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SPECIAL MEETING
OF THE BOARD OF DIRECTORS
OF THE MID-PENINSULA WATER DISTRICT

January 12, 2017
Belmont, California

1. **OPENING**

A. Call to Order:

The special meeting of the Mid-Peninsula Water District Board of Directors was called to order by President Stuebing at 6:09PM.

B. Establishment of Quorum:

PRESENT: Directors Stuebing, Warden, Vella, and Linvill

ABSENT: Director Zucca

A quorum was present.

ALSO PRESENT: General Manager Tammy Rudock, Operations Manager Rene Ramirez, District Secretary/Administrative Services Manager Candy Pina, District Counsel Joan Cassman, and District Treasurer Jeff Ira. District Engineer Joubin Pakpour was absent.

C. Pledge of Allegiance – The Pledge of Allegiance was led by Director Vella.

2. **PUBLIC COMMENTS**

None.

3. **AGENDA REVIEW: ADDITIONS/DELETIONS AND PULLED CONSENT ITEMS**

None.

4. **REGULAR BUSINESS AGENDA**

A. Receive General Manager's Report on 2016 Strategic Plan Accomplishments

Consultant Julie Brown, of Julie M. Brown and Associates who has worked for several years now with the Board of Directors on its strategic planning for the MPWD opened the discussion by stating she would like to focus on three main topics over the course of the evening: Retrospect, 2017 Plan, and Setting Priorities.

She then asked General Manager Rudock to reflect on what she considered to be the MPWD's top three 2016 accomplishments in retrospect and General Manager Rudock responded in order:

- CIP financing;
- UWMP; and
- MPWD Personnel Manual.

The Board of Directors shared its key 2016 accomplishments and Ms. Brown charted the following highlights:

- Completion of 2016 CIPs
- Rates Planning Process (capacity charges)
- Employee Personnel Manual

- 51 • Operational Improvements - specifically Alameda and Buckland Tanks
- 52 Capital Projects
- 53 • No major worker's compensation issues – employees seem satisfied, happy
- 54 and valued
- 55 • No significant project over-runs –staff showed expertise, institutional
- 56 knowledge and managed work exceptionally, etc...
- 57 • Staff's handling of Certificates Of Participation (COP) Sale Process for the
- 58 MPWD's CIP, resulting in significant infrastructure dollars received and an
- 59 outstanding credit rating
- 60 • Completion of the Hydraulic Model Process - staff collaboration and
- 61 agreement on priorities
- 62 • Outstanding Communications-to and with board/management, staff,
- 63 customers and other stakeholders
- 64 • Improved relations with City Partners
- 65 • Relationships with Consultants
- 66 • Website

67

68 **B. Develop Preliminary 2017 Strategic Plan**

69 General Manager Rudock summarized her staff recommendation priorities shortlist.

70 Twelve (12) items in order of strategic importance were shared and received Board

71 comments:

- 72 1. CIP/COPs – The Board commented that they would like to see a quarterly
- 73 audit report developed
- 74 2. Coordinate CIPs with Belmont Public Works, its Sewer Replacement CIP
- 75 and create a funding plan – The Board commented that they would like to
- 76 see the development of a Cooperation Agreement between the agencies.
- 77 Director Warden added that approach tactics to date are good; however an
- 78 overall strategy is necessary to achieve success. He further suggested that
- 79 to move things along the Board President should consider reaching out to
- 80 key City leadership via email.
- 81 3. Complete implementation of and transition to Accela/Springbrook Financial
- 82 Management System (FMS), including new accounting and billing systems
- 83 and upgraded MPWD website for online bill-pay
- 84 4. Comply with DDW/SWRCB regulations: Long-Term Urban Water
- 85 Conservation Policy – “A California Way of Life”
- 86 5. Complete Implementation of Sensus Customer Portal
- 87 6. Initiate development of MPWD Financial Control Policy Manual, focusing on
- 88 initial policies for: Debt Management, Reserve-Investment-Purchasing,
- 89 Accounts Payable, Receivables, Billing/Invoicing, Cash disbursement
- 90 (check-writing) policy, Customer billing and credit card management
- 91 7. Renew financial auditor's contract
- 92 8. Coordinate with Belmont Chamber of Commerce for presentation of annual
- 93 “State of the District” address
- 94 9. Update employee job descriptions and present organizational overview to
- 95 Board of Directors regarding staff roles and responsibilities
- 96 10. Review MPWD Personnel Manual for necessary updates/revisions
- 97 11. Complete development of bylaws for Board of Directors
- 98 12. Identify/evaluate MPWD real properties and present report to Board of
- 99 Directors to determine a course of action – Treasurer Ira commented that

100 he would like to see Priority No. 12: merged with those items listed in
101 Proposed Priority No. 6.
102

103 Several items not on staff's short list but within the Board's "radar":

- 104 1. Continue work on decreasing per capita costs - General Manager Rudock
105 advised that she will consult with District Engineer Pakpour with respect
106 to per capita costs as he has already done research on this.
- 107 2. Cost of services fees – the Board determined that they would like to see
108 this item moved onto the General Manager's 12 item shortlist of 2017
109 priorities.
110

111 General Manager Rudock was asked by Ms. Brown to reflect on 2016 accomplishments
112 and the associated planning process as a way to refine 2017 activities. She responded
113 by contrasting the sense of success and achievement felt by all with the shorter than
114 planned list of completed priorities. Despite the continued efforts at narrowing focus, and
115 the attention to planning and trainings in an effort to accommodate the desired vital few,
116 she believes the plan is still too lengthy. Board members responded with the following
117 comments:
118

- 119 • All involved need to remember that the Strategic Plan is a road map that
120 should allow for flexibility when needs or circumstances change.
- 121 • The highly effective communication between Board and staff has resulted in a
122 Board sense of trust, comfort and a desire to support staff requests for action
123 plan revisions when justifiable issues have arisen.
- 124 • The Board has appreciated staff responses to requests for detailed oriented
125 information and clarification of issues when requested.
- 126 • All agreed that the process has improved greatly, and will continue to refine
127 itself moving forward.
128

129 Director Warden added for the record that he feels he is never in the dark as far as
130 communications are concerned and Director Stuebing closed out the topic by sharing
131 that he feels as a group everyone is becoming better acquainted and more comfortable
132 with one another.
133

134 Staff and the Board agreed that the DRAFT 2017 Strategic Plan will be brought back at
135 the February 2017 Board meeting for review and additional input.
136

137 **C. Consider and Approve 2017 Director Assignments**

138 Director assignments for 2017 were discussed briefly and will remain unchanged with
139 the exception of Directors Stuebing and Warden's new assignment as HIA
140 representatives. The Board also discussed a venue change from the District office to the
141 Belmont Library for the 2017 "State of the District" Address, on which staff will follow up
142 and report back to the Board.
143

144 There were no changes to the MPWD's Vision and Mission Statements, or Strategic Goals.
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146 **D. Other Topics for the Good of the Order**

147 None.
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5. ADJOURNMENT

The meeting was adjourned at 7:59PM.


DISTRICT SECRETARY

APPROVED:


BOARD PRESIDENT

