determine if the goals and objectives are still effective and on-point. Board and Staff should review the plan with these considerations in mind:

- What has or has not worked with plan implementation?
- Has there been any significant changes in the region or in water regulations that should be addressed?
- Have certain objectives been achieved as assigned?
- Are there new goals or objectives that should be added to better align with current District conditions (Budget, Capital Improvement Projects, Rate Analysis, etc.)?
- Has anything been uncovered in the last year that is missing from the current plan?
- Are there new opportunities, risks or challenges that should be addressed?

Ideally, the review should take place concurrent with annual budget-setting in the event objective(s) need to have adequate budget to support the efforts.

Strategic Plan Appendices

Reservoir and Hillsdale Project Updates



Excavator with 70-foot reach removing sediment from the District's reservoir

The Midway Heights County Water District Reservoir Improvements Project, awarded to Lorang Brothers Construction, Inc. of Colfax in December 2021, is on time and on budget. Removal of sediment from the irrigation reservoir, combined with other operational improvements, will restore 700,000 gallons of storage capacity. The project is scheduled to be completed by May 30, 2023.

The Hillsdale Irrigation Mainline Replacement Project was awarded to the Hanson Bros. Enterprises in November 2022. The existing 60-year old pipe has continually failed due to age and soil conditions, and will be replaced by a pipe with increased diameter for additional flow capacity. In addition, a fire hydrant will be added. The project is scheduled to be completed by May 2023.

Both projects are funded by PCWA grants totaling \$414,819 and by 20% matching District funds totaling \$103,705.

**Simplify your Midway Heights bill payments:
Sign up for Automatic Bill Pay.
Use the form on the back side of this page.**

Strategic Plan Community Workshop and Customer Survey

Midway Heights County Water District's customers have a unique opportunity to support the District in its strategic planning efforts by attending a community workshop and by completing a brief customer survey. The workshop will be held Tuesday, January 17th at the Meadow Vista Community Center located at 1101 Meadow Vista Road from 5:30-7:30 p.m. District customers will be asked to voice their ideas, concerns, and priorities for the District over the next 3-5 years. An agenda will be posted on the District's website one week prior.

A brief survey posted on the District's website provides customers with an additional opportunity to provide feedback. A link to the survey is located on the homepage or by scanning the QR code. Responses are anonymous. The survey will be available through January 31, 2023.

The strategic plan project is fully funded by a \$20,000 grant awarded by PCWA. The final plan is expected to be presented for approval at the April 20, 2023 Board meeting.

For additional information regarding the strategic plan go to <https://www.mhcwd.org/strategic-plan>. Questions? Call MHCWD at (530) 878-8096.

Board Directors Update

We are pleased to welcome David Baker to the District Board. David's appointment was approved by the Board of supervisors at their November 29, 2022 meeting and he was sworn in at the December 15th MHCWD Board meeting. His term is until December 11, 2026. David will replace Don Rushton who fulfilled his last term, and chose to vacate his seat. Don served on the Board for over five years. He has provided thoughtful and objective input throughout his tenure. He will be missed.

**Provide your Email address to receive the Newsletter, Agenda and Emergency Notices.
Send a note to admin@mhcwd.org**

This Newsletter is part of the District's effort to provide timely detail about operations and plans.

Midway Heights CWD Stakeholder Interviews Summary Report Revised November 16, 2022

The Ad Hoc Committee (General Manager Jason Tiffany, and Board members Richard Goodwin and Pauline Nevins) provided a list of stakeholders to be interviewed. In total, 16 were identified; four declined, 12 have been completed. A base questionnaire was used to start the conversation and tailored as appropriate to the stakeholder being interviewed. Note that all comments are to remain anonymous.

Overall, those interviewed expressed that the District operates efficiently, provides excellent customer service and adequate means for ratepayers to be informed, and provides reliable potable and irrigation water supplies. Comments frequently included references to bare bones staffing, aging irrigation infrastructure, lack of a formally Board-adopted capital improvement plan, and that regional potable and irrigation water supply changes on the horizon will likely impact MHCWD. A prominent suggestion that arose is that the District should be a part of the regional water infrastructure conversation, considering and prioritizing potential state-recommended consolidations.

Common themes include:

Pros

- *District has quick, responsive customer service*
- *Potable and irrigation services are both valuable*
- *Good quality potable (drinking) water*
- *Irrigation supply most valuable given drought conditions and fire suppression*
- *Fees are reasonable for potable water; fees for irrigation water perceived to be more expensive*
- *District communications to customers are adequate*
- *District staff personable and friendly*

Concerns

- *Small community creates desire to not “make waves” (perceived to affect Board decisions)*
- *Noted tension between Board members and between Board and Staff*
- *Fees may not adequately support future infrastructure needs, especially critical irrigation system repairs*
- *Lack of a formal capital improvement project plan and timeline (Perception being that with no formal plan, doubt is cast whether the project is needed and necessary to substantiate rate increases.)*
- *Small staff wearing many hats poses challenges and limitations*

The following table summarizes the topline findings and where feedback fits into a Strengths, Weaknesses, Opportunities and Threats (SWOT) model.

Strengths	Weaknesses
What does MHCWD do well? What are the District’s unique resources? What do others see as District strengths?	Where could MHCWD improve? Are there resources that lack? What do others see as likely weaknesses?
<ul style="list-style-type: none"> • <i>Provide reliable, quality potable and irrigation water services</i> • <i>Quick field service response time</i> • <i>Favorable in-field customer service</i> • <i>Intimate knowledge of systems, locations of infrastructure</i> • <i>Pressurized irrigated water supply (no need to pump)</i> • <i>Updated website and newsletter serve as regular communication pieces</i> • <i>Publicized Board meetings provide opportunity for ratepayers to hear about current District activities</i> • <i>Irrigation water available for fire suppression and appreciated during drought conditions</i> 	<ul style="list-style-type: none"> • <i>Three person staff – office work vs. field work can be a challenge</i> • <i>Lack of automated systems (autodialed phone system, text alert or email to notify customers)</i> <ul style="list-style-type: none"> ○ <i>Field operators and GM call customers regarding outages when they need to be in the field repairing issues</i> • <i>Ratepayers may not be aware of potable system operations</i> • <i>Lack of a succession plan for 3-person staff if someone leaves</i> • <i>Fees are relatively inexpensive in comparison for services; District needs to consider future staff costs, CIP costs necessary to keep District sustainable as a potable and irrigation water provider long-term</i> • <i>Cost of GM vs. responsibility expected of GM is not most prudent use of time (clerical work)</i>

	<ul style="list-style-type: none"> • <i>GM role co-mingled with Board (serves as Board clerk) could lend bias - roles lack delineation</i> • <i>Least expensive methods are chosen to fix issues (band-aid) which creates short-term, not long-term, fixes</i>
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<p>Opportunities</p> <p>What opportunities is MHCWD open to? What trends could the District take advantage of? How can the District turn strengths into opportunities?</p>	<p>Threats</p> <p>What are District threats? What identified weaknesses become potential threats to the District?</p>
<ul style="list-style-type: none"> • <i>Expand irrigation water services/sales in region (especially regarding fire suppression and large acre lots for which potable water would be wasteful)</i> • <i>Partner with additional fire agencies to assist with water supplies during active fires</i> • <i>Regional solution to potable water services, affordability with small customer base (consolidation)</i> • <i>Develop a Capital Improvement Projects plan to support decision-making and increase transparency</i> • <i>Staff often fixes problems that are the customer's responsibility, free of charge. Might be prudent to charge a fee for service calls outside of District's responsibility.</i> • <i>Attract and retain Board members</i> 	<ul style="list-style-type: none"> • <i>Employees taking jobs elsewhere; loss of any staff member will cause significant impact to District services</i> • <i>State's strong incentive to consolidate smaller water systems</i> • <i>District relies on other water supply/ treatment systems to provide and treat potable water supply</i> • <i>Board appears to be affected by public opinion, which affects decision-making (political Board)</i> • <i>Ratepayer may not support additional rate increases for infrastructure improvements for the irrigated water system if they do not use it.</i>

Other Observations:

- *Not well known that "potable water" is treated water purchased from another agency.*
- *Customer base does not allow for a "disadvantaged community" consideration, which impacts state funding resources.*

Midway Heights CWD Customer Survey

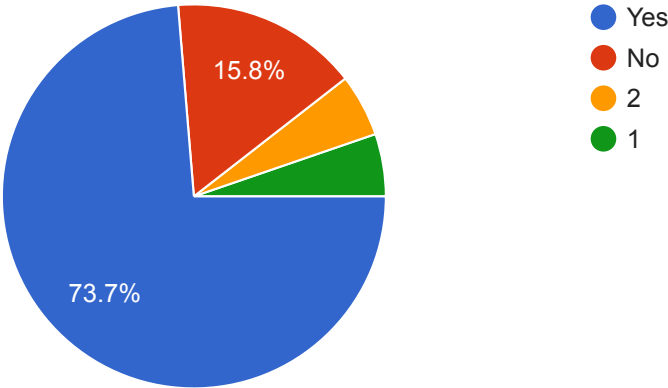
19 responses

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You receive drinking (potable) water service from Midway Heights.

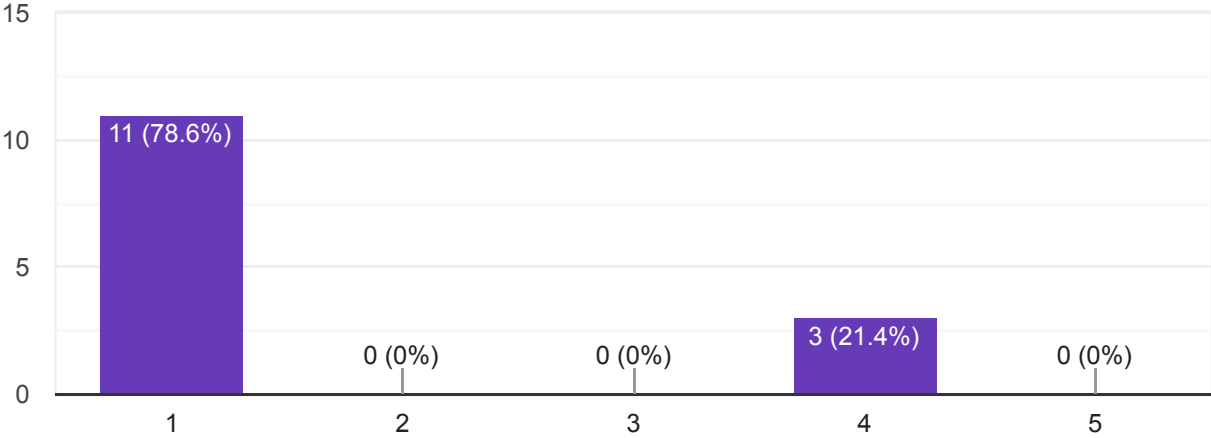
19 responses



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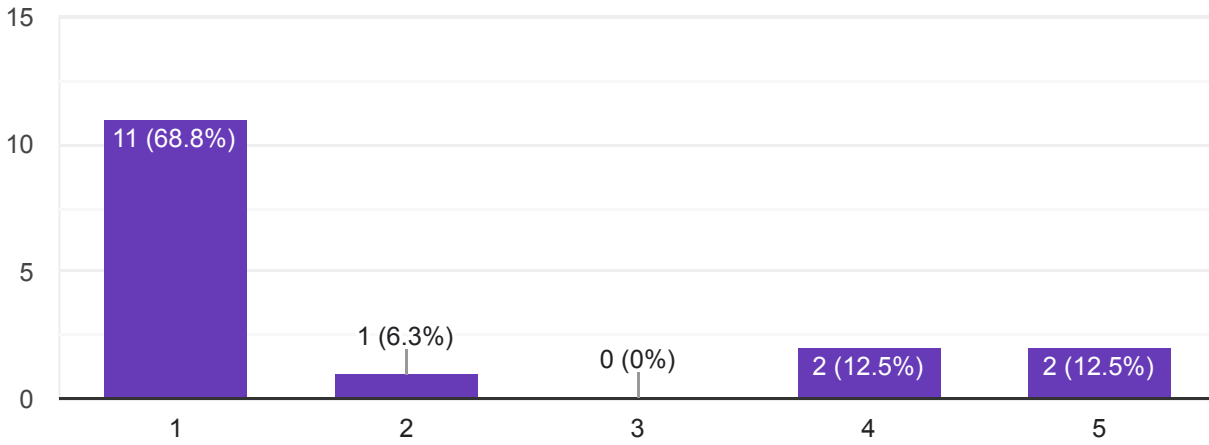
As a drinking water customer, you are satisfied with the provided water service.

14 responses



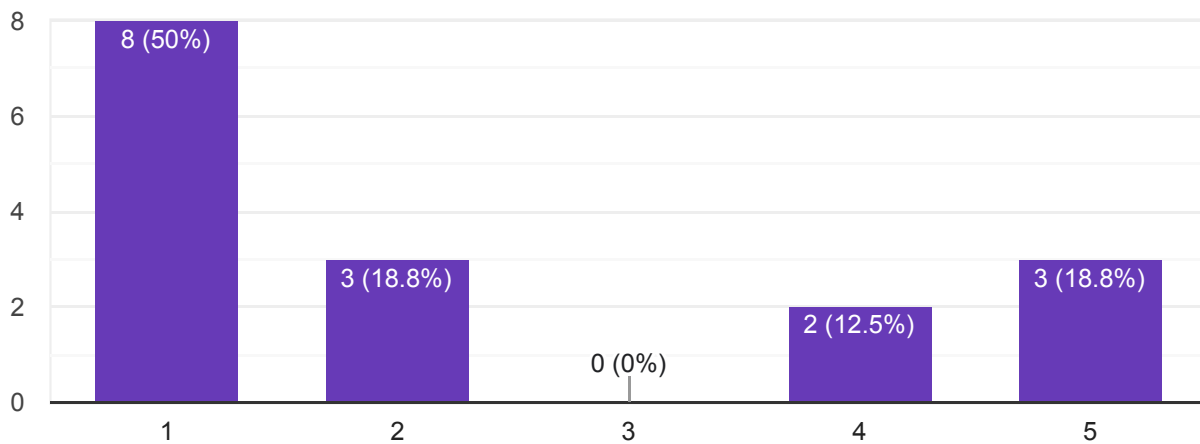
As a drinking water customer, you receive reliable water service.

16 responses



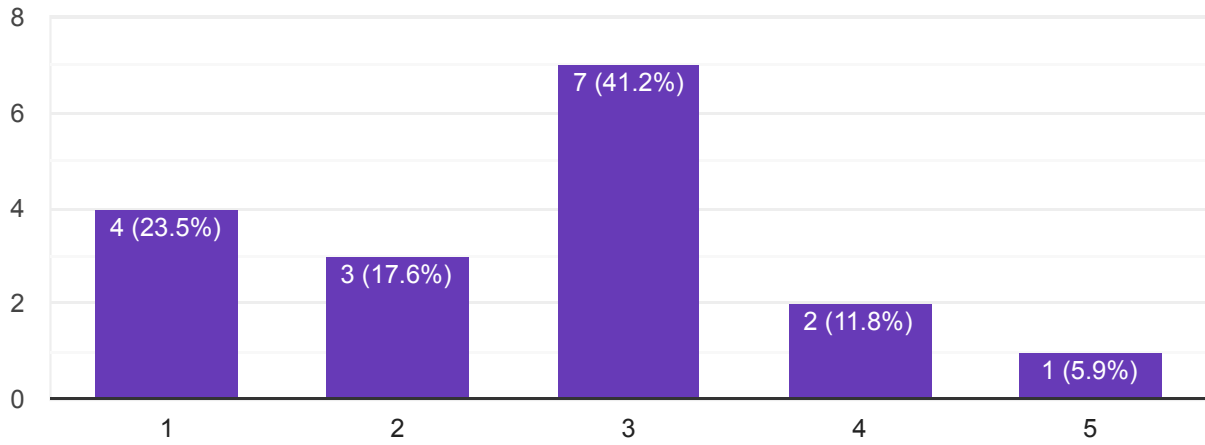
As a drinking water customer, you receive good tasting, quality drinking water.

16 responses



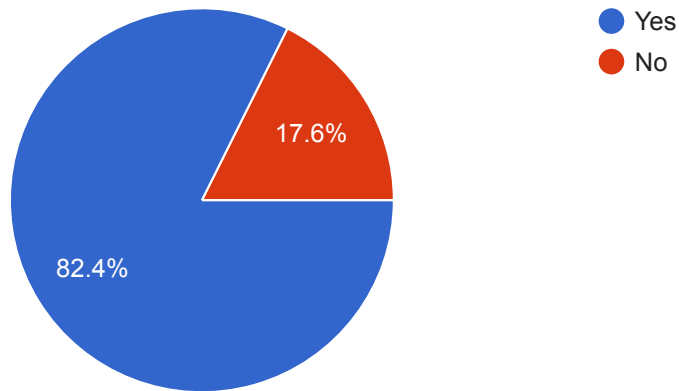
Drinking water rates are reasonable.

17 responses



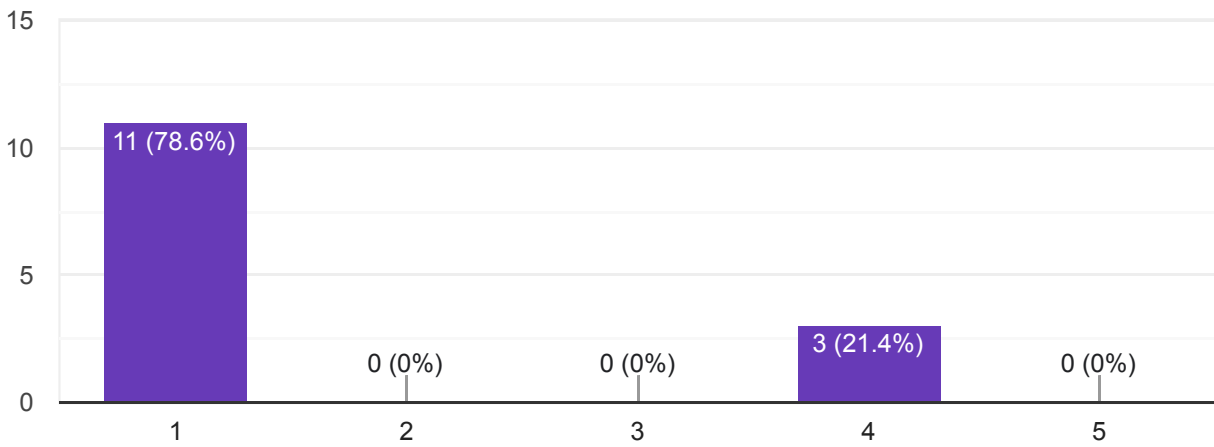
You receive irrigation water service from Midway Heights.

17 responses



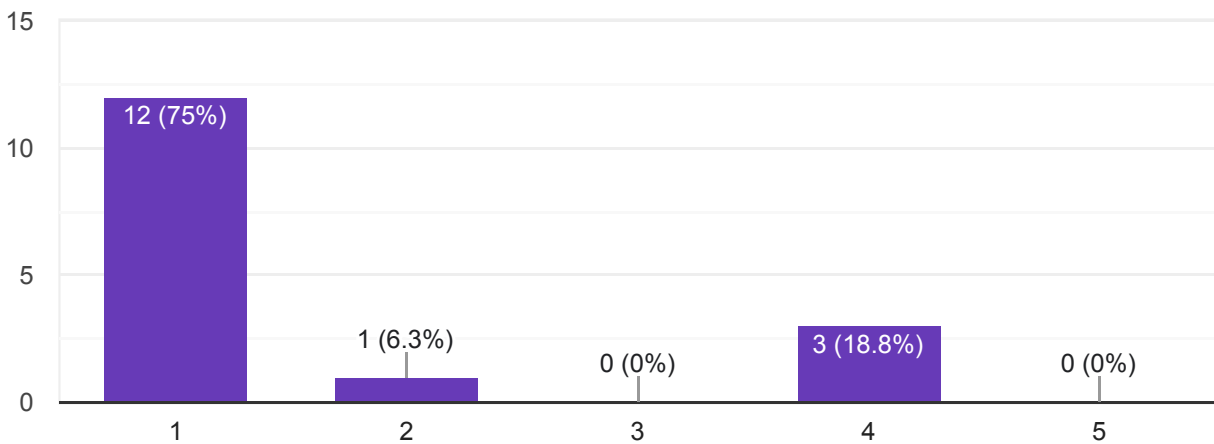
As a irrigation water customer, you are satisfied with the provided water service.

14 responses



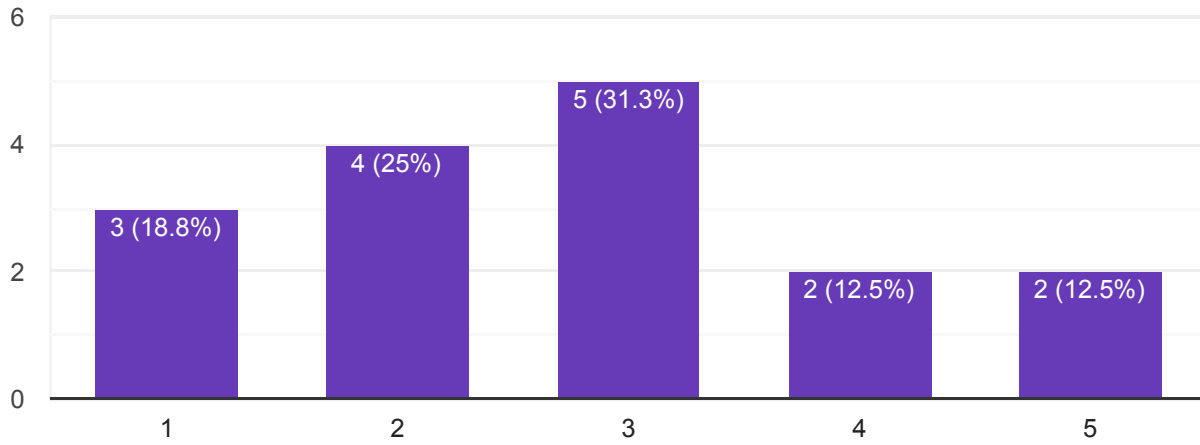
As an irrigation water customer, your irrigation water service is reliable.

16 responses



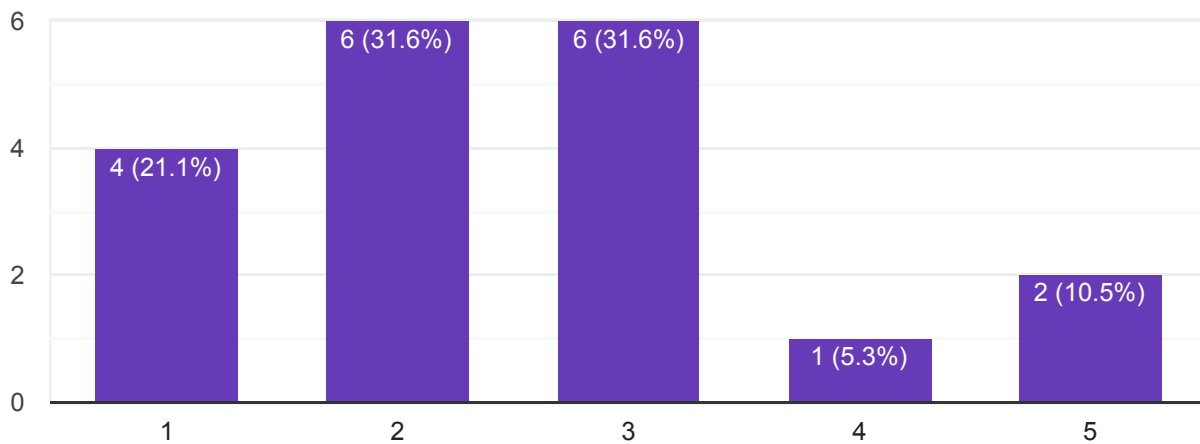
Irrigation water rates are reasonable.

16 responses



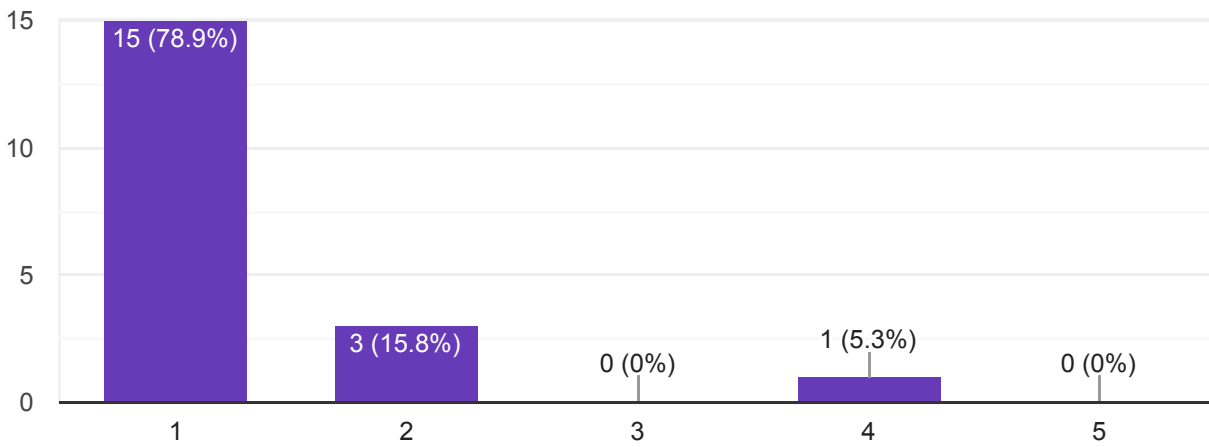
Whether the District produces its own treated drinking (potable) water or receives treated water from another water provider is irrelevant.

19 responses



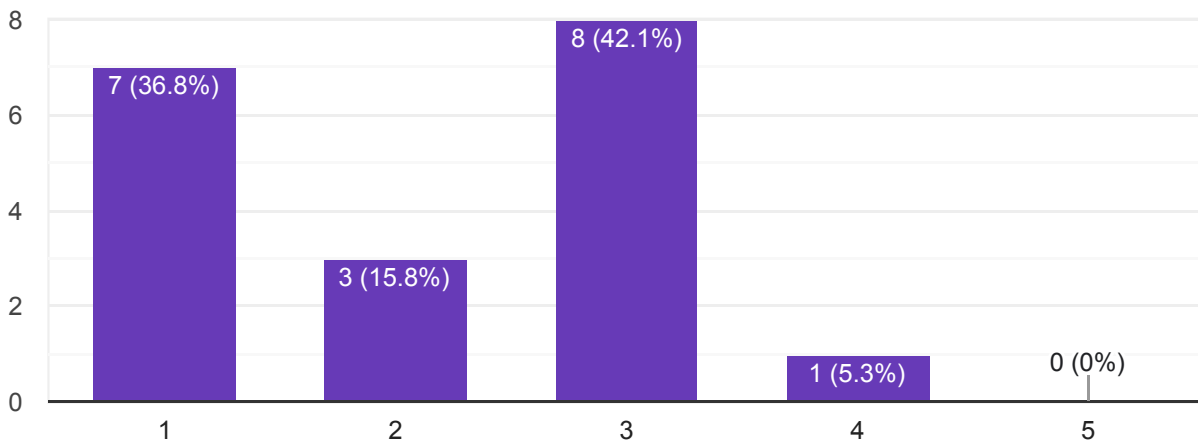
Midway Heights' ability to supply irrigation water, or the option to, is valuable. (landscape irrigation, fire suppression, for example)

19 responses



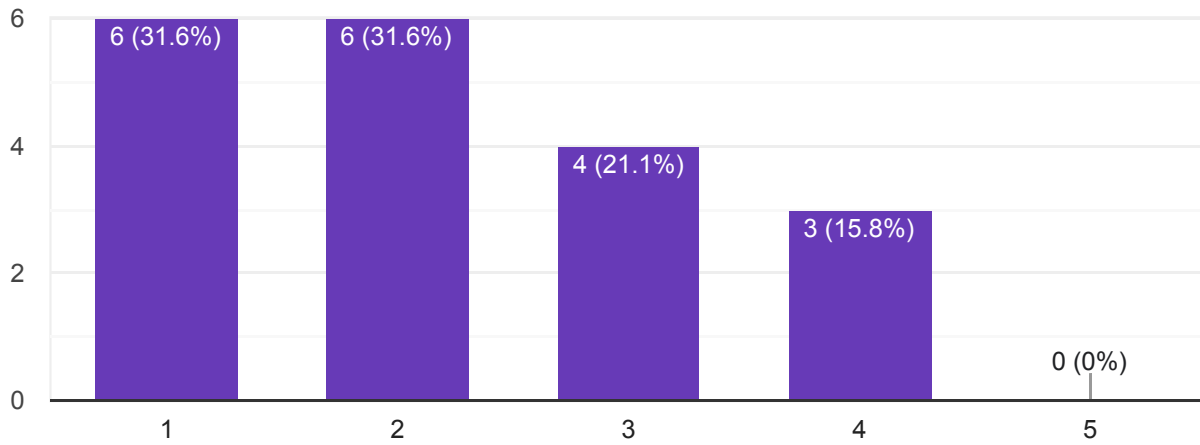
The District provides an appropriate amount of communications with customers.

19 responses



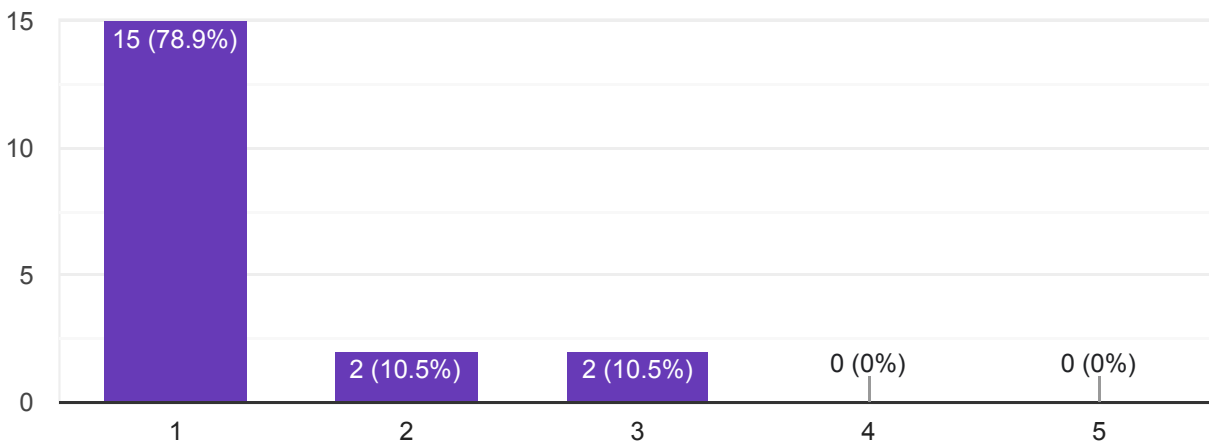
You are kept informed about District projects (pipeline replacements for example).

19 responses



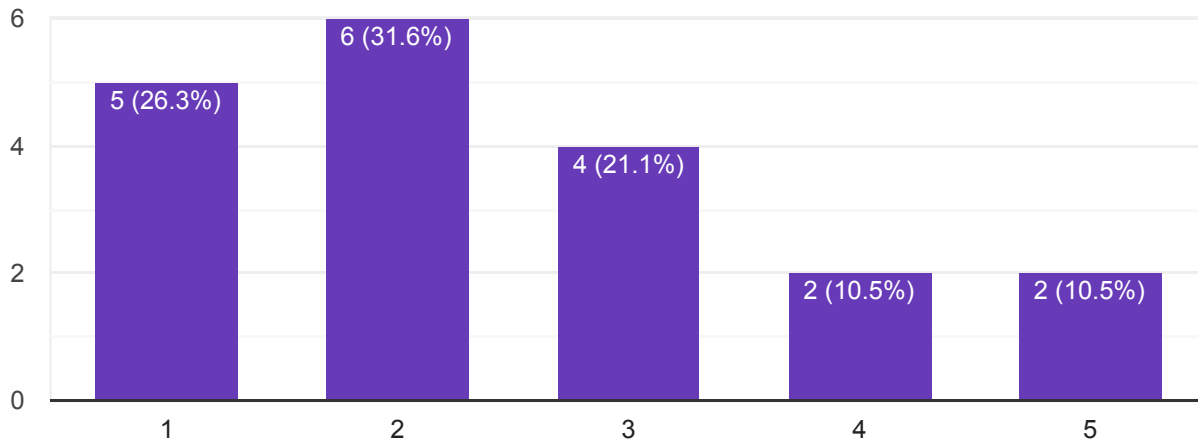
The District provides timely, efficient customer service.

19 responses



You are willing to pay higher rates for rehabilitation projects necessary to maintain the water systems.

19 responses



Why are you, or are you not, willing to pay higher rates for rehabilitation projects necessary to maintain the water systems?

19 responses

I think the State should provide more funding

I do not have treated service. Would I have to help shoulder rehab of the treated system?

don't trust the Board

Depends on who pays and how much. Also the prudence and timing of what and when.

I will pay if I have to, but our rates are already high - mainly due to being such a small district.

Critical to maintaining the infrastructure

we pay to much better management of the money and cost needs to be done NOT put to the customer

Essential improvements aren't free -- they have a cost. I trust the Board of Directors to exercise good judgement in planning, prioritizing, and funding critically important capital improvements. The old saying, "You don't miss your water 'till the well runs dry" should be the strategic plan's

motto. We Midway Heights customers are fortunate to have a well-run, comprehensive public water system -- a rarity throughout the vast Sierra Foothills. Either maintain the system or lose it, it's as simple as that.

Na

that's progress

no

Willing to pay, reliable water supply necessary.

I am willing

Price needs to be kept in reason, and grant funding should be explored. The service fees seem expensive already.

The system needs maintenance so it's a necessary evil. It's a small district so the few customers have the costs

?

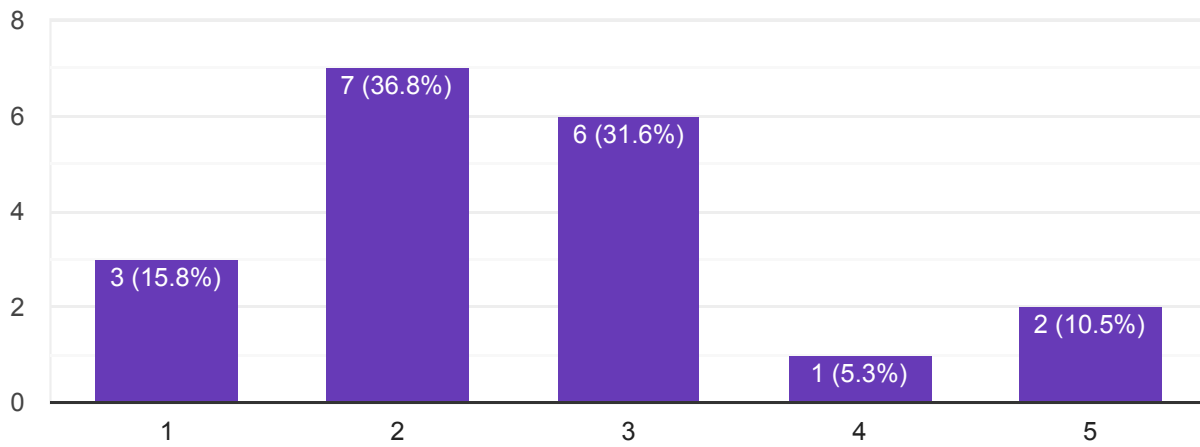
Bill pay is maxed out. Service provider rates higher than my usage. Prefer you work from existing budget and not raise rates.

I'm an engineer, and I know how deferred maintenance of infrastructure costs money later, when facilities fail.

No one likes to pay more. But we can't live on borrowed time.

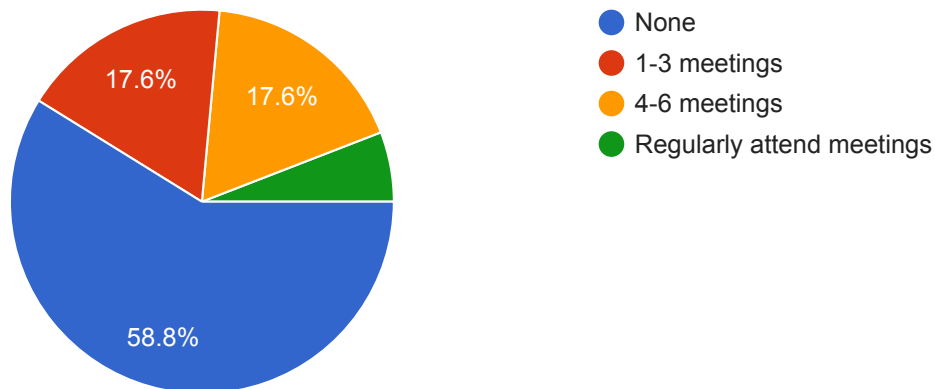
You have confidence in the Board of Directors to represent your interests as a ratepayer.

19 responses



You have attended a Board of Directors meeting in the last three years (either virtual or in person).

17 responses



Please share any comments related to questions on this survey or other feedback that would help the District Board and Staff better serve you.

13 responses

I want the Board to meet in the evening so I can go to meetings.

There should be an "N/A" option for questions that concern a service I don't receive.

thank you for the survey

Need a history lesson on how the district came into being and see and be educated on the metrics of quality, cost and administrative costs compared to other water companies.

Would combining districts spread the cost of providing water and reduce rates? It may not, but it might be good to check.

Notification to customers when projects are being considered. Finding out what customers want/need before going forward. Transparency

please do not raise our rate as most families in this area have lost their fire insurance and are barely able to feed them self's

Keep communicating on a regular basis with customers and residents via email and website. Please hold all public meetings virtually via Zoom or similar medium. In-person meetings are difficult for your increasingly elderly population. Past public attendance at monthly meetings speaks for itself.

we should have plenty available with this rain.

The salaried staff does an excellent job.

The unrest a couple years ago caused a lot of us to attend meetings. Changes in the board and their sending out minutes and agendas have helped the company keep us informed

Prefer you use existing budget to fund rehabilitation projects.

The survey would be better if, when a respondent replies that he doesn't receive a service (potable or irrigation water), the survey would not ask what he thinks of the service. That said, although I don't get irrigation service, fire suppression water would be good to have. Also, I really have no personal knowledge of the customer service; but I "strongly agreed" based on reports from the General Manager.

