



PROGRESS REPORT
2016 STRATEGIC PLAN (Approved February 25, 2016)

STRATEGIC ELEMENT #1 – External Relationships and Customer Service

Core Goals	Objectives	2016 Measures of Success*^	Progress Report	Completion Status
Maintain effective working relationships with external agencies	<p>Maintain appropriate agency presence in local, regional and state industry organizations and activities</p> <p>Maintain outreach and project coordination with City of Belmont, City of San Carlos, and the County of San Mateo</p>	<p><u>Action Item 1.A.</u>: Coordinate with Belmont Chamber of Commerce for presentation of annual “State of MPWD” address</p> <p><u>Action Item 1.B.</u>: Continue to coordinate capital projects with cities of Belmont and San Carlos and County of San Mateo</p> <p><u>Action Item 1.C.</u>: Continue to coordinate with City of Belmont’s General Plan update and related development policies</p>	<p><u>Action Item 1.A.</u>: Prepared by President Zucca and delivered on April 27, 2016. Open house followed at MPWD. Posted video on website.</p> <p><u>Action Item 1.B.</u>: Continued quarterly coordination meetings with City of Belmont Public Works staff. Met with San Carlos and San Mateo County as needed.</p> <p><u>Action Item 1.C.</u>: Coordinated reviews and comments with City of Belmont. Provided approved MPWD 2015 UWMP and WSCP for attachment to General Plan.</p>	<p>COMPLETED</p> <p>Ongoing</p> <p>Ongoing until City of Belmont General Plan is adopted</p>
Maintain organizational standards that ensure a high level of service orientation for our ratepayers	Provide ratepayers with prompt, professional and courteous service	<u>Action Item 1.D.</u> : Update MPWD website for online bill-pay in conjunction with new Financial Management System	<u>Action Item 1.D.</u> : In process. Staff is currently working with professional consultants, Accela and Springbrook, to complete implementation of the accounting package and will work on the billing system next.	<u>Anticipated Completion:</u> March 31, 2017

*Attachment #1 for Basic Measures of Success

^Attachment #2 for 2016/2017/2018 Success Measures

STRATEGIC ELEMENT #2 – Resource Management

Core Goals	Objectives	2016 Measures of Success*^	Progress Report	Completion Status
Ensure water quality meets desired quality standards	Water quality standards for SWRCB/Division of Drinking Water are met	<u>Action Item 2.A.:</u> Annual CCR by July 1st	<u>Action Item 2.A.:</u> Completed and mailed to customers in late June 2016. Posted to the MPWD website by July 1, 2016.	COMPLETED
Develop long-term resource sustainability through energy and water conservation measures	<p>Participate in BAWSCA water supply reliability and water conservation projects</p> <p>Develop plan for meeting SB7X per capita water demand goals (20% reduction by 2020)</p> <p>Monitor fuel and energy use to identify opportunities for improvement efficiencies</p>	<p><u>Action Item 2.B.:</u> Approve and transmit 2015 UWMP by July 1st deadline</p> <p><u>Action Item 2.C.:</u> Recommend customer portal for water savings access and history</p> <p><u>Action Item 2.D.:</u> Develop annual water conservation report</p>	<p><u>Action Item 2.B.:</u> Staff worked with consultant, ManageWater Now, over a 6-month period (beginning January 2016) and developed the 2015 UWMP and a new, more user-friendly WSCP. Progress reports were delivered to the Board each month. Public hearings were held on May 26, 2016, and June 23, 2016. The plans were adopted by the Board on June 23, 2016, and timely transmitted to the State by the July 1, 2016, deadline, and posted at the MPWD website.</p> <p><u>Action Item 2.C.:</u> In process. Project is budgeted and staff is working with Sensus for coordination with IT and implementation.</p> <p><u>Action Item 2.D.:</u> The first Water Conservation Report for FY 2014/2015 was distributed with the MPWD <i>Waterline</i> Winter 2015/2016 issue in January 2016. The FY 2015/2016 report is in process and intended to be delivered to customers with the MPWD <i>Waterline</i> Fall or Winter 2016/2017 issue.</p>	<p>COMPLETED</p> <p><u>Anticipated Completion:</u> March 31, 2017</p> <p>COMPLETED</p>

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		<p>Action Item 2.E.: Achieve SWRCB water conservation regulation program goals and timely compliance with reporting requirements</p>	<p>Action Item 2.E.: MPWD customers not only achieved the SWRCB water conservation program target of 20% but EXCEEDED it! Monthly reporting was timely submitted to the SWRCB and MPWD Board. The MPWD's self-certification was submitted on June 20, 2016, (conservation target 0%) for the new SWRCB program standards for June 2016 through January 2017.</p>	<p>COMPLETED</p>

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STRATEGIC ELEMENT #3 – Infrastructure Management and Operations

Core Goals	Objectives	2016 Measures of Success*^	Progress Report	Completion Status
Maintain operations and maintenance procedures	Develop standard operating procedures in accordance with best management practices as an organized manual	<p><u>Action Item 3.A.</u>: Complete O&M manual</p> <p><u>Action Item 3.B.</u>: Develop business interruption/resumption procedures to include with Emergency Response Plan</p>	<p><u>Action Item 3.A.</u>: In process. The Operations team continued its development of procedures for operational activities. Staff provided progress reports.</p> <p><u>Action Item 3.B.</u>: Will not be completed as planned by December 31, 2016.</p>	<p>Ongoing</p> <p><u>Anticipated Completion:</u> June 30, 2017</p>
Maintain long-term capital improvement plan	Review MPWD infrastructure modeling for assessment of capital improvement priorities, and assess other fixed assets in accordance with best management practices	<p><u>Action Item 3.C.</u>: Finalize implementation of 5-Year CIP</p> <p><u>Action Item 3.D.</u>: Construct Alameda de las Pulgas water main replacement project</p> <p><u>Action Item 3.E.</u>: Construct Karen Road water main replacement project</p>	<p><u>Action Item 3.C.</u>: In process. Since November 2015, the Board has discussed program, scheduling, and financing options for implementation of a 5-year CIP. Staff developed an Informational Summary and FAQs regarding the proposed MPWD CIP, which was posted to the website. The Board approved a \$20 million 5-Year CIP on May 23, 2016.</p> <p><u>Action Item 3.D.</u>: Construction completed, except for roadway striping. District Engineer delivered monthly progress reports.</p> <p><u>Action Item 3.E.</u>: Engineering design substantially completed (80%). Staff and District Engineer scheduled to meet on September 28, 2016, to finalize plans. This water main replacement will be bundled with others in the 5-Year CIP for construction cost savings.</p>	<p><u>Anticipated Completion:</u> Debit financing - November 30, 2016</p> <p>COMPLETED</p> <p><u>Anticipated Completion:</u> August 31, 2017</p>

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Core Goals	Objectives	2016 Measures of Success*^	Progress Report	Completion Status
		<p><u>Action Item 3.F.:</u> Complete MPWD water system storage analysis</p> <p><u>Action Item 3.G.:</u> Complete seismic evaluation of Dekoven and Hallmark storage tank sites</p> <p><u>Action Item 3.H.:</u> Continue AMI meter change-out program</p> <p><u>Action Item 3.I.:</u> Develop a long-range planning process for GM oversight and management</p>	<p><u>Action Item 3.F.:</u> Completed and provided and reported to Board on February 25, 2016.</p> <p><u>Action Item 3.G.:</u> Completed and provided and reported to Board on April 28, 2016, for Dekoven tank site, and July 28, 2016, for Hallmark tank site. Additional services were approved by the Board for the Hallmark tank site that should be completed by November 30, 2016.</p> <p><u>Action Item 3.H.:</u> Completed installation of AMI meters budgeted in FY 2015/2016. Staff provided monthly progress reports to the Board.</p> <p><u>Action Item 3.I.:</u> Will not be completed as planned by December 31, 2016. Staff will seek Board input and further direction.</p>	<p>COMPLETED</p> <p>COMPLETED</p> <p>COMPLETED</p> <p><u>Anticipated Completion:</u> March 31, 2017</p>

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Core Goals	Objectives	2016 Measures of Success*^	Progress Report	Completion Status
		<p><u>Action Item 4.E.:</u> Create a development program that will support Board functioning and expertise</p> <p><u>Action Item 4.F.:</u> Administer an MBTI workshop</p> <p><u>Action Item 4.G.:</u> Conduct training session on staff roles and responsibilities</p> <p><u>Action Item 4.H.:</u> Develop a proactive MPWD advocacy plan focusing on common constituent message development and community promotion</p>	<p><u>Action Item 4.E.:</u> Staff will seek Board input and further direction on creating a development program.</p> <p><u>Action Item 4.F.:</u> Completed the MBTI assessment and discussed results during a Special Board Meeting and workshop on May 25, 2016.</p> <p><u>Action Item 4.G.:</u> In process and will be coordinated with completion of KOFF & Associates Classification Study and Board's consideration of updated employee position descriptions.</p> <p><u>Action Item 4.H.:</u> In process. Staff and consultant, John Davidson d/b/a Jrocket77 Marketing & Design, have continued its commitment to quality customer messaging and promotion and consistent branding of the MPWD, including water conservation and community education workshops messages, press releases, updated vehicle graphics and installation, and website revisions.</p>	<p>Ongoing</p> <p>COMPLETED</p> <p><u>Anticipated Completion:</u> January 31, 2017</p> <p>Ongoing</p>

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STRATEGIC ELEMENT #5 – Financial Management

Core Goals	Objectives	2016 Measures of Success*^	Progress Report	Completion Status
<p>Establish and achieve annual budget trends</p>	<p>Complete annual budget process on a timely basis</p> <p>Monitor financial projections for accurate forecasting</p> <p>Maintain/monitor schedules of water rates, water capacity charges, and miscellaneous fees</p> <p>Update, monitor and implement capital plan</p>	<p><u>Action Item 5.A.:</u> After Board approval of fiscal year water rate schedule, develop and transmit water rate adjustment notice to customers</p> <p><u>Action Item 5.B.:</u> Complete development of and implement new financial management system</p> <p><u>Action Item 5.C.:</u> Develop and approve financing options for 5-Year CIP</p> <p><u>Action Item 5.D.:</u> Create plan for development of financial policy manual</p>	<p><u>Action Item 5.A.:</u> Staff worked with consultant, Bartle Wells & Associates, to review the MPWD’s finance projections for FY 2016/2017 that resulted in a Water Finance & Rate Update delivered to the Board at its regular meeting on April 24, 2016. A rates notice was prepared and transmitted to customers in June 2016. It was posted to the MPWD website and included within the FY 2016/2017 budget document.</p> <p><u>Action Item 5.B.:</u> In process. Accounting program implemented in late August 2016. Utility billing program is next. Monthly progress reports provided to the Board.</p> <p><u>Action Item 5.C.:</u> In process. Since November 2015, the Board has discussed program, scheduling, and financing options for implementation of a 5-year CIP. Staff developed an Informational Summary and FAQs regarding the proposed MPWD CIP, which was posted to the website. The Board approved a \$20 million 5-Year CIP on May 23, 2016.</p> <p><u>Action Item 5.D.:</u> In process concurrently with implementation of new Financial Management System.</p>	<p>COMPLETED</p> <p><u>Anticipated Completion:</u> June 30, 2017</p> <p><u>Anticipated Completion:</u> Debit financing - November 30, 2016</p> <p><u>Anticipated Completion:</u> June 30, 2017</p>

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		<p>Action Item 5.E.: Identify/evaluate MPWD real properties</p>	<p>Action Item 5.E.: In process. Staff is reviewing its list of real properties to ensure it is complete. These will be included within the asset management program as part of the new Financial Management System.</p>	<p>Anticipated Completion: March 31, 2017</p>

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