



2016 STRATEGIC PLAN

ATTACHMENT #1 BASIC MEASURES OF SUCCESS

| STRATEGIC ELEMENTS | CORE GOALS | BASIC MEASURES OF SUCCESS |
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| #1 – External Relationships and Customer Service | <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>External relationships:</p> <ul style="list-style-type: none"> ▪ Attend HIA meetings ▪ Attend neighborhood meetings as appropriate ▪ Maintain presence at LAFCO meetings ▪ Attend local community City Council meetings ▪ Attend ACWA JPIA and Region 5 meetings ▪ Attend San Mateo CSDA meetings ▪ Attend SFPUC meetings ▪ Attend BAWSCA meetings ▪ Attend Belmont Operational coordination meetings <p>Conduct at least one community education event with BAWSCA</p> <p>Provide timely and useful customer communications</p> <p>Monitor customer satisfaction via a measurable survey</p> |
| #2 – Resource Management | <p>Ensure water quality meets desired quality standards</p> <p>Develop long-term resource sustainability through energy and water conservation measures</p> | <ul style="list-style-type: none"> ▪ Routine water testing and monitoring should meet SWRCB/Department of Drinking Water standards ▪ Prepare and transmit timely CCR ▪ Implement feasible water quality inspection recommendations <p>Maintain active involvement in BAWSCA water supply reliability and water conservation project activity</p> <p>Continue water use efficiency messaging to meet regional and statewide water conservation goals</p> <p>Support continued off-peak hour pumping</p> <p>Explore use of solar power as market costs drop</p> |
| #3 – Infrastructure Management | Maintain operations and | Monitor O&M procedures and revise as appropriate |

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| and Operations | <p>maintenance procedures</p> <p>Maintain long-term capital improvement plan</p> | <p>Continue coordination of CIP with City of Belmont and City of San Carlos</p> |
| #4 – Human Resources Management | <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> | <ul style="list-style-type: none"> ▪ Monitor recruitment/retention levers for funding/implementation action ▪ Review recruitment /hiring process plans ▪ Meet and confer with MPWD Employee Association as applicable ▪ Maintain organization chart ▪ Create organizational succession plan ▪ Plan annual training plan/calendar around available budget funds ▪ Regular GM/staff meetings and communications ▪ Develop/update and maintain administrative procedures ▪ Recognize employee service milestones ▪ Celebrate employee accomplishments ▪ Monitor staff job satisfaction ▪ Review Employee Safety and Loss Prevention Program ▪ Fiscal Year safety incident and loss prevention report to Board <p>Create/maintain/update Board of Directors policies</p> |
| #5 – Financial Management | <p>Establish and achieve annual budget trends</p> | <p>Review proposed fiscal year SFPUC water rate charges and consider MPWD water rate adjustment</p> <p>Budget process addressing District priorities completed by June 30</p> <p>Review performance on a monthly basis so that targeted allocation is achieved</p> <p>Comprehensive budget document, including charts/graphs</p> <p>Apply for budget and/or financial transparency certification</p> <p>Incorporate and fund capital plan priorities in annual budget</p> <p>Incorporate modeling into annual budgeting process; use tools to develop scenario that can be used as operating circumstances change</p> |