



Customer Advisory Committee Meeting Summary

Wednesday, September 17, 2025, 5:45-7:45 p.m.

INTRODUCTION

CAC Chair Andrew Johnson called the meeting to order at 5:48 p.m., welcomed the Customer Advisory Committee (CAC) members, and led the Pledge of Allegiance. He then opened a **Public Comment** session, and Aleena Johnson introduced herself as a high school student attending the meeting as part of her Civics class.

Chair Johnson turned the meeting over to Jennifer Liebermann, the CAC meeting facilitator, who reviewed the following **Meeting Agenda** for the evening:

1. Welcome and Pledge of Allegiance
2. Public Comment
3. Agenda Review, Participant Introductions
4. Project 2030 Update
5. Decoding Local Government
6. Straight from the Source Panel
7. Q & A
8. Public Comment
9. CAC Updates
10. Adjourn



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ATTENDEES

Customer Advisory Committee

Alan Utzig	Residential Member
Amanda Camacho	Residential Alternate
Andrew Johnson	Residential Member and CAC Chair
Janet Hogan	Residential Member
Julia Eunice	Residential Member
Julie Beyers	Residential Member
Michael Nishimura	Residential Member and CAC Vice Chair
Paul Dietrich	Residential Member
Richard Moses	Residential Member

Citrus Heights Water Board of Directors

Caryl Sheehan	Board Vice President
David Wheaton	Board Member
Ray Riehle	Board President

Citrus Heights Water Staff

Annie Liu	Director of Administrative Services
Brittney Moore	Administrative Services Manager
Dana Mellado	Management Analyst
Hilary Straus	General Manager
Mary Elise Conzelmann	Principal Public Affairs Analyst
Missy Pieri	Director of Engineering
Todd Jordan	Director of Operations
Viviana Munoz	Customer Service Technician

Guests

Stephen Pay	Guest
Pennie Rose	Guest
Susan Powers	Guest
Aleena Johnson	Guest
Dr. AndreAnn Jovan	Guest
Anjalie Madaram	Guest

Facilitator

Jennifer Liebermann Jennifer Liebermann Consulting



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Framing

Jennifer Liebermann, facilitator, framed the evening as the first of two sessions exploring community engagement for the CAC. The evening was designed to provide background on how local government works, with an additional session coming soon on “Taking Community Engagement to the Next Level.”

Introductions

CAC members and guests introduced themselves.

Project 2030

Missy Pieri, Director of Engineering, provided an update on Project 2030.

She began with the project background and overview. Citrus Heights Water operates and maintains over 250 miles of pipelines that distribute water throughout the District's 12.8-square-mile service area. The lifespan of a water main is approximately 70 years. Citrus Heights Water must substantially increase its annual replacement of aging water mains to ensure long-term water reliability.

Missy provided a high-level overview of the nine workflows that comprise Project 2030 and provided updates on water main replacement, the water system master plan, and pipeline condition assessment (transmission and distribution mains). She highlighted the projects currently in construction or design that will ramp up in 2030. Missy also spoke about non-invasive pipeline assessment work that was highlighted at the February CAC meeting, where, such assessment protocols as acoustic velocity testing, enables the District to assess pipes without digging them up.

CAC members asked questions, including whether there were any big surprises in the pipeline assessment process this year and whether the City and Citrus Heights Water were coordinating on street repairs. Missy Pieri responded that there had not been any big surprises in pipeline condition assessment and that the District has a good working relationship with the City of Citrus Heights, meeting with the City regularly to coordinate efforts.



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Who Does What? Decoding Local Government for Everyone

Hilary Straus, Citrus Heights Water General Manager, led the evening's main presentation on Decoding Local Government. This wide-ranging session covered:

- The History and Background of Local Government
- What are Boards and How Did they Get Here?
- Why Think about Governance?
- How do Boards Achieve Unity of Purpose?
- Process and Steps Your Board Can Take to Build Unity of Purpose
- Qualities and Skills of Effective Directors
- How Boards Carry out Their Mission Effectively

After a brief description of the origins of representative local government, Hilary Straus covered the roles of elected/appointed board members (who set policy), as well as general managers (who carry out policy), department heads and division managers (who run programs with projects and tasks), and staff (who carry out tasks). He shared the nuance that while staff research policy recommendations, board members set direction and allocate resources.

The unique role of the board was addressed to clarify that this governing body is the ultimate authority. In this role, the board: sets direction (vision) and establishes goals to achieve that vision; establishes and oversees the organization's activities; adopts ordinances, policies, and procedures; and adopts a spending plan.

Board relationships in a healthy district were addressed using the "three-legged stool" concept. In a healthy district, constituents or customers, the board, and district staff are equal partners. If one leg is out of balance, the stool will fall over, and the ideal state is a stable, balanced foundation.

Hilary also covered the concept of "Unity of Purpose" that successful boards achieve, which is not to be confused with uniformity. He presented a framework for board directors to work together for the benefit of the district and community. There are ways for board members to reflect on how to do this by asking questions such as, "Why do we exist? What's our purpose?" Unity of purpose is greater than the individual directors, more important than any disagreement on issues, and reminds directors of their commitment to work through different points of view with civility and respect.

He clarified that "unity" is not the same as "uniformity" and that different perspectives, life experiences, and backgrounds are important to surface with respect and curiosity.



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Qualities of effective directors were discussed, including having a clear understanding of the district, understanding and embracing their role as a trustee, developing dialogue and deliberation skills, and honoring the relationship with staff and each other.

The session concluded with a discussion of how boards carry out their missions effectively by setting the district's future direction with a strategic plan, appointing and evaluating a General Manager, appointing legal counsel and implementing a varied and wide-sweeping communications and public engagement strategy.

Straight from the Source

Jennifer Liebermann facilitated a panel discussion with Citrus Heights Water's three elected Board directors on their reflections on effective leadership. Board President Ray Riehle, Director Caryl Sheehan, and Director David Wheaton all shared their inspiration for originally joining the Board. They shared their varied backgrounds in small businesses, local government, and engagement in local homeowners' associations.

Director Sheehan dispelled common myths about what Board members do, explaining that the time commitment is not as significant as some think. She also shared that because the Board sets policy, a technical background is not required to be an effective director.

Director Riehle shared his perspective on how he puts the community's long-term interests ahead of immediate concerns, stating that "it's not about me, it's about the community."

Finally, the Board directors closed with advice for those thinking about running for the Board, reinforcing that technical expertise in water is not a requirement and offering to speak with individuals interested in learning more.

Questions and Answers

CAC members asked Hilary Straus and the Board members a range of questions including how generational differences are addressed, the District's policy on artificial intelligence and insights on the time horizon that wells that can inject groundwater into the aquifer will impact residents.

CAC Updates

Mary Elise Conzelman, Principal Public Affairs Analyst, shared the schedule of upcoming budget roadshow meetings and invited community members to upcoming events.

Public Comment



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There was no public comment.

Adjourn

CAC Chair Andrew Johnson thanked the CAC members and District staff for their participation and closed the meeting at 7:47 pm.