



2016 STRATEGIC PLAN

ATTACHMENT #2 2016/2017/2018 SUCCESS MEASURES

STRATEGIC ELEMENTS AND CORE GOALS	2016 MEASURES OF SUCCESS	2017 MEASURES OF SUCCESS	2018 MEASURES OF SUCCESS
<p>#1 – External Relationships and Customer Service</p> <p>Maintain effective working relationships with external agencies</p> <p>Maintain organizational standards that ensure a high level of service orientation for our ratepayers</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.D.</u>: Update MPWD website for online bill-pay in conjunction with new Financial Management System</p>	<p>Annual “State of MPWD” Address</p> <p>Continue coordination with cities of Belmont and San Carlos and County of San Mateo</p> <p>Review/Update MPWD website</p>	<p>Annual “State of MPWD” Address</p> <p>Continue coordination with cities of Belmont and San Carlos and County of San Mateo</p> <p>Review/Update MPWD website</p>
<p>#2 – Resource Management</p> <p>Ensure water quality meets desired quality standards</p> <p>Develop long-term resource sustainability through energy and water conservation measures</p>	<p><u>Action Item 2.A.</u>: Annual CCR by July 1st</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 and distribute annual Water Conservation Report by August 31st</p>	<p>Annual CCR by July 1st</p> <p>Annual Water Conservation Report by August 31st</p> <p>Comply with SWRCB water conservation regulation program requirements</p>	<p>Annual CCR by July 1st</p> <p>Annual Water Conservation Report by August 31st</p> <p>Comply with SWRCB water conservation regulation program requirements</p>

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	<p><u>Action Item 2.E.</u>: Achieve SWRCB water conservation regulation program goals and timely compliance with reporting requirements</p>		
<p>#3 – Infrastructure Management and Operations</p> <p>Maintain operations and maintenance procedures</p> <p>Maintain long-term capital improvement plan</p>	<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 (ERP)</p> <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.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>Review/Update ERP</p> <p>Review/Update CIP</p> <p>Construct identified capital projects</p> <p>Complete AMI meter installation</p> <p>Create long-range plan for MPWD</p> <p>Corrosion control survey/repair</p>	<p>Review/Update ERP</p> <p>Review/Update CIP</p> <p>Review/Update long-range plan for MPWD</p> <p>Leak detection survey/repair</p>
<p>#4 – Human Resources Management</p> <p>Develop and maintain systems and processes for effective workforce management</p> <p>Develop and maintain Board of Directors procedures for effective and transparent governance</p>	<p><u>Action Item 4.A.</u>: Approve new MPWD Personnel Manual</p> <p><u>Action Item 4.B.</u>: Update employee position descriptions</p> <p><u>Action Item 4.C.</u>: Create and approve Board Bylaws</p> <p><u>Action Item 4.D.</u>: Review plan of action for even-year ballot Proposition G</p> <p><u>Action Item 4.E.</u>: Create a development program that will</p>	<p>Review/Update Board Bylaws</p> <p>Continue Board development program</p> <p>Review MPWD Advocacy Plan</p>	<p>Review/Update Board Bylaws</p> <p>Continued Board development program</p> <p>Review MPWD Advocacy Plan</p> <p>Review/Update Personnel Manual</p> <p>Conduct total compensation study</p>

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	<p>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>Labor negotiations with MPWD Employees Association</p>
<p>#5 – Financial Management</p> <p>Establish and achieve annual budget trends</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.E.</u>: Identify/evaluate MPWD real properties</p>	<p>Analyze water rate adjustment and transmit notice to customers</p> <p>Complete transition to new financial management system; run concurrent accounting systems for 90 days</p> <p>Create quarterly report for CIP financing</p> <p>Begin creation of financial policy manual</p> <p>Develop recommendations for MPWD real properties</p>	<p>Analyze water rate adjustment and transmit notice to customers</p> <p>Continue quarterly reporting for CIP financing</p> <p>Approve financial policy manual</p>