



# MID-PENINSULA WATER DISTRICT

## ***2019-2020 STRATEGIC PLAN***

*February 28, 2019*

Board of Directors:

Louis Vella, President  
Matt Zucca, Vice President  
Dave Warden, Director  
Brian Schmidt, Director  
Kirk Wheeler, Director

Appointed Officials:

Julie Sherman, District Counsel  
Joubin Pakpour, District Engineer  
Jeff Ira, District Treasurer

Executive Staff:

Tammy Rudock, General Manager  
Candy Pina, Board Secretary/Administrative Services Manager  
Rene Ramirez, Operations Manager



February 28, 2019

### **MISSION STATEMENT**

The mission of the Mid-Peninsula Water District is to deliver a safe, high quality, reliable supply of water for current and future generations in a cost effective, environmentally sensitive and efficient manner.

### **VISION STATEMENT**

The MPWD strives to be recognized by our ratepayers, the community we serve, and other agencies for our outstanding service and enlightened water conservation programs. We will employ innovative approaches to water and energy sustainability to achieve cutting edge environmental efficiency and a competitive rate structure. We will commit ourselves to provide community information and water education.

### **STRATEGIC GOALS**

1. To effectively manage the water resources, demands and infrastructure for the District.
2. To operate the District at the highest level of service to ratepayers at the lowest expense.
3. To maintain an environment that fosters open and candid communication with the community, ratepayers, staff, and directors.
4. To keep current with water issues and industry best management standards.

## INTRODUCTION

The Mid-Peninsula Water District (MPWD) Board of Directors holds its special strategic planning session in January of each year, and this year it was on January 10, 2019. The planning session was facilitated by consultant, Julie Brown, and she started with identification by Directors and staff of the most notable MPWD accomplishments from the 2017-2018 plan period:

- Cost of service updates.
- Implementation of financial management system, including billing system improvements.
- Pre-funding OPEB and Pension liabilities.
- Delivering on MPWD capital program commitments.
- Working safe.
- Successful completion of labor negotiations.
- Completion of new employee performance descriptions.
- Completion of total compensation study and development of new Compensation Plan.
- Staff leadership development.
- Completion of joint capital project with City of Belmont.
- Rules of the Board approved.
- Financial management continued to be sound.
- Took longer, broader views of work (rates and charges, finances, capital program).
- Continued to “run the business” with a small group of individuals.

Priority items were identified and discussed by Directors and staff for the 2019-2020 Strategic Plan and are included in the attached plan documents. Basic measures for success are identified in Attachment 1.

For 2019, there were no changes for the MPWD Vision and Mission Statements, and Strategic Goals. Director Assignments were updated and that roster is also attached.

Staff's reports dated December 29, 2017, and January 10, 2019, on MPWD 2017 and 2018 Accomplishments, respectively, are attached for information at the end of the plan documents.

## 2019-2020 STRATEGIC PLAN

### STRATEGIC ELEMENT #1 – External Relationships and Customer Service

Core Goals/Objectives	2019 Measures of Success*	2020 Measures of Success
<p><b>Goal:</b> Maintain effective working relationships with external agencies</p> <p><b>Objectives:</b> <i>Maintain appropriate agency presence in local, regional and state industry organizations and activities</i></p> <p><i>Maintain outreach and project coordination with City of Belmont, City of San Carlos, and the County of San Mateo</i></p>	<p><b>Priority No. 1-1/19:</b> Coordinate with Belmont Chamber of Commerce for presentation of 2019 “State of the District – <i>Celebrating 90 Years of Service</i>” address.</p> <p><b>Priority No. 1-2/19:</b> Coordinate meeting between Belmont city officials and MPWD officials for continued project coordination and efficiencies.</p>	<p><b>Priority No. 1-1/20:</b> Coordinate with Belmont Chamber of Commerce for presentation of 2020 “State of the District” address.</p> <p><b>Priority No. 1-2/20:</b> Develop coordination agreement between MPWD and City of Belmont for long-term strategy.</p>
<p><b>Goal:</b> Maintain organizational standards that ensure a high level of service orientation for our ratepayers</p> <p><b>Objective:</b> <i>Provide ratepayers with prompt, professional and courteous service</i></p>	<p><b>Priority No. 1-3/19:</b> Implement new customer account/service fees.</p> <p><b>Priority No. 1-4/19:</b> Continue website maintenance and data updates and apply for SDFL District Transparency Certificate of Excellence.</p>	<p><b>Priority No. 1-3/20:</b> Upgrade website for increased transparency and user-friendly resources.</p>

**STRATEGIC ELEMENT #2 – Resource Management**

Core Goals/Objectives	2019 Measures of Success*	2020 Measures of Success
<p><b>Goal:</b> Ensure water quality meets desired quality standards</p> <p><b>Objective:</b> <i>Water quality standards for SWRCB/Division of Drinking Water are met</i></p>	<p><b>Priority No. 2-1/19:</b> Annual CCR by July 1<sup>st</sup>.</p> <p><b>Priority No. 2-2/19:</b> Continue distribution system unidirectional flushing program.</p>	<p><b>Priority No. 2-1/20:</b> Annual CCR by July 1<sup>st</sup>.</p> <p><b>Priority No. 2-2/20:</b> Continue distribution system unidirectional flushing program.</p>
<p><b>Goal:</b> Develop long-term resource sustainability through energy and water conservation measures</p> <p><b>Objectives:</b> <i>Participate in BAWSCA water supply reliability and water conservation projects</i></p> <p><i>Develop plan for meeting SB7X per capita water demand goals (20% reduction by 2020)</i></p> <p><i>Monitor fuel and energy use to identify opportunities for improvement efficiencies</i></p>	<p><b>Priority No. 2-3/19:</b> Promote online Sensus Customer Portal with public outreach.</p> <p><b>Priority No. 2-4/19:</b> Annual MPWD Conservation Report to customers by September 30<sup>th</sup>.</p> <p><b>Priority No. 2-5/19:</b> Comply with DDW/SWRCB regulations: Long-Term Urban Water Conservation Policy – “A California Way of Life”:</p> <ul style="list-style-type: none"> <li>A. Prepare for regulatory leak detection monitoring/reporting.</li> <li>B. Prepare for new service shut-off regulations.</li> <li>C. Prepare for implementation of Low Income Water Rate Assistance Program.</li> </ul>	<p><b>Priority No. 2-3/20:</b> Continue compliance with DDW/SWRCB regulations: Long-Term Urban Water Conservation Policy – “A California Way of Life”.</p> <p><b>Priority No. 2-4/20:</b> Annual MPWD Water Conservation Report to customers by September 30<sup>th</sup>.</p>

\*Attachment #1 for Basic Measures of Success

**STRATEGIC ELEMENT #3 – Infrastructure Management and Operations**

Core Goals/Objectives	2019 Measures of Success*	2020 Measures of Success
<p><u>Goal:</u> Maintain operations and maintenance procedures</p> <p><u>Objective:</u> <i>Develop standard operating procedures in accordance with best management practices as an organized manual</i></p>	<p><b>Priority No. 3-1/19:</b> Complete updated Emergency Response Plan.</p> <p><b>Priority No. 3-2/19:</b> Review/revise/update Water Service Ordinance No. 103.</p> <p><b>Priority No. 3-3/19:</b> Continue development of O&amp;M Manual.</p>	<p><b>Priority No. 3-1/20:</b> Finalize development of O&amp;M manual.</p> <p><b>Priority No. 3-2/20:</b> Develop records/email retention policy.</p> <p><b>Priority No. 3-3/20:</b> Develop business interruption/resumption procedures.</p>
<p><u>Goal:</u> Maintain long-term capital improvement plan</p> <p><u>Objective:</u> <i>Review MPWD infrastructure modeling for assessment of capital improvement priorities, and assess other fixed assets in accordance with best management practices</i></p>	<p><b>Priority No. 3-4/19:</b> Continued CIP:</p> <p>A. Construct Hillcrest Pressure Regulating Station.</p> <p>B. Construct FY 2018/2019 water main replacements:</p> <ol style="list-style-type: none"> <li>1. Notre Dame Avenue Loop Closure;</li> <li>2. Zone 5 Fire Hydrant Upgrades;</li> <li>3. Civic Lane Improvements; and</li> <li>4. Tahoe Drive Area Improvements.</li> </ol> <p>C. Complete engineering design and construct El Camino Real WMR.</p> <p>D. Complete engineering design:</p> <ol style="list-style-type: none"> <li>1. Phase 1 – SR 101 Crossing at PAMF Medical Center;</li> <li>2. Old County Road WMR;</li> <li>3. Dekoven Tanks Replacement;</li> <li>4. Dekoven Tank Utilization Project; and</li> <li>5. Belmont Canyon Road Improvements.</li> </ol> <p>E. Complete AMI meter change-out project.</p> <p>F. Continue coordination of capital improvement projects with surrounding local agencies (Belmont, San Carlos, San Mateo City/County).</p> <p><b>Priority No. 3-5/19:</b> Review and update Comprehensive System Analysis and CIP (dated August 19, 2016), including cost estimates, and plan for execution.</p>	<p><b>Priority No. 3-4/20: Pending Board approval of UPDATED Comprehensive System Analysis and CIP - Continued CIP:</b></p> <p>A. Construct:</p> <ol style="list-style-type: none"> <li>1. Phase 1 – SR 101 Crossing at PAMF Medical Center;</li> <li>2. Old County Road WMR;</li> <li>3. Dekoven Tanks Replacement;</li> <li>4. Dekoven Tank Utilization Project; and</li> <li>5. Belmont Canyon Road Improvements.</li> </ol> <p>B. Complete engineering design:</p> <ol style="list-style-type: none"> <li>1. Williams Avenue, Ridge Road, Hillman Avenue Improvements; and</li> <li>2. Monte Cresta Drive/Alhambra Drive Improvements.</li> </ol> <p><b>Priority No. 3-5/20:</b> Demolish abandoned pump station at 1510 Folger.</p> <p><b>Priority No. 3-6/20:</b> Develop capital project to rehabilitate MPWD Operations Center at 3 Dairy Lane.</p>

**STRATEGIC ELEMENT #4 – Human Resources Management**

Core Goals/Objectives	2019 Measures of Success*	2020 Measures of Success
<p><b>Goal:</b> Develop and maintain systems and processes for effective workforce management</p> <p><b>Objectives:</b> <i>Develop/maintain effective workforce to meet organizational needs</i></p> <p><b>Maintain:</b></p> <ul style="list-style-type: none"> <li>▪ <i>Appropriate communication channels with employees</i></li> <li>▪ <i>Positive work environment and employee satisfaction</i></li> <li>▪ <i>Organizational human resources policy manual</i></li> </ul>	<p><b>Priority No. 4-1/19:</b> Review and update MPWD Personnel Manual.</p> <p><b>Priority No. 4-2/19:</b> With employee involvement, create updated performance evaluation tool and update annual review process.</p>	<p><b>Priority No. 4-1/20:</b> Implement updated employee performance review tool and process.</p> <p><b>Priority No. 4-2/20:</b> Reorganization for 2021 employee succession planning, including General Manager position.</p>
<p><b>Goal:</b> Develop and maintain Board of Directors procedures for effective and transparent governance</p> <p><b>Objective:</b> <i>Develop and maintain Board of Directors policies and procedures</i></p>	<p><b>Priority No. 4-3/19:</b> Review/update Rules of the Board for SDLF District Transparency Certificate of Excellence.</p>	<p><b>Priority No. 4-3/20:</b> Create a development program that will support Board functioning and expertise.</p>

**STRATEGIC ELEMENT #5 – Financial Management**

Core Goals/Objectives	2019 Measures of Success*	2020 Measures of Success
<p><b>Goal:</b> Establish and achieve annual budget trends</p> <p><b>Objectives:</b> <i>Complete annual budget process on a timely basis</i></p> <p><i>Monitor financial projections for accurate forecasting</i></p> <p><i>Maintain/monitor schedules of water rates, water capacity charges, and miscellaneous fees</i></p> <p><i>Update, monitor and implement capital plan</i></p>	<p><b>Priority No. 5-1/19:</b> Complete transition to full AMI system billing, including one billing cycle for all customers.</p> <p><b>Priority No. 5-2/19:</b> Continue quarterly reporting on 2016 COP financial status.</p> <p><b>Priority No. 5-3/19:</b> Discuss potential \$8 million funding gap in 2016 COP CIP and plan alternatives.</p> <p><b>Priority No. 5-4/19:</b> Develop long-term financial forecast model and 10-year financial plan.</p> <p><b>Priority No. 5-5/19:</b> Create financial plan policy for PARS OPEB and PRSP liabilities.</p> <p><b>Priority No. 5-6/19:</b> Determine whether water rate study will be needed for next 5-year plan for Proposition 218 hearing process.</p> <p><b>Priority No. 5-7/19:</b> Continue development of MPWD Financial Control Policy Manual, including the review/update and/or development of the following policies:  A. Procurement policy (2005);  B. Accounts payable/receivable policy;  C. Billing/Invoicing policy;  D. Cash disbursement (check-writing) policy;  E. Customer Billing policy; and  F. Credit card management policy.</p>	<p><b>Priority No. 5-1/20:</b> Complete 5- year water rate plan noticing to customers, conduct Proposition 218 hearing, and adopt rate plan effective July 1, 2020.</p> <p><b>Priority No. 5-2/20:</b> Continue quarterly reporting on 2016 COP financial status.</p> <p><b>Priority No. 5-3/20:</b> Continued review/update and development of MPWD financial control policies:  A. Investment policy (2007);  B. Compensation and Expense Reimbursement for Board Members (2007); and  C. Capitalization policy (2013).</p> <p><b>Priority No. 5-4/20:</b> Update Conflict of Interest Code as needed.</p> <p><b>Priority No. 5-5/20:</b> Cost-of-service fees review and update.</p> <p><b>Priority No. 5-6/20:</b> Review capacity charges and water demand offset fees and consider CPI adjustments.</p>



## 2019-2020 STRATEGIC PLAN

### ATTACHMENT #1 BASIC MEASURES OF SUCCESS

STRATEGIC ELEMENTS	CORE GOALS	BASIC 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>External relationships:</p> <ul style="list-style-type: none"> <li>▪ Attend HIA meetings</li> <li>▪ Attend neighborhood meetings as appropriate</li> <li>▪ Maintain presence at LAFCO meetings</li> <li>▪ Attend local community City Council meetings</li> <li>▪ Attend ACWA JPIA and Region 5 meetings</li> <li>▪ Attend San Mateo CSDA meetings</li> <li>▪ Attend SFPUC meetings</li> <li>▪ Attend BAWSCA meetings</li> <li>▪ Attend Belmont Operational coordination meetings</li> </ul> <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> <p>Proactive MPWD advocacy focusing on common constituent message development and community promotion</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>	<ul style="list-style-type: none"> <li>▪ Routine water testing and monitoring should meet SWRCB/Department of Drinking Water standards</li> <li>▪ Prepare and transmit timely CCR</li> <li>▪ Implement feasible water quality inspection recommendations</li> <li>▪ Maintain active involvement in BAWSCA water supply reliability and water conservation project activity</li> <li>▪ Continue water use efficiency messaging to meet regional and statewide water conservation goals</li> <li>▪ Support continued off-peak hour pumping</li> <li>▪ Explore use of solar power as market costs drop</li> </ul>

STRATEGIC ELEMENTS	CORE GOALS	BASIC MEASURES OF SUCCESS
#3 – Infrastructure Management and Operations	<p>Maintain operations and maintenance procedures</p> <p>Maintain long-term capital improvement plan</p>	<p>Monitor O&amp;M procedures and revise as appropriate</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"> <li>▪ Monitor recruitment/retention levers for funding/implementation action</li> <li>▪ Review recruitment /hiring process plans</li> <li>▪ Meet and confer with MPWD Employee Association as applicable</li> <li>▪ Maintain organization chart</li> <li>▪ Create organizational succession plan</li> <li>▪ Plan annual training plan/calendar around available budget funds</li> <li>▪ Regular GM/staff meetings and communications</li> <li>▪ Develop/update and maintain administrative procedures</li> <li>▪ Recognize employee service milestones</li> <li>▪ Celebrate employee accomplishments</li> <li>▪ Monitor staff job satisfaction</li> <li>▪ Review Employee Safety and Loss Prevention Program</li> <li>▪ Fiscal Year safety incident and loss prevention report to Board</li> </ul> <p>Create/maintain/update Board of Directors policies</p> <p>Review Annual Planning Schedule for Board of Directors for updates</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 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>



DATE: December 29, 2017

TO: MPWD Board of Directors

FROM: Tammy Rudock  
General Manager

RE: Summary of Significant 2017 MPWD Accomplishments

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## SIGNIFICANT MPWD ACCOMPLISHMENTS IN 2017

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### **1. FINANCE**

- A. Quarterly reporting initiated for 2016 COP CIP, including reconciliation report and project fund report and tracking graph. Reports presented to Board at regular meetings in April, July, and October 2017.
- B. Increased cash reserves--\$6.5 million to date—and MPWD options, including pre-funding CalPERS UAL (Unfunded Accrued Liability)--\$1.8 million via PARS PRSP (Pension Rate Stabilization Program), and potential to fund remaining balance of the PARS OPEB (Other Post-Employment Benefits)--\$2.4 million liability less \$900,000 OPEB balance = \$1.5 million.
- C. Completed FMS transition and utility billing system, including public outreach and implementation of new bill pay online at MPWD website.
- D. Settled claims/change orders with R. J. Gordon Construction, Inc., regarding Alameda de las Pulgas Water Main Replacement project. \$55K compared to almost \$200K demanded in claims/change orders.
- E. Effective 01/01/17, lowest cost healthcare plan coverage, or CDHP, implemented at MPWD. This has far reaching impacts for cost savings because employee continues to have a choice in coverage, but will be responsible for the difference in cost, and employees will pay a percentage of the annual increase in premiums.
- F. Initiated policy development beginning with Debt Management Policy and Cash Reserve Policy.

### **2. CAPITAL**

- A. 2016 COP CIP initiated:
  - i. Construction of 2017 Water Main Replacement Project;
  - ii. Engineering design commenced on 2018 Water Main Replacement Project;
  - iii. Engineering design commenced on SR 101 Crossing @ PAMF;

- iv. Engineering design commenced on El Camino Real WMR; and
  - v. Engineering design commenced on Old County Road WMR.
- B. Joint Agreement between MPWD and City of Belmont finalized and engineering design completed on water mains (Davey Glen, Belburn/Academy, and Francis) that will be replaced in coordination with Belmont's sewer system upgrades.

### **3. ORGANIZATION/OPERATIONS**

- A. Adopted revised MPWD Personnel Manual effective October 26, 2017. All employee acknowledgments were signed.
- B. Implemented redesigned MPWD website, including expanded CIP webpage and much more data and information. Working with SDLF on transparency certification.
- C. Continued communication sessions and safety meetings, and included several "lunch and learn" sessions with staff. Participated in Operations team meetings as well.
- D. No new litigation initiated in 2017. Managed litigation filed against the MPWD along with liability carriers and defense teams. Dismissed by plaintiff: *Samir Shaikh, et ux. v. MPWD*, San Mateo County Case No. 538041, and Judgment awarded in favor of MPWD: *Maskay, Inc., d/b/a Eurotech, et al. v. MPWD*, San Mateo County Case No. 536467.
- E. Managed several liability and property claims (resulting from water main breaks) with the ACWA JPIA, including a large cross-country water main and numerous claims.

### **4. WATER CONSERVATION/EFFICIENCY**

- A. There was no mandatory or voluntary conservation target this year as a result of the abundance of precipitation, but the MPWD continued monthly reporting to SWRCB, public education, local student field trips, annual water use awareness calendar contest, and customer messaging.
- B. Participated in numerous community events, including Belmont National Night Out, Belmont Earth Day, and Belmont Public Works Day.
- C. Co-sponsored three community education events with BAWSCA at MPWD:
  - i. *Parent/Child Workshop: Basic Horticulture 101* (May 11, 2017); and
  - ii. *Parent/Child Workshop: Edible Gardening* (November 14, 2017).



DATE: January 10, 2019

TO: MPWD Board of Directors

FROM: Tammy Rudock  
General Manager

RE: Summary of Significant 2018 MPWD Accomplishments

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## SIGNIFICANT MPWD ACCOMPLISHMENTS IN 2018

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### 1. FINANCE

- A. Quarterly reporting refined for 2016 COP CIP, including reconciliation report and project fund report and tracking graph. Reports presented to Board at regular meetings in April, July, and October 2018.
- B. Developed and implemented new cash reserve and debt management policies.
- C. Pre-funded remaining balance of the PARS OPEB (Other Post-Employment Benefits)--\$2.4 million liability less \$900,000 OPEB account balance = \$1.5 million.
- D. Pre-funded CalPERS Pension Liability (UAL—Unfunded Accrued Liability portion)--\$1.6 million via PARS PRSP (Pension Rate Stabilization Program).
- E. FYE June 30, 2018 financial audit completed with unqualified opinion.
- F. Completed GASB 75 OPEB for FYE June 30, 2017 actuarial analysis and report and presented to Board (now required every two years).
- G. Continued FMS (Financial Management System) transition and utility billing system improvements, including public outreach for online bill pay.
- H. Updated Water Capacity Charges and Water Demand Offset Fees effective 10/01/18.
- I. Updated Miscellaneous Fees Schedule for implementation effective 01/01/19. Public outreach included all customers and more with targeted accounts.
- J. Effective 01/01/17, the CDHP (Consumer Driven Health Plan) was implemented as the standard plan cost at MPWD. This has far reaching impacts for cost savings because employee continues to have a choice in coverage, but will be responsible for the difference in cost, and employees will pay a percentage of the annual increase in premiums.

### 2. CAPITAL

- A. Continued 2016 COP CIP:
  - i. Completed construction of 2017 Water Main Replacement Project;
  - ii. Hillcrest Pressure Regulating Station project out to bid.

- iii. Engineering design completed for 2018 Water Main Replacement Project;
  - iv. Engineering design at 90% for SR 101 Crossing @ PAMF;
  - v. Engineering design at 60% for El Camino Real WMR;
  - vi. Engineering design at 30% for Old County Road WMR;
  - vii. Engineering design initiated for Dekoven Tanks Replacement project.
- B. Completed construction of water main replacements (Davey Glen, Belburn/Academy, and Francis) joint project with City of Belmont’s sewer system upgrades.
  - C. AMI change-out program continued. Anticipated completion by FYE 2019.

### **3. ORGANIZATION/OPERATIONS**

- A. Managed a large volume of planning and development activities, including developer meetings, USA locates, service upgrades, and new service installations.
- B. Maintained updated MPWD website, including expanded CIP webpage. Application for CSDA (California Special District Association) SDLF (Special District Leadership Foundation) transparency certification to be filed by 02/28/19.
- C. Continued communication sessions and safety meetings, and included several “lunch and learn” sessions with staff. Participated in Operations team meetings as well.
- D. Worked with ACWA (Association of California Water Agencies) JPIA (Joint Powers Insurance Authority) and settled litigation—*Felactu, et ux. v MPWD*.
- E. Managed several liability and property claims (resulting from water main breaks) with the ACWA JPIA.
- F. Reorganization (for succession planning) completed for recruitment of up to three (3) Water System Operator positions in anticipation of upcoming employee retirements. One (1) part-time Accountant (no benefits) also added.
- G. Successfully bargained and executed a 5-year labor agreement with the MPWD Employee Association.

### **4. WATER CONSERVATION/EFFICIENCY**

- A. Published annual Water Conservation report and distributed to customers.
- B. Continued detailed quarterly water conservation activity updates (attached to GM report).
- C. There was no mandatory or voluntary conservation target this year, but the MPWD continued monthly reporting to SWRCB (State Water Resources Control Board), public outreach/education on water conservation, local student field trips, annual water use awareness calendar contest, and customer messaging.
- D. Participated in numerous community events, including Belmont National Night Out, Belmont Earth Day, and Belmont Public Works Day. Jonathan Anderson, Water System Operator, placed second in the first annual San Mateo County Roadeo event. The San Jose Chapter of the APWA (American Public Works Association) funded travel and hotel expenses for Jonathan to participate in the nation event in Kansas City, and the MPWD paid for meals and incidental expenses.
- E. Co-sponsored two community education events with BAWSCA at MPWD:
  - i. *Parent/Child Workshop: Attracting Good Bugs to Your Garden* (June 2, 2018); and
  - ii. *DIY Workshop: Design Your Own Native Garden* (October 16, 2018).