



MID-PENINSULA WATER DISTRICT

2021-2022 STRATEGIC PLAN

February 25, 2021

Board of Directors:

Brian Schmidt, President
Kirk R. Wheeler, Vice President
Dave Warden, Director
Louis J. Vella, Director
Matthew P. Zucca, Director

Appointed Officials:

Julie Sherman, District Counsel
Joubin Pakpour, District Engineer

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 held a special meeting on January 14, 2021 to create the MPWD 2021-2022 Strategic Plan.

The plan's strategic goals and framework were reviewed, and minor revisions were made. Strategic items were classified as either "A" (Very Important, Must Do) or "B" (Should Do) priorities and identified in the attached plan. A few operational items were added to Basic Measures for Success included in Attachment 1.

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



February 25, 2021

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.

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

GOAL:

Maintain effective working relationships with external agencies.

Objectives:

- *Maintain appropriate agency presence in local, regional and state industry organizations and activities.*
- *Maintain outreach and project coordination with City of Belmont, City of San Carlos, and the County of San Mateo.*

GOAL:

Maintain organizational standards that ensure a high level of service orientation for our ratepayers.

Objective:

- *Provide ratepayers with prompt, professional and courteous service.*

"A" PRIORITIES *	"B" PRIORITIES
<p><u>No. A-1.1:</u> Coordinate with City of Belmont on all capital projects.</p> <p><u>No. A-1.2:</u> Implement zone-based election process.</p>	<p><u>No. B-1.1:</u> Implement updated Miscellaneous Fees.</p> <p><u>No. B-1.2:</u> Develop Water Service Regulations from Water Service Ordinance No. 103 and industry best management practices.</p>

STRATEGIC ELEMENT #2 – Resource Management

GOAL:

Ensure water quality meets desired quality standards.

Objective:

- *Water quality standards for SWRCB/Division of Drinking Water are met.*

GOAL:

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

Objectives:

- *Participate in BAWSCA water supply reliability and water conservation projects.*
- *Develop plan for meeting California Conservation Way of Life per capita water demand goals.*
- *Monitor fuel and energy use to identify opportunities for improvement efficiencies.*

"A" PRIORITIES *	"B" PRIORITIES
<p><u>No. A-2.1:</u> Complete 2020 Urban Water Management Plan and Water Shortage Contingency Plan.</p> <p><u>No. A-2.2:</u> Comply with DDW/SWRCB regulations: Long-Term Urban Water Conservation Policy – “A California Way of Life”.</p>	<p><u>No. B-2.1:</u> Investigate potential ground water supply options and partnerships (e.g., shallow water aquifers, recycled water, direct/indirect potable reuse).</p> <p><u>No. B-2.2:</u> Explore Peninsula Energy (potential pipe “step down” pressure energy) and electric vehicle opportunities.</p> <p><u>No. B-2.3:</u> Explore solar opportunities.</p>

STRATEGIC ELEMENT #3 – *Infrastructure Management and Operations*

GOAL:

Maintain proactive operations and maintenance programs.

Objective:

- *Develop/maintain standard operating procedures in accordance with best management practices.*

GOAL:

Maintain long-term capital improvement program.

Objective:

- *Review MPWD infrastructure modeling for assessment of capital improvement priorities and assess other fixed assets in accordance with best management practices.*

“A” PRIORITIES *	“B” PRIORITIES
<p><u>No. A-3.1:</u> Continued implementation of Capital Improvement Program.</p> <p><u>No. A-3.2:</u> Complete Risk and Resiliency Assessment and Emergency Operations Plan.</p>	<p><u>No. B-3.1:</u> Complete Dairy Lane Rehabilitation project.</p> <p><u>No. B-3.2:</u> Develop records retention policy.</p>

STRATEGIC ELEMENT #4 – Human Resources Management

GOAL:

Develop and maintain systems and processes for effective workforce management.

Objectives:

- *Develop/maintain effective workforce to meet organizational needs.*
- *Maintain:*
 - *Appropriate communication channels with employees*
 - *Positive work environment and employee satisfaction*
 - *Organizational human resources policy.*

GOAL:

Develop and maintain Board of Directors procedures for effective and transparent governance.

Objective:

- *Develop/maintain governing policies and procedures.*

“A” PRIORITIES *	“B” PRIORITIES
<p><u>No. A-4.1:</u> Create organizational succession plan, including stages of impact.</p> <p><u>No. A-4.2:</u> Develop and implement COVID-19 Prevention Plan.</p>	<p><u>No. B-4.1:</u> Implement updated employee performance review tool and process.</p> <p><u>No. B-4.2:</u> Review/update policies:</p> <ul style="list-style-type: none"> ▪ Personnel Manual ▪ Conflict of Interest Code ▪ Rules of the Board of Directors ▪ Annual Planning Schedule for Board of Directors

STRATEGIC ELEMENT #5 – Financial Management

GOAL:

Establish and achieve annual budget trends.

Objectives:

- Complete annual budget process on a timely basis.
- Monitor financial projections for accurate forecasting.
- Maintain/monitor schedules of water rates, water capacity charges, and miscellaneous fees.
- Update, monitor and implement capital improvement program.

GOAL:

Develop/maintain financial management policy.

Objectives:

- Develop/maintain internal control procedures in accordance with best management practices.
- Maintain Board Finance Committee for detailed review of financial matters.

“A” PRIORITIES *	“B” PRIORITIES
<p><u>No. A-5.1:</u> Complete and implement Financial Management Policy.</p> <p><u>No. A-5.2:</u> Do a better job at bringing down the per capita water cost.</p> <p><u>No. A-5.3:</u> Finalize water rate study and determine schedule for Proposition 218 process.</p> <p><u>No. A-5.4:</u> Decide whether to pursue bond refinancing or bond reissuance for capital program.</p>	<p><u>No. B-5.1:</u> Investigate divestments with companies that lack greenhouse compliance.</p> <p><u>No. B-5.2:</u> Implement updated Water Capacity Charges.</p> <p><u>No. B-5.3:</u> Appoint District Treasurer.</p> <p><u>No. B-5.4:</u> Professional Accounting Services contract.</p> <p><u>No. B-5.5:</u> GASB 75 OPEB Actuarial Report.</p>



2021-2022 STRATEGIC PLAN

ATTACHMENT #1 BASIC MEASURES OF SUCCESS

STRATEGIC ELEMENTS	CORE GOALS	BASIC MEASURES OF SUCCESS
<p>#1 – External Relationships and Customer Service</p>	<p>Maintain effective working relationships with external agencies.</p> <p>Maintain organizational standards that ensure a high level of service orientation for our ratepayers.</p>	<ul style="list-style-type: none"> ▪ External relationships: Attend HIA meetings, neighborhood meetings as appropriate, maintain presence at LAFCO meetings, attend local community City Council meetings, ACWA JPIA and Region 5 meetings, CSDA meetings, including San Mateo chapter, attend SFPUC meetings, BAWSCA meetings, participate in San Mateo County Emergency Managers Association meetings, coordinate meetings with Belmont public officials, Public Works, and Community Development as needed. ▪ Conduct at least one community education event with BAWSCA. ▪ Provide timely and useful customer communications. ▪ Monitor customer satisfaction via a measurable survey. ▪ Proactive MPWD advocacy focusing on common constituent message development and community promotion.
<p>#2 – Resource Management</p>	<p>Ensure water quality meets desired quality standards.</p> <p>Develop long-term resource sustainability through energy and water conservation measures.</p>	<ul style="list-style-type: none"> ▪ Routine water testing and monitoring should meet SWRCB/Department of Drinking Water standards. ▪ Prepare and transmit timely CCR. ▪ Implement feasible water quality inspection recommendations. ▪ Continue distribution system unidirectional flushing program. ▪ Maintain active involvement in BAWSCA water supply reliability and water conservation programs and activities. ▪ Continue water use efficiency messaging to meet regional and statewide water conservation goals. ▪ Annual MPWD Water Conservation Report to customers by January 31st. ▪ Support continued off-peak hour pumping. ▪ Explore solar power opportunities.

STRATEGIC ELEMENTS	CORE GOALS	BASIC MEASURES OF SUCCESS
		<ul style="list-style-type: none"> ▪ Maintain SDFL District Transparency Certificate of Excellence for MPWD website and update often to keep information resourceful.
#3 – Infrastructure Management and Operations	<p>Maintain proactive operations and maintenance programs.</p> <p>Maintain long-term capital improvement program.</p>	<ul style="list-style-type: none"> ▪ Monitor O&M procedures and revise as appropriate. ▪ Continue coordination of CIP with City of Belmont and City of San Carlos. ▪ Cybersecurity vulnerability assessment. ▪ Develop business interruption/resumption procedures. ▪ Regularly review and update the long-term CIP.
#4 – Human Resources Management	<p>Develop and maintain systems and processes for effective workforce management.</p> <p>Develop and maintain Board of Directors procedures for effective and transparent governance.</p>	<ul style="list-style-type: none"> ▪ Monitor recruitment/retention levers for funding/implementation action. ▪ Review recruitment /hiring process plans. ▪ Meet and confer with MPWD Employee Association as applicable. ▪ Maintain organization chart. ▪ Create organizational succession plan. ▪ Plan annual training plan/calendar around available budget funds. ▪ Regular GM/staff meetings and communications. ▪ Develop/update and maintain administrative procedures. ▪ Recognize employee service milestones. ▪ Celebrate employee accomplishments. ▪ Monitor staff job satisfaction. ▪ Review Employee Safety and Loss Prevention Program. ▪ Fiscal Year safety incident and loss prevention report to Board. ▪ Create/maintain/update Board of Directors policies. ▪ Review Annual Planning Schedule for Board of Directors for updates.
#5 – Financial Management	<p>Establish and achieve annual budget trends.</p> <p>Develop/maintain financial management policy.</p>	<ul style="list-style-type: none"> ▪ Review proposed fiscal year SFPUC water rate charges and consider MPWD water rate adjustment. ▪ Budget process addressing District priorities completed by June 30th. ▪ Review performance monthly so that targeted allocation is achieved. ▪ Comprehensive budget document, including charts/graphs. ▪ Apply for budget and/or financial transparency certification. ▪ Incorporate capital plan priorities in annual budget. ▪ Incorporate modeling into annual budgeting process; use tools to develop scenario that can be used as operating circumstances change.

STRATEGIC ELEMENTS	CORE GOALS	BASIC MEASURES OF SUCCESS
		<ul style="list-style-type: none"> ▪ Coordinate detailed financial review matters with the Board’s Finance Committee. ▪ Regularly review fees and charges for update. ▪ Continue reporting on 2016 COP capital project expenditures. ▪ Manage investment strategy for PARS Section 115 Trust Plan for OPEB and PRSP.