



## **AGENDA**

### **1. OPENING**

- A. Call to Order
- B. Establishment of Quorum
- C. Pledge of Allegiance

### **2. PUBLIC COMMENT**

Members of the public may now address the Board on any item of interest within the jurisdiction of the Board but not on its agenda today. In compliance with the Brown Act, the Board cannot discuss or act on items not on the agenda. Please complete a speaker's form and give it to the District Secretary. Each speaker is limited to three (3) minutes.

### **3. AGENDA REVIEW: ADDITIONS/DELETIONS**

### **4. REGULAR BUSINESS**

- A. Receive General Manager's Report on 2017-2018 Strategic Plan Accomplishments
- B. Develop Preliminary 2019-2020 Strategic Plan
- C. Consider and Approve 2019-2020 Director Assignments
- D. Other Topics for the Good of the Order

### **5. CLOSED SESSION**

REVIEW PUBLIC EMPLOYEE DISCIPLINE DETERMINATION  
Government Code §54957(b)

### **6. RECONVENE TO OPEN SESSION**

### **7. ADJOURNMENT**

This agenda was posted at the Mid-Peninsula Water District's office, 3 Dairy Lane, in Belmont, California, and on its website at [www.midpeninsulawater.org](http://www.midpeninsulawater.org).

#### ACCESSIBLE PUBLIC MEETINGS

*Upon request, the Mid-Peninsula Water District will provide written agenda materials in appropriate alternative formats, or disability-related modification or accommodation (including auxiliary aids or services), to enable individuals with disabilities to participate in public meetings. Please contact the District Secretary at (650) 591-8941 to request specific materials and preferred alternative format or auxiliary aid or service at least 48 hours before the meeting.*



**AGENDA ITEM NO. 4.A.**

DATE: January 10, 2019  
TO: Board of Directors  
FROM: Tammy Rudock, General Manager

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**SUBJECT: RECEIVE GENERAL MANAGER’S REPORT ON 2017-2018 STRATEGIC PLAN ACCOMPLISHMENTS**

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**RECOMMENDATION**

Receive report from General Manager on the MPWD 2017-2018 Strategic Plan accomplishments.

**FISCAL IMPACT**

None.

**DISCUSSION**

Staff’s updated Progress Report dated January 2, 2019, on the MPWD 2017-2018 Strategic Plan is attached.

Also attached are my reports on MPWD 2017 and 2018 Strategic Plan accomplishments.

Attachments: Progress Report on MPWD 2017-2018 Strategic Plan (January 2, 2019)  
GM Reports on MPWD 2017 and 2018 Strategic Plan Accomplishments

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BOARD ACTION: APPROVED:\_\_\_\_ DENIED:\_\_\_\_ POSTPONED:\_\_\_\_ STAFF DIRECTION:\_\_\_\_  
UNANIMOUS\_\_\_\_ VELLA\_\_\_\_ ZUCCA\_\_\_\_ WARDEN\_\_\_\_ SCHMIDT\_\_\_\_ WHEELER\_\_\_\_



**2017-2018 STRATEGIC PLAN  
PROGRESS REPORT  
January 2, 2019**

**2017 MEASURES OF SUCCESS AND 2018 ACTION ITEMS**

Strategic Element #1 – External Relationships and Customer Service	PRIORITY NOS. 10, 11 ACTION ITEMS 1.A., 1.B., 1.C
Strategic Element #2 – Resource Management	PRIORITY NOS. 6, 9, 13 ACTION ITEMS 2.A., 2.B., 2.C.
Strategic Element #3 – Infrastructure Management and Operations	PRIORITY NOS. 1, 2, 3, 4, 5, 17 ACTION ITEMS 3.A., 3.B., 3.C., 3.D., 3.E., 3.F.
Strategic Element #4 – Human Resources Management	PRIORITY NOS. 12, 18 ACTION ITEMS 4.A., 4.B., 4.C., 4.D.
Strategic Element #5 – Financial Management	PRIORITY NOS. 7, 8, 14, 15, 16 ACTION ITEMS 5.A., 5.B., 5.C., 5.D., 5.E., 5.F., 5.G.

**2017 MEASURES OF SUCCESS**

<b>PRIORITY NO.</b>	<b>MEASURE</b>	<b>2018 STATUS</b>
1	5-Year CIP (2016 COP) A. Construct water main replacements: 1. Karen Road; 2. Mezes Avenue; 3. Arthur Avenue; 4. South Road; and 5. Folger Drive. B. Construct Hillcrest Regulating Station. C. Engineering design: 1. Notre Dame Avenue Loop Closure; 2. North Road Cross Country/Davey Glen Road Improvements; 3. Civic Lane Improvements; and 4. Tahoe Drive Area Improvements. D. Solicit SOQs for engineering design/construction management services for Old County Road WMR, SR 101 Crossing at PAMF Hospital, El Camino Real WMR; and Dekoven Tanks Replacement. E. Solicit proposals from contractors for water main replacement construction services. F. Solicit proposals from consultants for project inspection services. G. Initiate engineering design (2-year process): 1. Old County Road WMR; 2. El Camino WMR; and 3. Dekoven Tanks Replacement.	A. Completed. B. Out to bid. Projected completion by 06/30/19. C. Engineering design completed. Projected completion by 06/30/19. D. Completed. Professional Services Contract for Dekoven Tanks Replacement project approved on December 20, 2018. E. See item C. above. F. MPWD Operations staff continued construction inspection services on WMR CIP projects. Executed contracts for CM/CI (Construction Management/Construction Inspection) services with three (3) firms for Old County Road WMR, SR 101 Crossing at PAMF Hospital, and El Camino Real WMR projects. G. In progress. Old County Road WMR at 30% engineering design; El Camino WMR at 60% engineering design; and SR 101 Crossing at PAMF at 90% engineering design. Dekoven Tanks Replacement project will be initiated in 1 <sup>st</sup> quarter 2019.

<b>PRIORITY NO.</b>	<b>MEASURE</b>	<b>2018 STATUS</b>
2	Coordinate capital improvement projects with Belmont Public Works Department and its Sewer Replacement CIP and create a funding plan. A. Francis (CIP #15-51) \$425,000; B. Davey Glenn (CIP# 15-43) \$680,000; and C. Academy (CIP# 15-53) \$270,000.	MPWD portion of coordinated joint completed.
3	Continue AMI meter change-out program.	Completed in FY 2017/2018.
4	Complete structural evaluation of abandoned pump station at 1510 Folger.	Completed.
5	Complete structural and seismic evaluation of MPWD Operations Center at 3 Dairy Lane.	Completed, including amendment to add geotechnical services for liquefaction analysis.
6	Achieve SWRCB water conservation regulation program goals and timely compliance with reporting requirements, including annual Water Conservation Report (WCR) to customers by September 30 <sup>th</sup> .	Completed.
7	Develop quarterly audit report on 2016 COP financial status.	Completed.
8	Complete implementation of and transition to Accela/Springbrook Financial Management System (FMS), including new accounting and billing systems, and online bill-pay.	Completed.
9	Complete implementation of Sensus Customer Portal.	Completed.
10	Update MPWD website, including online bill-pay in conjunction with new Financial Management System. Report on update.	Completed.
11	Coordinate with Belmont Chamber of Commerce for presentation of annual "State of the District" address.	To be determined by Board.
12	Approve updated employee position descriptions and present organizational overview to Board of Directors regarding staff roles and responsibilities.	Completed.
13	Annual CCR by July 1 <sup>st</sup> .	Completed.
14	Renew financial auditor's contract.	Completed.
15	Initiate development of MPWD Financial Control Policy Manual, including the following policies: A. Debt management policy, including identification/evaluation of MPWD real properties; B. Reserve policy update (2007);	A. Completed. B. Completed. C. Proposed for carryover to 2019. D. Proposed for carryover to 2019.

<b>PRIORITY NO.</b>	<b>MEASURE</b>	<b>2018 STATUS</b>
	C. Investment policy update (2007); and D. Purchasing policy update (2005).	
16	Create and present annual analysis of water rates within the Regional Water System.	MPWD water rates were not increased in FY 2017/2018. Water Rate Update completed in March 2018 for FY 2018/2019 adjustment of 4.1% to rates.
17	Continue development of O&M Manual.	In progress and ongoing. Operations team leaders reviewed SOPs and manual development on a monthly basis.
18	Develop bylaws for Board of Directors.	Completed.

**2018 ACTION ITEMS**

<b>ITEM NO.</b>	<b>ACTION</b>	<b>2018 STATUS</b>
1.A.	Coordinate with Belmont Chamber of Commerce for presentation of annual “State of MPWD” address.	To be determined by Board.
1.B.	Develop Coordination Agreement between MPWD and City of Belmont for long-term strategy.	Further direction needed during 2019-2020 Strategic Planning process.
1.C.	Maintain current, user-friendly and resourceful website.	Completed.
2.A.	Annual CCR by July 1 <sup>st</sup> .	Completed.
2.B.	Comply with DDW/SWRCB regulations: Long-Term Urban Water Conservation Policy – “A California Way of Life”.	In progress and ongoing. Coordinated with BAWSCA consultant and member agencies for consistent data presentation and reporting.
2.C.	Annual Water Conservation Report to customers by September 30 <sup>th</sup> .	Completed.
3.A.	Continue development of O&M manual.	In progress and ongoing. Operations team leaders continued SOP development.
3.B.	Develop business interruption/resumption procedures to include with Emergency Response Plan.	In progress. TetraTech selected as consultant. 30% draft plan expected by 01/31/19.
3.C.	<ol style="list-style-type: none"> <li>1. FY 2018/2019 5-Year CIP (2016 COP):               <ol style="list-style-type: none"> <li>A. Notre Dame Avenue Loop Closure;</li> <li>B. North Road Cross Country/Davey Glen Road WMR;</li> <li>C. Civic Lane WMR; and</li> <li>D. Tahoe Drive WMR.</li> </ol> </li> <li>2. Engineering Design:               <ol style="list-style-type: none"> <li>A. Dekoven Tank Utilization Project;</li> <li>B. Belmont Canyon Road WMR;</li> <li>C. Old County Road WMR; and</li> <li>D. Dekoven Tanks Replacement Project.</li> </ol> </li> <li>3. Initiate engineering design (2-year process) for El Camino Real WMR.</li> </ol>	<ol style="list-style-type: none"> <li>1. In progress. Engineering design at 90% and bid documents reviewed by District Counsel.</li> <li>2. In progress. Old County Road WMR at 30% engineering design. Dekoven Tanks Replacement project will start in 1<sup>st</sup> quarter 2019.</li> <li>3. El Camino WMR at 60% engineering design.</li> </ol>
3.D.	Continue AMI meter change-out program.	FY 2018/2019 in progress. Zones 2 and 3 projected completion by 06/30/19.
3.E.	Demolish abandoned pump station at 1510 Folger.	To be considered during FY 2018/2019 Mid-Year Budget Review process.
3.F.	Initiate rehabilitation project at MPWD Operations Center at 3 Dairy Lane.	In progress and to be coordinated with sale of MPWD surplus real property as funding source.

<b>ITEM NO.</b>	<b>ACTION</b>	<b>2018 STATUS</b>
4.A.	Review MPWD Personnel Manual for necessary updates/revisions.	Completed during labor negotiations and revisions ratified by Board at its 09/27/18 regular meeting. Revised manual to be published by 06/30/19.
4.B.	Update employee performance evaluation tool.	Under review with Koff & Associates.
4.C.	Total Compensation Study due by March 31, 2018.	Completed in August 2018.
4.D.	Labor negotiations – Letter Agreement with MPWD Employee Association expires September 25, 2018.	Completed. Bargaining completed and Letter Agreement for 5-year term ratified by Board on 09/27/18.
5.A.	Continue quarterly reporting on 2016 COP financial status.	Completed.
5.B.	Continue development of MPWD Financial Control Policy Manual, including the following policies: <ol style="list-style-type: none"> <li>1. Accounts payable/receivable;</li> <li>2. Billing/Invoicing;</li> <li>3. Cash disbursement (check writing);</li> <li>4. Customer billing; and</li> <li>5. Credit card management.</li> </ol>	In progress and proposed for carry over to 2019.
5.C.	Annual analysis of water rates within the Regional Water System.	Completed during MPWD Water Rate Update in March 2018.
5.D.	Cost-of-service fees review and update.	Completed.
5.E.	Review capacity charges and water demand offset fees and consider adjustments.	Completed.
5.F.	Solicit RFPs for Finance Plan and Rate Study to be completed by December 31, 2019.	In progress and proposed for carry over to 2019.
5.G.	Develop records/email retention policy.	In progress. MPWD paper files and locations inventoried.



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 SDF 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).



**AGENDA ITEM NO. 4.B.**

DATE: January 10, 2019  
TO: Board of Directors  
FROM: Tammy Rudock, General Manager

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**SUBJECT: DEVELOP PRELIMINARY MPWD 2019-2020 STRATEGIC PLAN**

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**RECOMMENDATION**

Develop preliminary MPWD 2019-2020 Strategic Plan.

**FISCAL IMPACT**

None.

**DISCUSSION**

The MPWD 2017-2018 Strategic Plan is attached for reference. Returning consultant, Julie Brown, will facilitate the discussion on the development of MPWD's preliminary strategic plan for 2019-2020.

Attachment: MPWD 2017-2018 Strategic Plan

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BOARD ACTION: APPROVED:\_\_\_\_\_ DENIED:\_\_\_\_\_ POSTPONED:\_\_\_\_\_ STAFF DIRECTION:\_\_\_\_\_

UNANIMOUS\_\_\_\_\_ VELLA\_\_\_\_\_ ZUCCA\_\_\_\_\_ WARDEN\_\_\_\_\_ SCHMIDT\_\_\_\_\_ WHEELER\_\_\_\_\_



# MID-PENINSULA WATER DISTRICT

## ***2017-2018 STRATEGIC PLAN***

*March 23, 2017*

Board of Directors:

Al Stuebing, President  
Dave Warden, Vice President  
Louis Vella, Director  
Betty L. Linvill, Director  
Matt Zucca, Director

Appointed Officials:

Joan Cassman, 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

## **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 12, 2017. The planning session was facilitated by consultant, Julie Brown, and she started with identification by Directors and staff of the most notable MPWD 2016 accomplishments:

- MPWD Personnel Manual
- Completion of 2016 capital projects
- Rates planning process
- Operational improvements, specifically Alameda de las Pulgas water main replacement and Buckland Tanks
- No major worker's compensation issues—employees seem satisfied, happy and valued
- No significant project over-runs—staff showed expertise, institutional knowledge and managed work exceptionally
- Staff's handling of Certificates of Participation (COP) sale process for the MPWD 5-Year CIP, resulting in significant infrastructure dollars received and an outstanding credit rating (AA by S&P)
- Completion of the hydraulic model process and update, including staff collaboration and agreement on priorities
- Outstanding communications to and with board/management, staff, customers and other stakeholders
- Improved relations with City partners
- Relationships with consultants
- Improved and resourceful website

Action items were identified and discussed by staff and Directors for the 2017 Strategic Plan. Subsequently, given the nature of the action items and timing required to complete them, staff recommended and the Board approved a two-year Strategic Plan for 2017-2018, which is attached. Strategic items are prioritized in 2017 and outlined as action items in 2018. Basic measures for success are identified in Attachment 1.

For 2017, there were no changes for the MPWD Vision and Mission Statements, and Strategic Goals, and only one change to the Director Assignments for 2017 (also attached).

Staff's report dated January 12, 2017, on MPWD 2016 Accomplishments is attached for information at the end of the plan documents.



January 12, 2017

### **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.



## 2017-2018 STRATEGIC PLAN

March 23, 2017

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

Core Goals/Objectives	2017 Measures of Success*	2018 Measures of Success
<p><b>Goal:</b> Maintain effective working relationships with external agencies</p> <p><i>Objectives:</i> 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><b>Priority No. 11:</b> Coordinate with Belmont Chamber of Commerce for presentation of annual “State of the District” address.</p>	<p><b>Action Item 1.A.:</b> Coordinate with Belmont Chamber of Commerce for presentation of annual “State of MPWD” address.</p> <p><b>Action Item 1.B.:</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><i>Objective:</i> Provide ratepayers with prompt, professional and courteous service</p>	<p><b>Priority No. 10:</b> Update MPWD website, including online bill-pay in conjunction with new Financial Management System. Report on update.</p>	<p><b>Action Item 1.C.:</b> Maintain current, user-friendly and resourceful website.</p>

\*Attachment #1 for Basic Measures of Success



## STRATEGIC ELEMENT #2 – Resource Management

Core Goals/Objectives	2017 Measures of Success*	2018 Measures of Success
<p><b>Goal:</b> Ensure water quality meets desired quality standards</p> <p><i><u>Objective:</u> Water quality standards for SWRCB/Division of Drinking Water are met</i></p>	<p><b>Priority No. 13:</b> Annual CCR by July 1<sup>st</sup>.</p>	<p><b>Action Item 2.A.:</b> Annual CCR by July 1<sup>st</sup>.</p>
<p><b>Goal:</b> Develop long-term resource sustainability through energy and water conservation measures</p> <p><i><u>Objectives:</u> 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. 6:</b> Achieve SWRCB water conservation regulation program goals and timely compliance with reporting requirements, including annual Water Conservation Report to customers by September 30<sup>th</sup>.</p> <p><b>Priority No. 9:</b> Complete implementation of Sensus Customer Portal.</p>	<p><b>Action Item 2.B.:</b> Comply with DDW/SWRCB regulations: Long-Term Urban Water Conservation Policy – “A California Way of Life”.</p> <p><b>Action Item 2.C.:</b> Annual 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	2017 Measures of Success*	2018 Measures of Success
<p><b>Goal:</b> Maintain operations and maintenance procedures</p> <p><b>Objective:</b> <i>Develop standard operating procedures in accordance with best management practices as an organized manual</i></p>	<p><b>Priority No. 17:</b> Continue development of O&amp;M Manual.</p>	<p><b>Action Item 3.A.:</b> Continue development of O&amp;M manual.</p> <p><b>Action Item 3.B.:</b> Develop business interruption/resumption procedures to include with Emergency Response Plan.</p>
<p><b>Goal:</b> Maintain long-term capital improvement plan</p> <p><b>Objective:</b> <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. 1:</b> 5-Year CIP (2016 COP)</p> <p>A. Construct water main replacements:</p> <ol style="list-style-type: none"> <li>1. Karen Road;</li> <li>2. Mezes Avenue;</li> <li>3. Arthur Avenue;</li> <li>4. South Road; and</li> <li>5. Folger Drive.</li> </ol> <p>B. Construct Hillcrest Regulating Station.</p> <p>C. Engineering design:</p> <ol style="list-style-type: none"> <li>1. Notre Dame Avenue Loop Closure;</li> <li>2. North Road Cross Country/Davey Glen Road Improvements;</li> <li>3. Civic Lane Improvements; and</li> <li>4. Tahoe Drive Area Improvements.</li> </ol> <p>D. Solicit SOQs for engineering design/construction management services for Old County Road WMR, SR 101 Crossing at PAMF Hospital, El Camino Real WMR; and Dekoven Tanks Replacement.</p> <p>E. Solicit proposals from contractors for water main replacement construction services.</p> <p>F. Solicit proposals from consultants for project inspection services.</p> <p>G. Initiate engineering design (2-year process):</p> <ol style="list-style-type: none"> <li>1. Old County Road WMR;</li> <li>2. El Camino WMR; and</li> <li>3. Dekoven Tanks Replacement.</li> </ol> <p><b>Priority No. 2:</b> Coordinate capital improvement projects with Belmont Public Works Department and its Sewer Replacement CIP and create a funding plan.</p> <ol style="list-style-type: none"> <li>A. Francis (CIP #15-51) \$425,000;</li> <li>B. Davey Glenn (CIP# 15-43) \$680,000; and</li> <li>C. Academy (CIP# 15-53) \$270,000.</li> </ol> <p><b>Priority No. 3:</b> Continue AMI meter change-out program.</p>	<p><b>Action Item 3.C.:</b> 5-Year CIP (2016 COP)</p> <p>A. Construct water main replacements:</p> <ol style="list-style-type: none"> <li>1. Notre Dame Avenue Loop Closure;</li> <li>2. North Road Cross Country/Davey Glen Road WMR;</li> <li>3. Civic Lane WMR; and</li> <li>4. Tahoe Drive WMR.</li> </ol> <p>B. Engineering design:</p> <ol style="list-style-type: none"> <li>1. Dekoven Tank Utilization Project;</li> <li>2. Belmont Canyon Road WMR;</li> <li>3. Old County Road WMR; and</li> <li>4. Dekoven Tanks Replacement.</li> </ol> <p>C. Initiate engineering design (2-year process):</p> <ol style="list-style-type: none"> <li>1. El Camino Real WMR.</li> </ol> <p><b>Action Item 3.D.:</b> Continue AMI meter change-out program.</p> <p><b>Action Item 3.E.:</b> Demolish abandoned pump station at 1510 Folger.</p> <p><b>Action Item 3.F.:</b> Initiate rehabilitation projects at MPWD Operations Center at 3 Dairy Lane: Roof, plumbing, security, and flooring.</p>

\*Attachment #1 for Basic Measures of Success

Core Goals/Objectives	2017 Measures of Success*	2018 Measures of Success
	<p><b>Priority No. 4:</b> Complete structural evaluation of abandoned pump station at 1510 Folger.</p> <p><b>Priority No. 5:</b> Complete structural and seismic evaluation of MPWD Operations Center at 3 Dairy Lane.</p>	

\*Attachment #1 for Basic Measures of Success

## STRATEGIC ELEMENT #4 – Human Resources Management

Core Goals/Objectives	2017 Measures of Success*	2018 Measures of Success
<p><u>Goal:</u> Develop and maintain systems and processes for effective workforce management</p> <p><u>Objectives:</u> <i>Develop/maintain effective workforce to meet organizational needs</i></p> <p><u>Maintain:</u></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. 12:</b> Approve updated employee position descriptions and present organizational overview to Board of Directors regarding staff roles and responsibilities.</p>	<p><u>Action Item 4.A.:</u> Review MPWD Personnel Manual for necessary updates/revisions.</p> <p><u>Action Item 4.B.:</u> Update employee performance evaluation tool.</p> <p><u>Action Item 4.C.:</u> Total compensation study due by March 31, 2018.</p> <p><u>Action Item 4.D.:</u> Labor negotiations; letter Agreement with MPWDEA expires September 25, 2018.</p>
<p><u>Goal:</u> Develop and maintain Board of Directors procedures for effective and transparent governance</p> <p><u>Objective:</u> <i>Develop and maintain Board of Directors policies and procedures</i></p>	<p><b>Priority No. 18:</b> Develop bylaws for Board of Directors.</p>	

\*Attachment #1 for Basic Measures of Success

## STRATEGIC ELEMENT #5 – Financial Management

Core Goals/Objectives	2017 Measures of Success*	2018 Measures of Success
<p><u>Goal:</u> Establish and achieve annual budget trends</p> <p><u>Objectives:</u> <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. 7:</b> Develop quarterly audit report on 2016 COP financial status.</p> <p><b>Priority No. 8:</b> Complete implementation of and transition to Accela/Springbrook Financial Management System (FMS), including new accounting and billing systems, including online bill-pay.</p> <p><b>Priority No. 14:</b> Renew financial auditor’s contract.</p> <p><b>Priority No. 15:</b> Initiate development of MPWD Financial Control Policy Manual, including the following policies: A. Debt management policy, including identification/evaluation of MPWD real properties; B. Reserve policy update (2007); C. Investment policy update (2007); D. Purchasing policy update (2005);</p> <p><b>Priority No. 16:</b> Create and present annual analysis of water rates within the Regional Water System.</p>	<p><u>Action Item 5.A.:</u> Continue quarterly reporting on 2016 COP financial status.</p> <p><u>Action Item 5.B.:</u> Continue development of MPWD Financial Control Policy Manual, including the following policies: A. Accounts payable/receivable policy; B. Billing/Invoicing policy; C. Cash disbursement (check-writing) policy; D. Customer Billing policy; and E. Credit card management policy.</p> <p><u>Action Item 5.C.:</u> Annual analysis of water rates within the Regional Water System.</p> <p><u>Action Item 5.D.:</u> Cost-of-service fees review and update.</p> <p><u>Action Item 5.E.:</u> Review capacity charges and water demand offset fees and consider CPI adjustments.</p> <p><u>Action Item 5.F.:</u> Solicit RFPs for Finance Plan and Rates Study to be completed by December 31, 2019.</p> <p><u>Action Item 5.G.:</u> Develop records/email retention policy.</p>

\*Attachment #1 for Basic Measures of Success



# 2017-2018 STRATEGIC PLAN

March 23, 2017

## ATTACHMENT #1 BASIC MEASURES OF SUCCESS

STRATEGIC ELEMENTS	CORE GOALS	BASIC MEASURES OF SUCCESS
#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"> <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>
#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"> <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>
#3 – Infrastructure Management and Operations	Maintain operations and maintenance procedures	Monitor O&M procedures and revise as appropriate

STRATEGIC ELEMENTS	CORE GOALS	BASIC MEASURES OF SUCCESS
	Maintain long-term capital improvement plan	Continue coordination of CIP with City of Belmont and City of San Carlos
#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	Establish and achieve annual budget trends	<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 9, 2016

TO: MPWD Board of Directors

FROM: Tammy Rudock  
General Manager

RE: Summary of Significant 2016 MPWD Accomplishments

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## SIGNIFICANT MPWD ACCOMPLISHMENTS IN 2016

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### 1. FINANCE

- A. Updated the Water Financial Plan & Rates Study for FY 2016/2017, for consideration in adoption of planned rate increases effective July 1, 2016, including pass-through of SFPUC's \$0.32 CCF wholesale customer increase. The MPWD's water finance plan and cash flow projections were modified as a result of this review.
- B. Positive Financial Audit for FYE 2015/2016 and solid financial management of the MPWD's resources. Successfully managed the MPWD through another year with declining water commodity revenues as a result of the customer water conservation achievements. Delivered second GM annual report to the Board on September 22, 2016, to summarize the fiscal year-end financial status and narrow down the "big picture" reviewed by the auditor each year.
- C. Received AA rating from S&P after developing a thorough prospectus (Preliminary Official Statement) for the MPWD's \$20 million debt financing package (CIP funding).

### 2. CAPITAL

- A. Published MPWD's *Comprehensive System Analysis and Capital Improvement Program, FY 2016/2017 Update*, including completion of a follow-up "pay-go" analysis. (This document replaced the 2008 BKF Water Distribution Master Plan Update.)
- B. The Board of Directors, staff, and the District Engineer developed the MPWD's 5-Year CIP totaling \$20 million, which was approved on May 26, 2016. Informational summary and FAQs were created and maintained throughout the process and posted to the website.
- C. Authorized and initiated debt financing process for funding the MPWD CIP. Staff and the Municipal Finance team created the MPWD's Preliminary Official Statement.
- D. Completed the sale of COPs (Certificates of Participation) on December 7, 2016, and received nationwide competitive bid proposals from seven (7) prominent investors. The



COPs were awarded to the lowest bidder, Citigroup Global Markets, Inc. It's TIC (True Interest Cost) bid was 3.641519.

- E. Completed analysis of MPWD water storage capacity. (Board received presentation on February 25, 2016).
- F. Completed the following capital projects:
  - i. Alameda de las Pulgas Water Main Replacement capital project, in spite of "last-minute" traffic detour plan revision requested by the City of Belmont;
  - ii. Hallmark tank site seismic evaluation and strategy development report, including updated recommendations;
  - iii. Dekoven tank site seismic evaluation and strategy development report, including recommendation;
  - iv. AMI installation in Zone 1; and
  - v. Purchased and installed replacement printer/copier/scanner.
- G. The following capital projects were initiated and are in progress:
  - i. SCADA replacement project; and
  - ii. Comprehensive Financial Management System replacement.

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

- A. Adopted new MPWD Personnel Manual effective September 23, 2016. All employee acknowledgments were signed.
- B. Completed GASB 45 OPEB (Other Post-Employment Benefits) Actuarial Valuation, including the provision for surviving spouse benefits for Tier 1 employees.
- C. Adopted the San Mateo County Hazard Mitigation Plan Update on September 22, 2016.
- D. Updated and managed the MPWD website to keep it resourceful.
- E. Continued communication sessions and safety meetings with staff (twice monthly).
- F. No worker's compensation claims were filed by employees during this rating period.
- G. Managed litigation filed against the MPWD along with liability carriers and defense teams. There was nominal financial exposure (insurance deductible) to the MPWD.
- H. Managed liability and property claims with minimal to no loss to the MPWD.

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

- A. Developed and adopted MPWD WELO (Water Efficient Landscaping Ordinance) effective February 1, 2016.
- B. Exceeded the MPWD's 20% water conservation target (achieved -25.4%) mandated by the State Water Resources Control Board for program year ending February 2016, while maintaining customer satisfaction in the delivery of MPWD services. Thereafter, the MPWD's target was a voluntary 10% like the rest of the San Francisco Regional Water System. Through November 30th, customers achieved -23.7% in water savings. There were 23 water waste complaints in 2016 through November 30<sup>th</sup>, which were resolved.
- C. Created and adopted 2015 MPWD Urban Water Management Plan and Water Shortage Contingency Plan effective July 1, 2016.

- D. Participated in numerous community events, including Belmont National Night Out, Belmont Earth Day, San Carlos Earth Day, and Belmont Public Works Day to maintain water efficiency awareness.
- E. Co-sponsored three community education events with BAWSCA at MPWD:
  - i. *Xeriscaping and Hydrozoning* (April 9, 2016);
  - ii. *Soils and Invasive Species* (May 7, 2016); and
  - iii. *Drip Irrigation* (October 22, 2016)

## **5. BOARD OF DIRECTORS**

- A. Created professional report format for adopted MPWD 2016 Strategic Plan and supporting documents.
- B. Developed Annual Planning Schedule for Board of Directors. Approved on April 28, 2016.
- C. Coordinated Board development activity:
  - i. “State of the District Address” delivered on April 27, 2016, followed by open house and reception;
  - ii. Completed Myers-Briggs Type Indicator Assessment, including Communication and Leadership Dynamics session on May 25, 2016; and
  - iii. Consolidated MPWD Board elections with even-numbered statewide elections on September 22, 2016.



**AGENDA ITEM NO. 4.C.**

DATE: January 10, 2019  
TO: Board of Directors  
FROM: Tammy Rudock, General Manager

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**SUBJECT: CONSIDER AND APPROVE 2019-2020 DIRECTOR ASSIGNMENTS**

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**RECOMMENDATION**

Consider and approve 2019-2020 Director Assignments.

**FISCAL IMPACT**

None.

**DISCUSSION**

The roster of MPWD 2017 Director Assignments (that carried over for 2018) is attached for reference.

President Vella will lead the discussion on this agenda item.

Attachment: Roster of 2017-2018 MPWD Director Assignments

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BOARD ACTION: APPROVED:\_\_\_\_\_ DENIED:\_\_\_\_\_ POSTPONED:\_\_\_\_\_ STAFF DIRECTION:\_\_\_\_\_

UNANIMOUS\_\_\_\_\_ VELLA\_\_\_\_\_ ZUCCA\_\_\_\_\_ WARDEN\_\_\_\_\_ SCHMIDT\_\_\_\_\_ WHEELER\_\_\_\_\_



January 12, 2017

## DIRECTOR ASSIGNMENTS

ASSIGNMENT	2017
ASSOCIATION OF CALIFORNIA WATER AGENCIES (ACWA)/REGION 5	All
ACWA/JOINT POWERS INSURANCE AUTHORITY (JPIA)	Al Stuebing Dave Warden
BAY AREA WATER SUPPLY & CONSERVATION AGENCY (BAWSCA)	Louis Vella
SAN MATEO CHAPTER -CALIFORNIA SPECIAL DISTRICTS ASSOCIATION (CSDA)	Al Stuebing
GENERAL MANAGER PERFORMANCE EVALUATION	Al Stuebing Louis Vella
HARBOR INDUSTRIAL ASSOCIATION (HIA)	Al Stuebing Dave Warden
FINANCIAL AUDIT COMMITTEE	Betty Linvill Dave Warden
BOARD BYLAWS COMMITTEE	Betty Linvill Dave Warden
BELMONT CHAMBER OF COMMERCE	All