



Policy to Maximize Customer Value

1. Purpose

This policy is meant to establish a clear set of shared expectations for how Mojave Water Agency (“Agency”) will make decisions to invest customer funds to provide the most value possible to Agency customers¹. By adopting this policy, these shared expectations serve as a set of working commitments between:

- The seven directors of the Agency who each represent their constituents² within a division of the Agency service area;
- The Agency and Agency customers; and
- The Agency directors and Agency staff.

The details provided in this document define a transparent, credible, and collaborative approach for how the Agency will:

- Identify what Agency customers value the most from the Agency;
- Explore and evaluate potential ways to provide what customers value most; and
- Decide what actions the Agency will take and the investments the Agency will make to maximize the net benefits provided to Agency customers and constituents.

2. Context

2.1. The Agency Board of Directors (“Board”) recognizes and appreciates the many significant ways the Agency has provided value for the inhabitants and landowners within the Agency service area since the inhabitants of the region voted to establish the Agency in 1960.

¹ The term customers in this document refers to the organizations, inhabitants, and landowners within the Mojave Water Agency Service Area who benefit from the resources and services provided by the Agency.

² The term constituents in this document refers to the voters who elect the Mojave Water Agency Board of Directors. (See Section 6 of this document for more definitions.)

- 2.2. The Board intends that the Agency be as effective as possible at helping inhabitants within the region have access to sufficient water for current and future beneficial uses.
- 2.3. The Board believes that regularly identifying what the inhabitants of the region want and need most from the Agency both now and in the future will help the Agency be more effective at fulfilling its purpose.
- 2.4. The Board recognizes that the region is experiencing, and is expected to continue experiencing, significant population growth, coupled with associated land use changes and increasing demand for water. Similar changes are occurring across California and the western United States. These changes lead to greater competition for the limited water available for beneficial use throughout California. At the same time, hydrologic patterns are becoming less predictable. For multiple reasons, the costs of managing and providing water supplies are continuing to increase. This combination of factors will likely make it more challenging to help make sufficient water available to the inhabitants and landowners of the region for their desired beneficial uses.
- 2.5. One of the most challenging responsibilities of the Board and Agency staff is to make decisions about how to invest the revenues provided by Agency customers that result in providing the most value possible to the customers.
- 2.6. The Board believes that identifying and defining a more transparent, credible, and collaborative approach to how the Agency will make decisions to deliver value is important given the magnitude of changes that are occurring in the region and the State.
- 2.7. The Board and Agency staff are responsible for discerning what Agency customers and constituents want and need, i.e., what they value most, from the Agency, and for equipping the Agency to help meet those wants and needs. The Board recognizes that the process of determining what Agency customers and constituents value is inherently political, meaning no scientific or formulaic way exists to understand what customers and constituents value from the Agency. Genuinely understanding what customers value most requires ongoing meaningful human interactions with Agency customers and constituents.
- 2.8. As a result, the Board, consistent with Agency Law and in support of existing commitments made in the Mojave Basin Area Judgment and other stipulated agreements, has developed and adopted this policy to establish a transparent, credible, and collaborative process to:

- Periodically identify what Agency customers most want and need from the Agency;
- Evaluate alternatives to determine the most cost-effective way to help meet what customers want and need; and
- Establish a set of shared expectations for how decisions will be made that shape the organization, budgeting, and administration of the Agency to best meet Agency customer wants and needs.

3. A Framework for Providing Value

While no formulaic process exists to identify what Agency customers value, some useful frameworks are available that have been designed to help structure effective conversations and learning about how to create value.

One of those frameworks is the *business model*. In the book *Business Model Generation*, the authors define business model to mean “the rationale of how an organization creates, delivers, and captures value” (Osterwalder and Pigneur, 2010, 14). They state that “the business model is like a blueprint for a strategy to be implemented through organizational structures, process, and systems.” While the term includes the word business, this way of understanding how to create, deliver, and capture value is not limited to for-profit organizations. These concepts can be very helpful for government organizations as well.

In their book, Osterwalder and Pigneur propose that business models can best be described through nine building blocks, organized in something they refer to as the *Business Model Canvas*. The nine building blocks include:

- **Customer Segments** – An organization serves one or several Customer Segments.
- **Value Propositions** – An organization seeks to solve customer problems and satisfy customer needs with value propositions.
- **Channels** – Value propositions are delivered to customers through communication, distribution, and sales Channels.
- **Customer Relationships** – Customer relationships are established and maintained with each Customer Segment.
- **Revenue Streams** – Revenue streams result from value propositions successfully offered to customers.
- **Key Resources** – Key resources are the assets required to offer and deliver the previously described elements...

- **Key Activities** - ...by performing a number of Key Activities.
- **Key Partnerships** – Some activities are outsourced and some resources are acquired outside the enterprise.
- **Cost Structure** – The business model elements result in the cost structure.

The Board finds that the business model framework described here is beneficial and directs the Agency staff to apply that framework to provide a robust set of information to inform Agency decisions. This framework will be used in ways that are consistent with the many critical process elements that the Agency is required to fulfill as described in its constitutional, statutory, judicial, regulatory, and contractual expectations and obligations.

4. Expectations for Providing Value as Established in Agency Law

Agency leadership conducted a review of the Mojave Water Agency Law (California Water Code Appendix 97-2) to see what guidance the Agency Law provides regarding the original expectations of how the Agency could and should provide value.

The Agency Law defines the purpose of the Agency:

Sec. 1.5. Within the limits of its power and authority set forth in this act, the purpose of the agency shall be to do any and every act necessary to be done so that sufficient water may be available for any present or future beneficial use of the lands and inhabitants of the agency, including, but no limited to, ...

While this excerpt of Agency Law is familiar to many, conversations and interactions frequently indicate that this statement of purpose is interpreted differently by various individuals and groups, including Agency leaders, staff, customers, and constituents. Some interpret this phrase to mean that the Agency is legally required to “do any and every act necessary” to ensure that sufficient water will be available for any present or future beneficial use. Others interpret the purpose of the Agency as being more flexible.

4.1. Discerning Requirements from Options

The Agency Law provides a distinction in the definitions for the act that is important to understand the assigned purpose of the Agency.

Sec. 2. As used herein, the following words shall have the following respective meanings unless otherwise indicated by their context:

...

*(l) “**May**” is permissive and “**shall**” is mandatory.*

Given that the authors of the act included this distinction in their definitions, interpreters of the Agency Law can trust that the use of **may** and **shall** throughout the act is intentional. The word **may** appears 120 times in the Agency Law. The use of this term grants the Agency and customers many choices or options for fulfilling the Agency purpose. The word **shall** appears 360 times in the Agency Law. The use of this term sets requirements for governance and operations, sets limits on the Agency’s authority, including prohibiting interference with other rights, and requires collection of revenues with specific parameters.

4.2. Clarifying Agency Purpose

Considering the distinction described above between **may** and **shall**, the following excerpts of the Agency Law are relevant to understanding the Agency purpose.

*Sec. 1.5. ... the purpose of the agency **shall** be to do any and every act necessary to be done so that sufficient water **may** be available for any present or future beneficial use of the lands and inhabitants of the agency, including, but no limited to, ...*

*Sec. 3. The agency is body politic and corporate and has perpetual succession and **may** exercise the powers enumerated in this act, ...*

*Sec. 15. (a) The agency **may** do any and every act necessary to be done so that sufficient water **may** be available for any present or future beneficial use or uses of the lands or inhabitants of the agency, ...*

Implications for considering these excerpts together include:

The use of **shall** in Sec. 1.5. indicates that the purpose of the Agency is prescribed (mandatory). In other words, **Mojave Water Agency was established and exists for a sole purpose: to exercise its authorities to help inhabitants and landowners of the region have access to water for current and future beneficial uses.**

The use of *may* in Sec. 1.5. (“... so that sufficient water *may* be available ...”) makes it clear that the Agency can, but is not required to, make water available for any present and future beneficial uses within the region.

The use of *may* in Sec. 3. “The agency ... *may* exercise the powers ...” makes it clear that the Agency can, but is not required to, exercise its powers.

The use of *may* in Sec. 15. (a) (“The agency *may* do any and every act necessary ...” makes it clear that the Agency can, but is not required to, “do any and every act necessary ...” to make water available for beneficial uses in the region.

By defining the Agency purpose in this way, the authors and ratifiers of the Agency Law clearly intended that the Agency exist and function with a wide array of possibilities to add value to the region related to supporting beneficial uses of water.

This recognition of the Agency purpose and authorities supports the Board’s adoption of this policy to establish a transparent, systematic, and collaborative approach for the Agency to maximize the value the Agency provides for the region.

4.3. A Primary Value Proposition

One authority granted in the Agency Law that is central to the Agency’s ability to add value in the region is the ability to acquire and manage one or more contracts to make imported water available to the region. For instance:

- “... to negotiate for additional water supplies from all state, federal, and other sources.” (Sec. 97-1.5.)
- “To make application to the State of California, the Department of Water Resources, or any other appropriate department or agency of the State of California for the department’s or agency’s share of water made available by the Feather River Project or any other supplemental water source.” (Sec. 97-15. (b) (9))
- “... under any contract entered into with the State, for the purchase of water, ...” (Sec. 97-16.)

Access to water from the State Water Project is a unique value proposition the Agency offers to the region.

4.4. Requirements and Options Related to Revenue Streams

In addition to prescribing the Agency purpose and granting a wide array of authorities that the Agency can choose to exercise to add value, the Agency Law establishes a clear expectation that when the Agency exercises its authority to deliver value, they must collect revenues sufficient to cover the costs of providing that value, and that the revenues should be collected from the customers who benefit from any distinct sets of resources and services (value propositions).

Note that multiple laws passed since the Agency Law (e.g., Prop. 13, Prop. 218, and Prop. 26) have established additional requirements related to how the Agency can collect revenues. This policy does not describe all the revenue-related expectations and requirements the Agency is subject to. Any future choices regarding how to collect revenue streams will be made in close collaboration with Agency customers and Agency counsel.

4.4.1. The Agency is required to collect sufficient revenue streams to pay for everything that it does.

“The agency *may* annually levy an assessment against pumping³ within the agency and *shall* fix and collect rates and charges for water sold by the agency which together with the assessment against pumping will be in an amount sufficient to pay not less than the *variable costs* under any contract entered into with the State, for the purchase of water, and to pay the reasonable share of the costs of the construction, maintenance, alteration, purchase, and operation of necessary works, and to pay the reasonable share of the annual amount which will amortize over such period of time as the board of directors shall determine the cost of construction or acquisition of necessary works, including costs of financing studies, the acquisition of options, permits, and other preliminary costs incurred or to be incurred prior to undertaking construction or acquisition of a project, as well as costs of issuing bonds, including the payment of interest, principal, and any premium thereon, secured by a pledge of the assessment against pumping

³ Section 97-37. *Adjudication of water rights; assessment against pumping* limits the Agency’s authority to “levy assessments against pumping” if an adjudication is completed. Section 97-37. (b) states “... the board shall recognize such judicial determination by exempting from assessments against pumping the amount of water obtained by each person whose rights have been so adjudicated which does not exceed his proportionate share of natural safe yield of the water supplies within the adjudicated area.”

or the rates and charges for water sold by the agency, or both, and any costs relating to any other authorized purpose of the agency.” (Sec. 97-16.)

“For the purposes of this section, the term "*variable costs*" shall mean those costs paid by the agency which constitute operation, maintenance, power and replacement costs incurred in an amount which is dependent upon and varies with the amount of project water delivered to the agency by the State.” (Sec. 97-16.)

4.4.2. The Agency has multiple *options* for how to collect sufficient revenue streams to pay the variable costs of any contract to import water and other associated expenses, but it is *required* to do so.

“The agency *may* annually levy an assessment against pumping⁴ within the agency and *shall* fix and collect rates and charges for water sold by the agency which together with the assessment against pumping will be in an amount sufficient to pay not less than the variable costs under any contract entered into with the State, for the purchase of water, and to pay the reasonable share of the costs ...” (Sec. 97-16.)

4.4.3. While the Agency has a contract with the State to purchase water from the State, the Agency is *required* to levy ad valorem taxes sufficient to pay all the fixed costs of participating in that contract.

“The agency *shall* annually, at the time county taxes are levied, levy an ad valorem tax on land only within the agency not to exceed ... per \$100 assessed valuation for the purpose of paying all other costs, expenses and obligations of the agency under any such contract. If an ad valorem tax on land levied at a rate of ... per \$100 assessed valuation will not yield adequate revenue for such purpose, the agency *shall* at the same time levy an additional ad valorem tax on all taxable property, exclusive of personal property, within the agency for the additional revenue required for the purpose of paying all other costs, expenses and obligations of the agency under any such contract.” (Sec. 97-16.)⁵

⁴ Subject to the limitations described in Footnote 3.

⁵ Note: These maximum rates were changed by the passage of Proposition 13.

4.4.4. The Agency is required to levy a tax to administer the Agency.

“To accomplish the administration of the agency there *shall* be levied a tax not to exceed ... on each one hundred dollars (\$100) of the assessed valuation of all taxable property in the agency exclusive of personal property.” (Sec. 97-16.)⁶

4.4.5. The Agency has the option to borrow money for a variety of the actions it is authorized to take and then collect ad valorem taxes to repay the debt.

“Whenever the board of directors deems it necessary for the agency to incur a bonded indebtedness for the acquisition, construction, completion, or repair of any or all improvements, works, or property mentioned in this act to be payable from ad valorem taxes on real property, the board shall, ... declare and call an election ...” (Sec. 97-19.)

4.4.6. The Agency has the option to establish one or more improvement districts to allocate and recover costs appropriately to subsets of the service area (with or without taking on debt).

“The board may issue revenue bonds under the Revenue Bond Law of 1941 on behalf of any portion of the agency created as an improvement district and any election for the issuance of those revenue bonds shall be limited to the area of that improvement district.” (Sec. 97-20. (b))

“Whenever the board deems it necessary to incur a bonded indebtedness for the acquisition, construction, completion, or repair of any or all improvements, works, or property mentioned in this act and to provide for such bonded indebtedness to be payable from taxes levied upon less than all of the agency, the board shall, by resolution, declare its intention to form an improvement district and to incur such indebtedness. The resolution of intention shall state that the board intends to form an improvement district of a portion of the agency which in the opinion of the board will be benefited, and to call an election in the proposed improvement district, on the date to be fixed, for the purpose of submitting to the voters thereof the proposition of incurring indebtedness by the

⁶ Note: This maximum rate was changed by the passage of Proposition 13.

issuance of bonds of the agency for the improvement district.”
(Sec. 97-21.)

“Whenever the board deems it necessary to form an improvement district of a portion of the agency for a purpose other than the incurring of bonded indebtedness, the board shall by resolution declare that it intends to form an improvement district of a portion of the agency which in its opinion will be benefited.” (Sec. 97-40.)

4.4.7. The Agency has the option to set rates and charges proportional to the costs required to serve different customer segments.

“The board of directors, so far as practicable, shall fix such rates and charges for water for delivery within the agency and within each improvement district therein as will result in revenues which will pay not less than the amount required to: (a) pay the related operating expenses of the agency, and the improvement district, including variable costs as defined in Section 16 of that portion of water received by the agency from the State, (b) provide for repairs, (c) provide for other expenses of the agency, (d) provide for development of other waters, (e) provide a reasonable surplus for improvements, extensions, and enlargements, (f) pay the interest on any bonded debt, and (g) provide a sinking or other fund for the payment of the principal of such debt as it may become due. Said rates and charges for water in each improvement district may vary from the rates and charges of the agency and of other improvement districts therein.” (Sec. 97-36.)

4.4.8. The Agency has the option to establish zones of benefit.

“For the purpose of paying not less than the variable costs under any contract entered into with the state for the purchase of water and the delivery and use of that water, and in accordance with the provisions of this act, the agency may establish a zone of benefit within any area within which the use of water affects or is affected by the natural available water supply within the agency, which zone of benefit shall be subject to an assessment pursuant to the limitations and conditions stated in this section.” (Sec. 97-38.)

4.4.9. The Agency has the option to impose assessments or fees on producers to administer the Mojave Basin Judgment.

“The agency *may* impose, by resolution or ordinance, assessments or fees on each producer, in accordance with the procedures and schedules set forth in the regulations adopted pursuant to this section, for the purpose of implementing the judgment of the Superior Court in and for the County of Riverside in City of Barstow, et al. v. City of Adelanto, et al. (Case Number 208568) or as the agency determines to be necessary.” (Sec. 97-47. (a))

5. A Strategic Implementation Framework

The Agency shall apply the following approach to planning and analysis to inform all decisions related to what actions the Agency will take and the investments the Agency will make to maximize the net benefits provided to Agency customers and constituents.

5.1. The Agency shall define and publish key elements of its business model in a Master Plan to be prepared and adopted approximately every 5 years beginning in FY 2026.

5.2. The Agency intends to avoid raising ad valorem tax rates unless the Agency is required to raise MWA 2(b) consistent with Agency Law, or unless one or more customer segments request that the Agency establish a new benefit district or zone of benefit to provide one or more agreed upon value propositions.

5.3. The Agency shall attempt to maximize the net benefits provided to each customer segment proportional to the revenues each customer segment contributes.

5.4. The Agency shall use the information developed in each adopted Master Plan to inform and guide Agency decisions related to Agency actions and spending.

5.5. During the preparation of each Master Plan, the Agency shall:

5.5.1. Evaluate how to maximize the value provided to each customer segment through beneficial use of water subject to the following conditions.

5.5.1.1. Ad valorem tax rates will remain the same as they are now, unless the Agency is required to raise MWA 2(a) as described in Section 4.4.3 of this policy, or unless a customer segment requests additional benefits and are willing to contribute more revenues to pay for those benefits.

- 5.5.1.2. Recognize and communicate that the ad valorem taxes that fund MWA 1 and MWA 2(a) can only be used to pay the fixed costs of the SWP.
- 5.5.1.3. Recognize and communicate that the tax rate for MWA 2(a) must be set so that the sum of MWA 1 and MWA 2(a) will cover the Agency's portion of the fixed costs of the SWP. If the fixed costs of the SWP increase beyond the current level of revenue collected through MWA 1 and MWA 2(a), then the Agency is required to raise MWA 2(a) enough to cover fully the Agency's portion of the fixed costs of the SWP.
- 5.5.1.4. Account for and report the sources of all current fixed revenue streams expected to be received by the Agency (e.g., MWA 1, MWA 2(a), MWA 2(b), general taxes, and unitary taxes) in ways that allow identification of the quantities of revenues contributed by each of the primary customer segments.
- 5.5.1.5. When surplus imported water supplies are expected to be available:
 - 5.5.1.5.1. Use surplus imported water supplies to maximize the net benefits to the region through sales outside the region or water banking
 - 5.5.1.5.2. Designate the net benefits from the use of surplus imported water supplies for use to provide benefits to customer segments proportional to how MWA 1, MWA 2(a), and MWA 2(b) are collected.
- 5.5.1.6. Invite each customer segment to help identify how each customer segment would prefer the Agency apply the portion of revenues they contributed to provide each customer segment the most value.
- 5.5.1.7. Determine specifically how regional infrastructure design, construction, maintenance, repairs, and replacement will be funded.
- 5.5.1.8. Develop and provide information to help set water rates and Watermaster rates/fees to cover the full variable costs required to provide those value propositions.
- 5.5.1.9. Evaluate which potential value propositions could be funded with existing revenue sources and appropriate variable revenues to pay full variable costs for each customer segment and prioritize as needed.

- 5.5.1.10. Consider the option to apply some portion of fixed revenues (excluding MWA 1 and MWA 2(a)) contributed by each customer segment to cover some of their variable costs if desired and available.
- 5.5.1.11. Provide the option to a customer segment who wants more benefits from the Agency beyond what can be paid for with their portion of contributed revenues to identify one or more new revenue sources the customer segment is willing to provide to the Agency to cover the costs of delivering those benefits.
- 5.5.2. Focus on how the Agency can best help water users within the region match expectations of supply (local and imported) with expectations⁷ of demand subject to relevant constraints.
 - 5.5.2.1. Explore and evaluate how local supplies and imported supplies can be managed and used to maximize benefits at least cost.
 - 5.5.2.2. Support decision making under uncertainty and shall use one or more statistical methods to estimate local supplies, imported supplies, and demands throughout the planning horizon.
 - 5.5.2.3. Include the influence of expected costs to deliver or make use of water when estimating future demands.
 - 5.5.2.4. Use a planning horizon of at least 20 years.
- 5.5.3. Take a systematic, collaborative approach to identify and define appropriate customer segments.

Agency customers include all current and future legal users of water within the Agency service area.

Potential customer segments currently include:

- 5.5.3.1.1. Stipulated Parties to the Mojave Basin Area Adjudication
- 5.5.3.1.2. Land use planning agencies
- 5.5.3.1.3. Water retailers
- 5.5.3.1.4. Minimal producers
- 5.5.3.1.5. Ordinance 9 customers
- 5.5.3.1.6. R³ customers
- 5.5.3.1.7. Construction water users

⁷ The term “expectations” highlights that future water supplies and future water demands are uncertain.

- 5.5.3.1.8. Non-local customers
- 5.5.3.1.9. Potential future users of imported water
- 5.5.3.1.10. Inhabitants or landowners affected by undesirable effects of groundwater use
- 5.5.3.1.11. Public trust

5.5.4. Invite collaboration with each customer segment to identify and document the water-related problems, wants, and needs that each customer segment would like the Agency to help address.

5.5.5. Use the understanding of customer problems, wants, and needs to develop a list of potential value propositions the Agency expects to be able to provide during the time covered in each Master Plan.

5.5.5.1. Prioritize potential value propositions to those the Agency likely can offer better value than other potential providers.

5.5.6. Identify one or more indicators that can be observed, estimated, tracked, and reported for each value proposition that can help communicate the benefits customer segments receive.

5.5.7. Explore a range of potentially feasible approaches to fulfill each potential value proposition desired by Agency customers.

5.5.8. Apply the business model framework to identify the full costs of service required to provide each value proposition by customer segment for each potential approach to fulfill the value propositions (including key resources, key activities, key partnerships, customer relationships, and customer channels).

5.5.8.1. Compute and consider full life-cycle costs for each potential action.

5.5.9. Compare benefits and costs for each potential value proposition, including how potential approaches are likely to affect economic, social, and environmental sustainability for the Region using credible scientific methods of analyses.

5.5.10. Consider the appropriateness of using different types of revenues to pay different types of costs (e.g., fixed vs. variable).

5.5.11. Collaborate with customer segments to select and recommend Agency investment priorities for the next 5 years.

- 5.6. The Agency shall align all data gathering, planning, analyses, and implementation activities to fulfill the value propositions selected and adopted in the Master Plan.**
- 5.7. The Agency shall observe, store, and report data for all selected indicators for each value proposition during ongoing implementation.**
- 5.8. If conditions change significantly between a regular interval of preparing Master Plans, the Board shall direct staff to conduct additional analyses to evaluate and develop recommendations for how to address the changed conditions consistent with the approach for developing each Master Plan.**

6. Definitions

- 6.1. Agency – Mojave Water Agency
- 6.2. Agency Law – the act titled Mojave Water Agency Law (California Water Code Appendix 97-2) that established the purpose, authorities, and responsibilities of the Agency
- 6.3. Board – Mojave Water Agency Board of Directors
- 6.4. Business Model - “the rationale of how an organization creates, delivers, and captures value” (Osterwalder and Pigneur, 2010, 14)
- 6.5. Constituents – the voters who elect the Mojave Water Agency Board of Directors
- 6.6. Cost Structure – all costs incurred to operate a business model and deliver one or more value propositions
- 6.7. Customer Channels – how the Agency communicates with and reaches its customer segments to deliver one or more value propositions
- 6.8. Customer Relationships – the types of relationships the Agency establishes with specific customer segments
- 6.9. Customers – the organizations, inhabitants, and landowners within the Mojave Water Agency Service Area who benefit from the resources and services provided by the Agency
- 6.10. Customer Segments – the different groups of people or organizations the Agency aims to reach and serve

- 6.11. Key Activities – the most important things the Agency must do to make its business model work
- 6.12. Key Partnerships – the network of suppliers, consultants, contractors, and other partners that the Agency relies on to make the business model work
- 6.13. Key Resources – the most important assets required to make a business model work; often categorized into physical, intellectual, human, and financial resources
- 6.14. MWA 1 – revenues received by the Agency from ad valorem tax on land only required by Agency Law Sec. 97-16 to pay for fixed costs of participating in the State Water Contract
- 6.15. MWA 2(a) – revenues received by the Agency from ad valorem tax on land and improvements required by Agency Law Sec. 97-16 to pay for fixed costs of participating in the State Water Contract
- 6.16. MWA 2(b) – revenues received by the Agency from ad valorem tax on land and improvements required by Agency Law Sec. 97-16 to pay for costs to administer the Agency
- 6.17. Revenue Streams – the funds collected by the Agency from each customer segment
- 6.18. Statistical Methods – procedures for collecting, analyzing, interpreting, presenting, and drawing conclusions from numerical data that help characterize variability and uncertainties
- 6.19. Value Proposition – a bundle of products and services that create value for a specific customer segment

Appendix A: Mojave Water Agency Law