



MID-PENINSULA
WATER DISTRICT

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www.midpeninsulawater.org

SPECIAL MEETING
BOARD OF DIRECTORS
TUESDAY, JANUARY 13, 2015 – 6:00PM
3 DAIRY LANE, BELMONT CALIFORNIA

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 2014 Strategic Plan Accomplishments
- B. Review and Consider Organizational Mission Statement, Vision Statement, and Strategic Goals
- C. Develop and Approve 2015 Strategic Plan, including Strategic Initiatives and Project Management
- D. Consider and Approve 2015 Director Assignments
- E. Discuss General Manager Performance Assessment Link to 2015 Strategic Plan
- F. Other Topics for the Good of the Order

5. 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.

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.

January 13, 2015



DATE: January 13, 2015

TO: Board of Directors

FROM: Tammy Rudock
General Manager

RE: 2014 Organizational Accomplishments

MEMORANDUM

The Board of Directors approved its 2014 Strategic Plan on January 9, 2014. Based upon that plan, the following represents a summary of the calendar year 2014 MPWD accomplishments:

STRATEGIC ELEMENT – *External Relationships and Customer Service*

1. Directors and staff maintained MPWD presence and attended local, regional, and statewide organizational meetings and activities, including:
 - BAWSCA Water Management meetings
 - BAWSCA Water Conservation meetings
 - BAWSCA Board and Policy Committee meetings
 - LAFCO meetings
 - San Mateo Chapter – CSDA meetings
 - HIA meetings (including reporting)
 - PWWA meetings
 - ACWA Conferences and ACWA Regional 5 meetings
 - ACWA JPIA Benefits and HR forums/meetings
 - Belmont National Night Out
 - Belmont Chamber of Commerce annual meeting and monthly board meetings for reporting
 - Belmont Board monthly meetings (reporting on MPWD activities to keep businesses informed)
 - Belmont Planning Commission and City Council Meetings

- Meeting among MPWD officials and Belmont City Council officials—Board President, Vice President, and General Manager, and Mayor, Vice Mayor, and City Manager
 - Belmont operational department coordination meetings—Public Works, Community Development, Parks & Recreation, Fire, and City Manager
 - Annual, semi-annual, and technology transfer Wholesale Customer Meetings with the SFPUC
 - Buckland Tanks Replacement Project Neighborhood Meetings
2. The MPWD partnered with BAWSCA and conducted two (2) community workshops that were well attended at the MPWD—one in the early Spring on sustainable edible gardens and the other in the Fall on drought tolerant landscaping and maintenance.
 3. Staff conducted several elementary school tours of the MPWD. Jeanette's mini-rain barrel "hands on" project was well received by the participating students.
 4. Press/media releases were published:
 - Board Reorganization at MPWD
 - Local Students, Teachers Receive Water Conservation Art Awards
 - MPWD's 85th Service Anniversary
 - 9-week Water Conservation messaging campaign during the Summer
 - Bay Area News Group response regarding MPWD total compensation for employees/Directors
 - Transparent California response regarding MPWD total compensation for employees/Directors
 5. Staff produced and distributed an MPWD Spring newsletter, a "10 Ways to Save 10%" notice to customers about the SFPUC 10% voluntary water use reduction because of the drought, a notice informing customers about the SWRCB emergency drought declaration and call for 20% water use reduction, and a notice informing customers about the MPWD Stage 2 WSCP declaration and two additional outdoor watering restrictions.
 6. Participated in Belmont's Earth Day event.
 7. Participated in Belmont's Public Works Day.
 8. Participated in Belmont's National Night Out.
 9. Staff maintained the MPWD website with current Board agendas, agenda packets, and minutes. Redesign of the MPWD website near completion.

10. Continued relationships with local elementary schools for participation in the annual calendar contest. (Awards will be presented at the January 22, 2015, regular Board meeting.)

STRATEGIC ELEMENT – *Resource Management*

11. Water quality standards met the Department of Public Health standards. All reports were timely filed.
12. Staff worked with WQTS and a report was developed and presented to the Board of Directors on the MPWD's Water Quality Program, which overall met industry standards. There were a few program recommendations, and staff promptly implemented them.
13. Henry reported on the annual CDPH facilities inspection. A carryover item was development of the MPWD nitrification monitoring plan, which is in progress. Staff is working with WQTS on the plan and had first-hand experience with nitrification at the Dekoven and West Belmont tanks site this past summer.
14. The annual CCR was timely published and distributed to customers.
15. Leak detection testing was conducted and findings were reported by Henry. All identified leaks were repaired.
16. Water conservation was kicked into high gear this year with the continued drought conditions! MPWD staff kept abreast of new developments and was proactive in its messaging to assist MPWD customers. The results proved that the public education and outreach paid off with the more than 15% water use reduction over 2013!
17. Louis Vella attended BAWSCA Board and Policy Committee meetings; Staff attended BAWSCA Water Management, and Water Conservation meetings. Staff also attended annual, semi-annual, and technology transfer SFPUC Wholesale Customer meetings.

STRATEGIC ELEMENT – *Infrastructure Management and Operations*

18. The MPWD's new Construction Specifications and Standards were completed. It was a successful project developed by staff and the District Engineer. The Construction Specifications and Standards were approved by the Board, and distributed to the City of Belmont and City of San Carlos. MPWD staff were provided with the new manual and provided an overview. Recently staff and the District Engineer have met to update this resource.
19. Staff and the District Engineer have two final pressure zones to complete their work calibrating the water hydraulic model. This process results in institutional

knowledge being memorialized and identification of capital projects. Upon completion, a 5-year CIP will be developed and presented to the Board for consideration.

20. Status on capital projects:

- A. AMI installation—all meters and transmitters have been delivered and paid for and installation commenced. This project is spread out over a few months, taking into account the inclement weather. The project will be completed by March/April.
- B. Buckland tanks replacement—near completion. Informative progress reports have been delivered by the District Engineer each month since project commencement. Project is coming in within budget and is targeted for completion in January 2015.
- C. Belburn water main replacement—completed except for slurry seal of the roadway. As reported last month by the District Engineer the project has been suspended until warmer and drier weather required for proper slurry application and cure time. The project punch list was completed by Michael and Feryadoon last week and notice is going out to impacted customers about the project suspension this week.

21. The O&M Manual is in process but little progress was accomplished in 2014. A procedure for water main breaks was drafted but needs to be finalized. Henry reported last month that an SOP for creating SOPs was developed. System Maintenance procedures exist and will be revised and consolidated into the O&M Manual, including maintenance of pumps, tanks, regulators, generators, hydro pneumatic air compressors and tanks, cathodic protection, buildings and grounds, water quality sampling stations, fire hydrants, and valves.

22. Staff attended joint SFPUC/BAWSCA quarterly water quality meetings.

STRATEGIC ELEMENT – *Human Resource Management*

23. An important objective that was achieved for the MPWD was the Koff & Associates Total Compensation Study. The resulting labor negotiations between the MPWD and the MPWD Employee Association and approved by the Board of Directors in October 2014 was another significant achievement.

24. Employee training and networking continued in 2014 throughout the entire organization.

25. The Safety and Loss Prevention Program continued to be extremely successful.

26. Regular GM rap sessions continued wherein I shared organizational activities and allowed for employee input and Q&A. These are reported monthly to the Board.



27. Employee service anniversaries were celebrated at 5-year, 10-year, 15-year, and 20-year intervals during a group luncheon at the MPWD. Birthday celebrations continued and continue to be enjoyed by all.
28. There was only one property loss incident this past year, and that was the backing incident I was involved in with the Fusion (in October), resulting in a \$500 cost to the MPWD (comprehensive deductible). I was able to turn that incident into a safety observation and share with staff to use caution when backing, particularly when in a parking structure. There were no on-the-job injuries or illnesses or other property/liability losses to the MPWD in this calendar year.
29. No worker's compensation claims were filed in 2014.
30. Section 1 (of 4) of the new Personnel Manual is almost completed. The GM is revising it for DRAFT transmittal to the District Counsel for legal review and compliance editing.

STRATEGIC ELEMENT – *Financial Management*

31. FY 2014/2015 Operating and Capital budgets were timely completed (by June 30th). Monthly budget progress reports are included in the Board's agenda packets, including explanations for budget variances.
32. Rates discussions were held prior to the Board's recommendation for increase effective July 1, 2014. A customer notice was developed and distributed.
33. Recent labor negotiations resulted in permanent cost savings to the MPWD for employee healthcare benefits, including healthcare benefits in retirement for existing employees. Account Based Health Plans were added to the MPWD healthcare choices because of their cost effectiveness. Health Savings Accounts were established and funded by the MPWD starting January 1, 2015.

Effective January 1, 2017, the MPWD will pay the value of the lowest cost Anthem or lowest cost Kaiser plans for MPWD employees. If an employee chooses an available higher cost healthcare plan, they will be responsible for paying the difference in cost.

Finally, new tiers were created for new hires resulting in premium contributions for their spouse/family healthcare benefits.

34. Staff proposed and the Board approved a contract with Bartle Wells for three financial studies, including the water capacity charges update, miscellaneous service fees update, and the rates study for the next Prop 218 consideration. With new development in Belmont the opportunity presented itself for the MPWD

to proactively update its development impact charges. The new development charges are being conservatively developed on a system “buy-in” concept.

35. Continued development and revision of financial, accounting, and internal control procedures, including segregation of duties.
36. The Board directed staff to reformat the financial policy manual into a more useful guidance and “how to” policy manual. Staff has created and implemented internal control procedures, including those recommended by the external financial auditor. There has been no further progress on a DRAFT internal control policy but David Becker did provide some examples and staff will be working on it for the Board’s consideration.
37. Staff met a few times with the Board’s Financial Audit Committee to consider the redundancy and elimination of a few internal control procedures. Those were reported in the GM report and at regular Board meetings.
38. David Becker, CPA, of James Marta & Company presented the FY 2013/2014 financial audit report in October 2014. It was an unqualified opinion and David Becker reported that the MPWD is in good financial condition. The management letter included recommendations from the auditor that were promptly responded to or addressed by staff.
39. The following procedures were developed, shared with staff for input, and implemented:
 - Timely employee performance evaluations.
 - Employee Security ID Badge and Key Fob Procedure.
 - Assigned MPWD Vehicle Procedures, including Mileage Logs
40. Candy and Stan completed the inventory count and are in the process of developing inventory management procedures and considering automation.
41. Annual overview of the MPWD PARS OPEB trust account investment portfolio and strategy presented to the Board at its December 17, 2014, regular meeting.





January 9, 2014

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 will strive to be recognized by its ratepayers, the community it serves, and other agencies for its 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 develop 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.



Board of Directors 2014 Strategic Plan
January 9, 2014

APPROVED – April 24, 2014

Strategic Element-External Relationships and Customer Service

| Core Goal | Objective | 2014 Measure of Success | 2015 Measure of Success | 2016 Measure of Success |
|--|--|--|--|--|
| Maintain effective working relationships with external agencies | Maintain an appropriate agency presence in local, regional and state industry organizations and activities | <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 | <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 | <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 |
| Maintain organizational standards that ensure a high level of service orientation for our ratepayers | Provide our ratepayers with prompt, professional and courteous service | Develop customer satisfaction survey | <ul style="list-style-type: none"> Report on results of customer satisfaction survey Partner with BAWSCA to conduct at least one community education event with BAWSCA Redesign MPWD website and keep updated; include site hits counter | <ul style="list-style-type: none"> Report on results of customer satisfaction survey At least one community education event with BAWSCA Develop MPWD website survey Provide water use information in customer friendly way |



Strategic Element/Core Goal-Resource Management

| Core Goal | Objective | 2014 Measure of Success | 2015 Measure of Success | 2016 Measure of Success |
|--|---|---|---|---|
| Ensure water quality meets desired quality standards | Water quality standards for Department of Public Health and CCR are met | Routine water testing and monitoring standards meet Department of Public Health and CCR standards | Routine water testing and monitoring standards meet Department of Public Health and CCR standards | Routine water testing and monitoring standards meet Department of Public Health and CCR standards |
| Continue to evaluate sources for water supply to meet long term needs | Participate in BAWSCA Long Term Reliable Water Supply Strategy Develop plan for meeting SB7X per capita water demand goals (20% reduction by 2020) | Develop and present water quality report and recommendations; plan for implementation | Maintain active District presence at BAWSCA water management and conservation meetings | Maintain active involvement in mid-term BAWSCA project activity |
| Develop long term resource sustainability through water and energy conservation measures | Monitor fuel and energy use to identify opportunities for improved efficiency | Support continued off peak hour pumping Explore use of solar power as market costs drop | Support continued off peak hour pumping Explore use of solar power as market costs drop | Support continued off peak hour pumping Explore use of solar power as market costs drop |

| | | |
|--|---|--|
| | Outdoor Water Use Efficiency Ordinances | |
| | Create water shortage contingency plan, including public outreach | |

Strategic Element/Core Goal-Infrastructure Management and Operations

| Core Goal | Objective | 2014 Measure of Success | 2015 Measure of Success | 2016 Measure of Success |
|--|---|--|---|--|
| Develop and maintain longterm capital improvement plan | <p>Conduct review of District infrastructure for reassessment of priorities</p> <p>Infrastructure Review:</p> <ol style="list-style-type: none"> 1. Verify underlying assumptions for CIP 2. Board review of priorities 3. Develop rolling 5-year CIP <p>Review proposed CIP with City of Belmont and City of San Carlos</p> <p>Strategic Initiatives and Project Management:</p> <ol style="list-style-type: none"> 1. Advanced Metering Infrastructure (AMI) Installation – 23 commercial meters in Zone 7, and 857 residential and commercial meters in Zone 8 2. Buckland storage tanks replacement construction and project final completion 3. Belburn Drive water main replacement construction and project final completion 4. Water hydraulic model calibration project completion 5. Construction specifications and standards project completion | <p>Match available resources to District priorities</p> <p>Create and implement 5-year CIP</p> <p>Coordinate CIP with City of Belmont and City of San Carlos</p> | <p>Match available resources to District priorities</p> | <p>Match available resources to District priorities</p> <p>Continue implementation of 5-year CIP</p> <p>Continue coordination of CIP with City of Belmont and City of San Carlos</p> |

| | | | | |
|--|------------------|---|---|---|
| | | 6. 5-year CIP development and financing options; develop capital expenditure plan | Finalize and implement O&M plan | Monitor O&M plan implementation and revise as appropriate |
| Develop and maintain operations and maintenance plan | Develop O&M plan | Develop O&M plan components and create initial draft Revise Construction Specifications and Standards Balance Construction and O&M for optimal operational efficiencies Update Emergency Response Plan | Develop business interruption/resumption procedures to include within Emergency Response Plan | |

Strategic Element/Core Goal-Human Resource Management

| Core Goal | Objective | 2014 Measure of Success | 2015 Measure of Success | 2016 Measure of Success |
|--|---|--|---|---|
| Maintain and develop an effective workforce to meet organizational needs | Identify recruitment and retention factors for key District staff | Fund and conduct external total compensation assessment to determine degree parity with similar Bay Area organizations; determine need for/ability to implement salary adjustments | Monitor recruitment/retention levers for funding/implementation action | Monitor recruitment/retention levers for funding/implementation action |
| | Review salary and recruitment (hiring process) plans | Review salary and recruitment (hiring process) plans | Review salary and recruitment (hiring process) plans | Review salary and recruitment (hiring process) plans |
| | Review employee training plan that arises out of employee skills needs assessment | Review employee training plan that arises out of employee skills needs assessment | Review annual training plan/calendar | Review annual training plan/calendar |
| Develop and maintain effective organizational communication processes | Maintain appropriate communication channels with staff | Regular GM/staff meetings | Regular GM/staff meetings | Regular GM/staff meetings |
| Maintain a positive work environment | Maintain employee satisfaction | Update personnel policy manual | Recognize employee service milestones | Recognize employee service milestones |
| | Celebrate employee accomplishments | Celebrate employee service milestones | Celebrate employee accomplishments | Celebrate employee accomplishments |
| | Monitor staff job satisfaction | Monitor staff job satisfaction | Monitor staff job satisfaction | Monitor staff job satisfaction |
| | Review Employee Safety and Loss Prevention Program | Review Employee Safety and Loss Prevention Program | Review Employee Safety and Loss Prevention Program | Review Employee Safety and Loss Prevention Program |
| | Fiscal Year safety incident and loss prevention report to Board | Fiscal Year safety incident and loss prevention report to Board | Fiscal Year safety incident and loss prevention report to Board | Fiscal year safety incident and loss prevention report to Board |
| | As appropriate, have Board presence at District staff events (e.g., picnics, outings, etc.) | As appropriate, have Board presence at District staff events (e.g., picnics, outings, etc.) | As appropriate, have Board presence at District staff events (e.g., picnics, outings, etc.) | As appropriate, have Board presence at District staff events (e.g., picnics, outings, etc.) |

| Strategic Element/Core Goal-Financial Management | | 2014 Measure of Success | 2015 Measure of Success | 2016 Measure of Success |
|--|--|--|--|--|
| Core Goal | Objective | | | |
| Establish and achieve annual budget targets | Complete annual budgeting process on a timely basis | Budgeting process addressing District priorities completed by June 30 | Budgeting process addressing District priorities completed by June 30 | Budgeting process addressing District priorities completed by June 30 |
| | Review District performance on a monthly basis so that targeted allocation is achieved | Review District performance on a monthly basis so that targeted allocation is achieved | Review District performance on a monthly basis so that targeted allocation is achieved | Review District performance on a monthly basis so that targeted allocation is achieved |
| | Comprehensive FY 2014/2015 budget document, including charts and graphs | Comprehensive FY 2015/2016 budget document, including charts and graphs | Comprehensive FY 2016/2017 budget document, including charts and graphs | Comprehensive FY 2016/2017 budget document, including charts and graphs |
| | | Apply for budget and/or financial transparency award | | |
| Update, monitor and implement capital plan | Develop annual review process for capital plan recommendations/revisions | Incorporate and fund capital plan priorities in annual budget | Incorporate and fund capital plan priorities in annual budget | Incorporate and fund capital plan priorities in annual budget |
| | Support development of forecasting models to assist with budgeting process | Oversee process for developing rate monitors and financial projections | Update capital expenditure plan | Update capital expenditure plan |
| Develop rate monitors and financial projections for accurate forecasting | | Re-evaluate rate model (rates vs. CIP) | Incorporate modeling into annual budgeting process; use tools to develop scenario that can be used as operating circumstances change | Incorporate modeling into annual budgeting process; use tools to develop scenario that can be used as operating circumstances change |
| | Fund and conduct rates analysis | | Support revision of models for future use | Support revision of models for future use |
| | | | Develop rates scenarios for operations and capital expenditures | Develop rates scenarios for operations and capital expenditures |
| | | | Conduct Proposition 218 process for proposed rate adjustments | Conduct Proposition 218 process for proposed rate adjustments |
| Develop and maintain adequate financial controls | Approve financial control policy, procedures and audits | Review and update Internal Control Policy Manual | Review Internal Control Policy Manual | Review Internal Control Policy Manual |

| | | | | |
|--|--|---|--|---|
| | | Review outcomes from scheduled audits taking corrective action as necessary | action as necessary Review PARS OPEB trust account and investment performance | Review outcomes from schedule audits taking corrective action as necessary Review PARS OPEB trust account and investment performance |
|--|--|---|--|---|

4



January 9, 2014

DIRECTOR ASSIGNMENTS

| ASSIGNMENT | 2014 |
|--|------------------------------|
| ASSOCIATION OF CALIFORNIA WATER AGENCIES (ACWA)/REGION 5 | All |
| ACWA/JOINT POWERS INSURANCE AUTHORITY (JPIA) | Al Stuebing |
| BAY AREA WATER SUPPLY & CONSERVATION AGENCY (BAWSCA) | Louis Vella |
| SAN MATEO CHAPTER -CALIFORNIA SPECIAL DISTRICTS ASSOCIATION (CSDA) | Al Stuebing Dave Warden |
| GENERAL MANAGER PERFORMANCE EVALUATION | Al Stuebing Betty Linvill |
| HARBOR INDUSTRIAL ASSOCIATION (HIA) | Louis Vella Dave Warden |
| FINANCIAL AUDIT COMMITTEE | Betty Linvill Dave Warden |
| BOARD BYLAWS COMMITTEE | Matt Zucca Betty Linvill |
| BELMONT CHAMBER OF COMMERCE | All |

Mid-Peninsula Water District
General Manager Performance Assessment Process
Developed 7.22.11 – Revised April 24, 2014

Mid-Peninsula Water District
General Manager Performance Assessment
Background and Implementation Process
July 22, 2011
Revised April 24, 2014

1. Purpose

The purpose of this document is to develop and maintain an objective and efficient General Manager performance evaluation process that:

- Aligns with the existing annual Board of Director goal setting process;
- Responds flexibility to evolving organizational priorities, and
- Establishes continuity and administration consistency between performance review periods and Board transitions.

2. Overview

In December 2010, the MPWD Board of Directors engaged the consulting firm of Julie M. Brown and Associates (JMBA) to assess and recommend revisions to the existing General Manager performance review process. JMBA

- Reviewed current evaluation practice, including history, support material and decision making processes;
- Observed and provided feedback to the January 2011 Board of Director goal setting process;
- Interviewed each Board Director regarding strengths/weaknesses of current processes, professional experiences and vision for a future process;
- Interviewed general managers from other water agencies and comparable leaders from like agencies regarding best practice and
- Reviewed online water agency performance assessment information.

Elements of the current process that the Board wished to retain included:

- Effective collaboration and engagement between Board members and staff throughout the process;
- Staff involvement in the annual goal setting process and
- General Manager progress reports and annual performance self report.

Areas that were identified as priorities for a revised assessment process included:

- Proactive alignment between Board members regarding areas for General Manager performance focus;
- Increased efficiency and reduced administrative time spent on process oversight;
- Clearly defined measures of performance success and performance criteria;
- Creation of a balance between operational priorities and leadership competencies in the review process;
- Increasing flexibility for incorporating significant General Manager leadership priorities that arise during the year and
- Developing a standalone, sustainable process that “lives” beyond individual Board members.

Mid-Peninsula Water District
General Manager Performance Assessment Process
Developed 7.22.11 – Revised April 24, 2014

Along with the General Manager, an acting Board subcommittee reviewed interim progress activity and provided input and direction. The full Board of Directors approved specific performance measures, associated ratings and all assessment documents.

3. Definition of Terms

Evaluation Components

a. Strategic Elements

Three major, strategic categories group distinct performance elements and define larger categories of work to be accomplished by the General Manager. They are:

- i. *Operations*
- ii. *Leadership Attributes*
- iii. *Annual Strategic Initiatives and Project Management*

Within the Operations strategic element, there are further subgroup delineations of distinct performance review areas.

i. *Operations*

- External Relationships and Customer Service
- Resource Management
- Infrastructure Management
- Human Resource Management
- Financial Management

ii. *Leadership Attributes*

- Effectively communicates organizational vision
- Communicates effectively
- Applies business skills and abilities effectively to strategic organizational activity
- Drives for results/high performance
- Accountability
- Effectively leads change

iii. *Annual Strategic Initiatives and Project Management* – Identifies strategic initiatives, including capital improvements.

b. Core Goals

Core goals are broad business results that the organization is interested in achieving. At least one core goal is associated with each strategic element. Core goals remain relatively unchanged over time.

c. Measures of Success

Measures of success are the clearly defined, agreed upon aspirational behavioral that define the degree to which the General Manager has met the intent of the core goal. Measures of success are defined proactively before each review period.

d. Performance Rating Scale

Each measure of success is associated with a quantifiable performance rating scale as follows:

4= Demonstrated performance is Exceptional

3= Demonstrated performance is Fully Competent

2=Demonstrated performance is Satisfactory

Mid-Peninsula Water District
General Manager Performance Assessment Process
Developed 7.22.11 – Revised April 24, 2014

1=Demonstrated performance Needs Improvement

e. **Performance Weight**

Each strategic element is assigned a weighted value in advance of the review period, reflecting the relative degree of importance when compared to other strategic elements. The total weight for all strategic elements will sum to 100%. Weightings are assigned in advance of the performance review period.

4. Implementation Process

The Board of Directors will meet its overall governance accountabilities for the annual General Manager performance planning and review process by instituting the following processes:

- a. Establish a Board Management General Manager Performance Review subcommittee. One of this committee's delegated responsibilities will be to manage and monitor the planning and oversight process.

- b. **Retrospective Performance Evaluation-At the end of the General Manager's 12 month performance review cycle,** the subcommittee shall:

- i. Request a self evaluation, including performance ratings and associated comments, from the General Manager using the Performance Review form, which will be completed *by the end of the first month of the new review cycle*;
- ii. Review the self evaluation and discuss specifics with the General Manager, requesting additional information as appropriate.
- iii. Distribute the self evaluation and corresponding board subcommittee feedback to the full Board requesting input to ratings and supporting comments;
- iv. Review and synthesis full board feedback;
- v. Conduct a closed Board of Director meeting discussion, facilitating open and candid discussion of the General Manager self evaluation and Board of Director feedback.
- vi. Guide Board discussion resulting in agreed upon performance ratings with supporting written feedback.
- vii. Align the performance rating with a projected salary increase (as appropriate).
- viii. Share, discuss and revise ratings/comments (as appropriate) with the General Manager, and communicate the impact to salary and effective date.
- ix. Facilitate document finalization via Board President or designee(s) and General Manager signatures, by placing appropriate written documentations in file and by providing the General Manager a copy for reference.

- c. **Prospective Performance Planning-At the beginning of the Agency's annual goals and objectives planning process and no later than the second month of the new review period,** the subcommittee shall:

- i. In conjunction with the General Manager, review the assessment tool for alignment with agency priorities.
- ii. Modify annual strategic initiatives and project management goals as appropriate.
- iii. Revise weightings to reflect appropriate areas for General Manager leadership emphasis.
- iv. Review the evaluation tool for any other changes that will improve efficiency, effectiveness or streamline review activities.
- v. Present recommendations to the full Board for approval.
- vi. Request semi-annual update from the General Manager utilizing the performance planning tool.

Mid-Peninsula Water District
General Manager Performance Assessment Process
Developed 7.22.11 – Revised April 24, 2014

- vii. Provide feedback on a regular basis to the general manager regarding overall performance activity.
- d. On an *annual basis*, review the overall performance assessment process and recommend updates that will incorporate current industry practice, terminology, accountabilities, Board governance practice, etc., to the full board.
- e. **Roles and Responsibilities of Board Members/General Manager**
 - i. Timely submission of all requested materials.
 - ii. Thorough review and completion of all assignments/materials.
 - iii. Timely development and administration of any supportive survey tools or assessment documents that will support the evaluation process.
 - iv. Professional behaviors including openness, candor and flexibility that will result in constructive and positive exchanges with all parties involved.

Mid-Peninsula Water District
 General Manager Performance Assessment Process
 Developed 7.22.11 – Revised April 24, 2014

Summary Rating Cover Sheet
Proposed Weightings from General Manager

| Strategic Elements- Operations | | Total Weight=70% | | |
|---|----------------|-------------------------|----------------------------------|--|
| Area | Average Rating | Weight | Total Score (Rating x Weight) | |
| External Relationships and Customer Service | | 10% | | |
| Resource Management | | 10% | | |
| Infrastructure Management | | 20% | | |
| Human Resource Management | | 10% | | |
| Financial Management | | 20% | | |
| Leadership Attributes | | Total Weight=30% | | |
| Area | Rating | Weight | Total Score (Rating x Weight) | |
| Effective Communication of Organizational Vision | | 2% | | |
| Communicates Effectively | | 5% | | |
| Applies Business Skills/Abilities to Strategic Activity | | 5% | | |
| Drives for Results/High Performance | | 5% | | |
| Accountability | | 8% | | |
| Effectively Leads Change | | 5% | | |



Mid-Peninsula Water District General Manager Performance Evaluation Tool

Strategic Element- External Relationships and Customer Service

| A. Core Goal: Maintain effective working relationships with external agencies and public at large | | Score: _____ | |
|---|--|--|---|
| 4-Exceptional <i>All of fully competent, plus:</i> | 3-Fully Competent | 2-Satisfactory | 1-Needs Improvement |
| GM/Agency viewed by public at large as key community business leader/entity. Represents the district with a strong presence as evidenced by Agency awareness, feedback from organizational representatives, BOD observation at community meetings. | Maintain active involvement in key community groups. Present organizational plans/accomplishments as appropriate for feedback/awareness. Represents MPWD in professional manner at all times. | Adequate presence and engagement at key community meetings. | GM/Agency not regularly present at key community group meetings. No presentations or information sharing conducted during review period. |
| Six editorials, articles or other positive agency coverage received in media as a result of proactive media management efforts and/or press releases during review period. Sponsor more than one community education event with BAWSCA. | Four editorials, articles or other positive agency coverage received in media as a result of proactive media management efforts and/or press releases during review period. Sponsor one ne community education event with BAWSCA. | Cultivate positive working relationships with media contacts. Submit noteworthy organizational activities to local media outlets via press releases for possible publication. Keep BOD informed on press releases distributed. | No outreach/meetings conducted with media contacts. Press releases per BOD input not developed/shared with target media contacts. |

| B. Core Goal: Maintain organizational standards that ensure a high level of service orientation for our ratepayers, regulators, communities and colleagues | | Score: _____ | |
|---|---|--|--|
| 4-Exceptional <i>All of fully competent, plus:</i> | 3-Fully Competent | 2-Satisfactory | 1-Needs Improvement |
| Agency is viewed consistently as exceeding customer expectations Outside agencies and third parties recognize Agency as excellent when compared with others | Regularly upgrades/enhances customer communication vehicles to meet organizational needs. Prepares and distributes appropriate communication materials to advise customers of scheduled/unscheduled repairs, Surveys customers on service issues (response time, quality, etc.) and responds accordingly. | Public information on website and general communication adequately maintained and contains accurate information. | Negative customer feedback is significantly outweighs positive feedback. Website is poorly maintained, and other public information is inappropriate or not timely. |
| Staff routinely handles complex service interactions with | Redesign MPWD website. GM evaluates staff on customer interactions (e.g., | Satisfactory customer service is | Customer service needs improvement. |

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| confidence and competency as shown by customer feedback (compliments, calls, etc.) | managing difficult situations, etc.) and key messages on new service programs as needed. | maintained in the District as evidenced by an adequate degree of positive feedback and no excessive degree of negative feedback from customers. | |
| GM sustains a strong, superior customer service orientation within the Agency. Average service response time consistently exceeds customer and response table standards. | Establishes and maintains average response time standards and reviews standards routinely. Standards meet customer expectations. | Service time on average meets response standards. | Service time on average does not meet response time standards. |

Comments:

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Strategic Element- Resource Management

A. Core Goal- Ensure water quality meets desired quality standards

| | | Score: _____ | | |
|---|--|---|--|--|
| 4-Exceptional | 3-Fully Competent | 2-Satisfactory | 1-Needs Improvement | |
| All of fully competent, plus: Water quality standards for Department of Public Health and CCR exceeded. Survey service issue trends are identified and plans put into place to reduce concerns. Water quality plan recommendations implemented. Nitrification plan developed. | Develop and present water quality report and recommendations; Present progress on recommendations from annual Department of Public Health facilities inspection. Nitrification monitoring implemented. | Routine water testing and monitoring standards meet Department of Public Health and CCR standards; Prepare and transmit timely CCR to consumers; Pass annual Department of Public Health facilities inspection within standards; report measures regularly to the BOD and the public via website. | Department of Public Health and CCR standards not met. Measures not communicated routinely to BOD and the public at large. | |

B. Core Goal- Continue to evaluate sources for water supply to meet long-term needs

| | | Score: _____ | | |
|--|--|--|-------------------------------------|--|
| 4-Exceptional | 3-Fully Competent | 2-Satisfactory | 1-Needs Improvement | |
| All of fully competent, plus: Action plan developed and implemented to address leak detection issues. Public (via survey) responds positively to Agency plan of action. | Conduct/complete leak detection plans for district for tanks, pipelines, storage and transport. Report findings to the BOD and public. Maintain active presence at BAWSCA water management and conservation meetings. | Leak detection and follow-up plan not completed. Findings not communicated to BOD or public at large. | No leak detection survey completed. | |

C. Core Goal- Develop long-term resource sustainability through water and energy conservation measures

| | | Score: _____ | | |
|---|---|---|---|--|
| 4-Exceptional | 3-Fully Competent | 2-Satisfactory | 1-Needs Improvement | |
| All of fully competent, plus: Study sources through conservation, water recycling, and energy audits; communicate and explore viability of options for future planning with BOD. Take courses in this area to maintain expertise. | Stay abreast of developments in this area and communicate them to the BOD. Coordinate permitting process and enforcement with City of Belmont and City of San Carlos related to Indoor and Outdoor | GM has general awareness of developments and technologies with regard to alternative water sources. | GM lacks awareness of technology and supply issues. | |

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| Present Indoor and Outdoor Water Use Efficiency Ordinances to BOD for adoption. Develop water shortage contingency plan, including public outreach. | Water Use Efficiency Ordinances. Public outreach and communication of Indoor and Outdoor Water Use Efficiency Ordinances. Explore use of solar power. |
|--|---|

Comments:

Strategic Element-Infrastructure Management and Operations

A. Core Goal- Develop and maintain long term capital improvement plan

| Score: _____ | | | |
|---|--|--|--|
| 4-Exceptional <i>All of fully competent, plus:</i> | 3-Fully Competent | 2-Satisfactory | 1-Needs Improvement |
| When Agency resources are not available as planned, infrastructure improvement plan kept on track/exceeds timelines via innovative problem solving and creative use of available resources. | <p>In conjunction with District Engineer develop a five-year improvement plan that will meet infrastructure improvement/repair needs and create a vision for incrementally building an agency of the future as resources are available.</p> <p>Infrastructure Review: 1. Verify underlying assumptions for CIP. 2. Board review of priorities. 3. Develop rolling 5-year CIP. 4. Develop CIP expenditure plan.</p> <p>Review proposed CIP with City of Belmont and City of San Carlos.</p> <p>Strategic Initiatives and Project Management: 1. Advanced Metering Infrastructure (AMI) Installation – 23 commercial meters in Zone 7, and 857 residential and commercial meters in Zone 8. 2. Buckland storage tanks construction and project final completion. 3. Belburn Drive water main replacement construction and project final completion. 4. Water hydraulic model calibration project completion.</p> | <p>Reviews existing capital improvement plan and makes recommendations for changes as appropriate.</p> | Plan not developed and/or not implemented/integrated with agency resources |
| B. Core Goal- Develop and maintain Operations and Maintenance Plan | | | Score: _____ |
| 4-Exceptional <i>All of fully competent, plus:</i> | 3-Fully Competent | 2-Satisfactory | 1-Needs Improvement |
| MPWD Emergency Preparedness Program developed to include within Emergency Response Plan. | <p>Develop outline of O&M Plan and report to the BOD.</p> <p>Revise Construction Specifications and Standards in coordination with District Engineer. Review by City of Belmont and City of San Carlos. Present to Board of Directors for approval.</p> | <p>Partial development of O&M Plan outline.</p> <p>Revise and report on progress of Construction Specifications and Standards.</p> | No progress on development of O&M Plan. Insufficient progress on development of Construction Specifications and Standards. No update of Emergency Response Plan. |

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| <p>MPWD Business Continuity Plan developed to include within Emergency Response Plan.</p> <p>Balance construction and O&M for optimal operational efficiencies.</p> <p>Update Emergency Response Plan and present to Board of Directors for approval.</p> <p>Participate in San Mateo County Emergency Managers Association meetings.</p> <p>Participate in local emergency preparedness programs and drills as appropriate.</p> | <p>Report on progress of Emergency Plan update.</p> <p>Report to the BOD on MPWD emergency preparedness.</p> | <p>No participation in local emergency preparedness activities (meetings, programs, or drills).</p> |
|--|--|---|

Comments:

Strategic Element- Human Resource Management

| A. Core Goal- Maintain and develop an effective workforce to meet organizational needs | | Score: _____ | |
|---|---|---|--|
| 4-Exceptional <i>All of fully competent, plus:</i> | 2-Fully Competent | 2=Satisfactory | 1-Needs Improvement |
| Utilizes training/development tools both inside and outside company to ensure the highest degrees of productivity. | Complies with organizational standards for hiring and performance review processes. Regularly reviews and revises job descriptions, policies and procedures that meet organizational needs. Trains/cross trains workforce for specific needs. Create succession plan for key positions. Provides growth opportunities through stretch assignments and continuing education. Evaluates options for improving efficiency and effectiveness. | Relies on existing organizational standards, job descriptions, policies and procedures for decision making. | Performance reviews not completed within expected timeframes. Job descriptions, policies and procedures not updated annually. |
| B. Core Goal- Develop and maintain effective organizational communication processes | | Score: _____ | |
| 4-Exceptional <i>All of fully competent, plus:</i> | 3-Fully Competent | 2=Satisfactory | 1-Needs Improvement |
| Staff through direct feedback to GM and BOD believes they receive timely and thorough information on Agency and related activities. | Regularly updates staff on organizational activities. Keeps staff appropriately informed of progress on goals, objectives and global issues impacting water agencies. | GM holds monthly staff meetings providing general communication. | GM fails to have documented staff meetings or communication sessions. GM lacks interest/ability to provide guidance and communication to staff. |

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C. Core Goal- Maintains a positive work environment

| Score: _____ | | | |
|---|--|---|---|
| 4-Exceptional | 3-Fully Competent | 2-Satisfactory | 1-Needs Improvement |
| All of fully competent, plus: Staff views Agency appropriately rewarding outstanding staff contributions. Develops and motivates staff to think independently resulting in optimal productivity and teamwork. GM rated highly in areas of proactive and productive problem solving, soliciting appropriate staff input into Agency decision making, listening skills and fostering a team oriented work environment. Maintains workforce reflective of the community at large. | Appropriately rewards and recognizes staff for accomplishments and going “above and beyond”. Values staff diversity. Encourages staff driven teambuilding activities. Addresses staff issues in a timely fashion. Productively resolves conflict. Regularly seek and respond to staff feedback regarding organizational climate. Obtains staff engagement and commitment through open communication and transparency. Regular GM/staff communication sessions. Update Personnel Manual and present to MPWD Employee Association for input and BOD for approval. Recognize employee service milestones. Review Employee Safety and Loss Prevention Program, and provide fiscal year incident and loss prevention report to the BOD. | Regularly encourages staff to provide constructive feedback through group and individual discussion and maintains an open door policy. Allows emotions or feelings to unduly influence decision making. Demonstrates arbitrary or favoritism approach in staff recognition. | Lacks ability to engage staff in organizational undertakings. Unable to productively confront staff when issues arise. |

Comments:

Strategic Element- Financial Management

A. Core Goal- Establish and achieve annual budget targets

| | | Score: | |
|--|--------------------------|---|--|
| | | 2-Satisfactory | 1-Needs Improvement |
| 4-Exceptional <i>All of fully competent, plus:</i> | 3-Fully Competent | <p>Develops annual operating budget. Performs all work of organization within budgeted allocation. Develops and maintains appropriate financial controls, accounting procedures and necessary audits. Communicates all unusual expenses, or financial results that deviate significantly from expectations to the BOD with reports that are meaningful, thorough and of a professional level.</p> <p>Budgeting process addressing MPWD priorities completed by June 30th.</p> <p>Review MPWD performance on a monthly basis so that targeted budget allocation is achieved.</p> <p>Create comprehensive FY 2014/2015 budget document, including charts and graphs.</p> <p>Monitors historical water usage, analyzes trends and forecasts short and long term water demand. Incorporates forecast into strategic supply planning.</p> <p>Review and incorporate any legislative or regulatory impact to budget forecasting.</p> | <p>Work of organization meets budget allocation during review period. Adequate corrective action plan in place.</p> <p>Adheres to standard policies and procedures in the use of allocated resources.</p> <p>Keeps BOD apprised of budget deviations or variances.</p> <p>Financial reports to BOD are adequate, accurate and easy to understand.</p> <p>Monitors water usage and supply findings. Complies with regulatory and legal reporting requirements.</p> <p>Responds to significant impacts in relation to budget allocation.</p> |
| 4-Exceptional <i>All of fully competent, plus:</i> | 3-Fully Competent | <p>Develop DRAFT Internal Control Policy Manual. Review with Board Financial Audit Committee, including District Treasurer, and MPWD financial auditor.</p> <p>Review outcomes from annual financial audits, taking corrective action as necessary.</p> | <p>No progress on Financial Control Policy Manual.</p> <p>No progress on financial audit recommendations.</p> <p>Implementation of the significant recommendations from financial audit.</p> |
| B. Core Goal- Develop and maintain adequate financial controls | | | Score: |
| | | 2-Satisfactory | 1-Needs Improvement |
| 4-Exceptional <i>All of fully competent, plus:</i> | 3-Fully Competent | <p>Develop outline for DRAFT Internal Control Policy Manual.</p> | No progress on Financial Control Policy Manual. |
| Internal Control Policy Manual approved by the BOD. Review with staff. | | | No progress on financial audit recommendations. |
| Annually review Internal Control Policy Manual. | | | No review of PARS OPEB trust |

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| Review and update Investment Policy. | Review PARS OPEB trust account and investment performance. | Score: _____ |
| Review and update Procurement (Purchasing) Policy. | | account and investment performance. |
| C. Core Goal- Updates, monitors and implements capital plan | | |

| 4-Exceptional <i>All of fully competent, plus:</i> | 3-Fully Competent | 2-Satisfactory | 1-Needs Improvement |
|--|---|--|---|
| Proactively anticipates external trends and financial resources to implement innovative capital plan that exceeds timeline expectations. | Assesses and updates annual funding for capital improvement programs. Modifies plan as technological, legislative and quality plans evolve. | Allocates annual funding for capital improvements, and monitors plan progress. | Does not allocate appropriate funding for capital improvement programs. Does not update plan on a regular basis. |

Comments:

Strategic Element- Leadership Attributes

| A. Core Goal- Effectively communicates organizational vision | | | |
|---|---|---|--|
| Score: | | | |
| 4-Exceptional <i>All of fully competent, plus:</i> | 3-Fully Competent | 2-Satisfactory | 1-Needs Improvement |
| Creates clear and inspiring Agency vision when conducting presentations to external audiences/forums. | Establishes and communicates organizational vision to internal and external audiences. Incorporates short and long term plans, environmental and technical trends, service goals, etc. Links daily activity to vision via policy development and implementation. Anticipates challenges to vision by adopting effective operational strategies. | Vision, goals and objectives are communicated to staff in understandable manner. Staff undertakings are link to/supportive of Agency goals and objectives. | Vision, goals/objectives not communicated to stakeholders and staff in understandable manner. Staff undertakings not linked to/supportive of Agency goals and objectives. |
| B. Core Goal- Communicates effectively | | | |
| Score: | | | |
| 4-Exceptional <i>All of fully competent, plus:</i> | 3-Fully Competent | 2-Satisfactory | 1-Needs Improvement |
| Exhibits ability to persuade others. | Demonstrates effective written, verbal and presentation abilities. Adjusts communications to fit the audience. Clearly and openly expresses ideas. Effectively communicates key messages. | Written communications are adequate but may occasionally need revisions. Expresses thoughts in logical manner. Sometimes communicates effectively and presentations contain sufficient information for decision making. | Written communications often require revision do to content and grammar issues. Lacks ability to express thoughts in logical manner. Communications are frequently misinterpreted. |
| C. Core Goal- Applies business skills and abilities effectively to strategic organizational activity | | | |
| Score: | | | |
| 4-Exceptional <i>All of fully competent, plus:</i> | 3-Fully Competent | 2-Satisfactory | 1-Needs Improvement |
| Forecasts critical events and makes prior provisions to manage them. | Proactively identifies issues and utilizes personal knowledge, best practice, benchmarking and available expertise to position district appropriately. | Exhibits business skills and abilities to obtain strategic objectives. | Does not exhibit skills to effectively set future direction for the Agency. |
| Board of Directors views General Manager as an expert resource for managing Agency business. | | | |

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D. Core Goal- Drives for results/high performance

| | | Score: _____ |
|---|--|---|
| 4=Exceptional All of fully competent, plus: GM is viewed by BOD as self-directed and successfully meeting high performance standards. | 3-Fully Competent Makes timely decisions and takes action. Seeks out and utilizes appropriate information and resources to achieve outcomes that best serve the organization. Resolves barriers and obstacles that impede progress. Monitors progress and acts to ensure success in an ethical manner. | 2-Satisfactory Responds to issues on a timely basis. Demonstrates reasonable judgment in managing Agency responsibilities. |

E. Core Goal- Accountability

| | | Score: _____ |
|---|---|--|
| 4=Exceptional All of fully competent, plus: Always meets timelines and quality standards for assigned accountabilities. Actively solicits and responds to performance feedback from staff and others outside of formal processes. Seeks challenges that develop expertise supportive of organizational objectives. Implements innovations to improve Agency operations, quality and service. | 2-Fully Competent Takes personal ownership for commitments and performance, including specific deliverables and timeframes. Consistently delivers as promised with integrity. Practices constant quality improvement with all operational activities. Models valuation of self development by identifying specific activities to improve professional performance and overall leadership abilities. | 2-Satisfactory Objectives are met on a timely basis. Engages in developmental activity supportive of individual growth. Quality of deliverables is consistent. Takes measures towards self improvement. |

F. Core Goal- Effectively leads change

| | | Score: _____ |
|--|---|--|
| 4=Exceptional All of fully competent, plus: Proactively manages change by creating organized, creative plans that reflect necessary adjustments to ensure positive outcomes. Acts as a positive role model for staff during change via flexibility, positive work ethic, focusing upon immediate accountabilities and developing new skills | 3-Fully Competent Embraces and generates innovative ways to improve performance aligned to a shared purpose. Commits to sustained, effective change. Works well with ambiguity. | 2-Satisfactory Anticipates and addresses staff issues related to change. Occasionally seeks direction from others regarding general accountabilities during times of uncertainty and change. Uses outside resources as |

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| as needed. | Addresses staff change support needs as they arise (including training, coaching, communication needs, etc.). | appropriate and reaches out when assistance is needed. |
|------------|---|--|

Comments: