

MID-PENINSULA WATER DISTRICT

TWO-YEAR STRATEGIC PLAN – FY2023-24

July 2023

BOARD OF DIRECTORS

Louis J. Vella, President
Matthew P. Zucca, Vice President
Catherine M. Jordan, Director
Brian Schmidt, Director
Kirk R. Wheeler, Director

APPOINTED OFFICIALS

Julie Sherman, District Counsel
Joubin Pakpour, District Engineer
Vacant, District Treasurer

EXECUTIVE STAFF

Rene Ramirez, Interim General Manager/Operations Manager
Kathryn Wuelfing, Assistant General Manager
Monique Madrid, Board Secretary/Administrative Services Manager

OUR MISSION

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.

OUR VISION

Providing quality water and essential service, since 1929...now...and into the future.

STRATEGIC GOALS



1. Demonstrate outstanding stewardship in the management of District water resources, demands and infrastructure.



2. Provide exceptional levels of service and value to the community in a cost-effective manner.



3. Foster open and candid communication with community, staff and directors that results in collaborative, innovative operations.

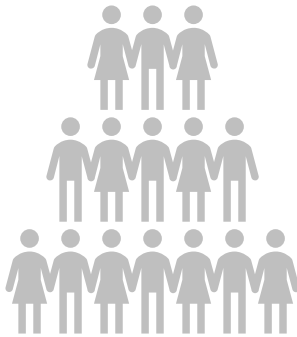


4. Be viewed as an industry leader for water management best practices.

Strategic
Element **1**

Employee Services

Maintain a
workplace worthy of
our employees and
community.



OBJECTIVES

- Foster a culture of learning and innovation.
- Promote professional development and growth.
- Prioritize health and safety, including through support of safety and wellness programs.
- Continue pro-active succession planning.
- Support employee well-being and work-life balance.
- Foster a diverse and inclusive workforce.
- Promote employee engagement and recognition.

A Priorities

No. A-1.1: Leadership and organizational development, including:

- Transition to permanent General Manager,
- Continue succession planning and employee leadership development training,
- Continue in-house Water System Operator certification training, and
- Continue education and professional development for all employees.

No. A-1.2: Create organizational succession plan, including stages of impact.

No. A-1.3: Complete bargaining with MPWD Employee Association.

No. A-1.4: Complete update of Personnel Manual.

No. A-1.5: Maintain staff cohesiveness throughout duration of separated workplaces, and work to reunite staff at Dairy Lane Operations Center following building rehabilitation.

B Priorities

No. B-1.1: Review and update performance review tool and process.

No. B-1.2: Review/update Rules of the Board of Directors.

No. B-1.3: Explore transition to new payroll system.

No. B-1.4: Review and revise safety and wellness programs.

Strategic
Element 2

External Relationships & Customer Service

Partners with our
community. Leaders
in our industry.



OBJECTIVES

- Provide community members with prompt, professional, and courteous service.
- Empower efficient and thorough customer service through tools and education.
- Emphasize customer service as a priority for all employees.
- Maintain active working relationships with external agencies.
- Maintain outreach and project coordination with City of Belmont, City of San Carlos, and the County of San Mateo.
- Engage in local, regional and state industry organizations and activities.

A Priorities

No. A-2.1: Open Old County Road temporary administrative offices to customers following completion of tenant improvements.

No. A-2.2: Continue coordination with City of Belmont on all capital projects.

No. A-2.3: Explore additional benefits of customer messaging about customer service portal (e.g., Water Watch, etc.).

No. A-2.4: Encourage involvement of all staff in professional organizations (e.g., AWWA, BayWork, CalWEP, CMSFO, etc.)

No. A-2.5: Participate in two-by-two meetings between District Board and management and City of Belmont Council and management.

B Priorities

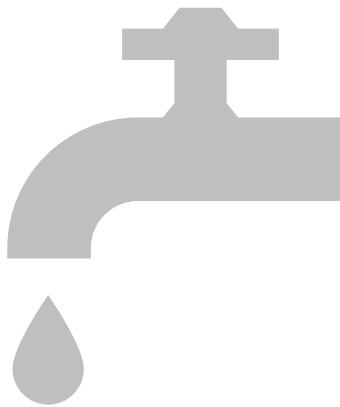
No. B-2.1: Broaden the use of telephone system automation.

No. B-2.2: Create a customer-service follow-up survey.

Strategic
Element 3

Resource Management & Resiliency

Dedicated stewards of
our most essential
natural resource.



OBJECTIVES

- Provide water efficiency programs, education, and outreach to customers.
- Optimize water efficiency in our water distribution system.
- Ensure water quality meets all required regulatory standards.
- Develop long-term resource sustainability and resiliency through energy and water conservation measures and partnerships.
- Invest in resilient infrastructure.
- Pursue opportunities for more sustainable fuel and energy use.

A Priorities

No. A-3.1: Follow development of and comply with State regulations: Long-Term Urban Water Conservation Policy: *“Making Water Conservation A California Way of Life.”*

No. A-3.2: Continue to participate in development of Tier 2 drought water supply management plan with the other Bay Area Water Supply and Conservation Agency (BAWSCA) agencies.

No. A-3.3: Expand emergency preparation and resiliency messaging to customers (e.g., turn off irrigation system after earthquake, have 3 days of water stored on hand, etc.).

No. A-3.4: Explore expansion of dedicated irrigation metering to support water efficiency.

No. A-3.5: Inventory commercial, industrial, institutional (CII) non-functional turf within service area and evaluate expansion of Lawn Be Gone program to CII accounts.

No. A-3.6: Explore Peninsula Energy electric vehicle opportunities, and compliance with the new CARB Advanced Clean Fleets rule.

B Priorities

No. B-3.1: Investigate potential water supply alternative options and partnerships, including but not limited to the San Francisco Peninsula Regional Potable Reuse Project (SPRP), and groundwater development.

No. B-3.2: Explore solar, renewable fuels/non-fossil sources, and climate divestment opportunities.

No. B-3.3: Explore solar panels as part of Dairy Lane Operations Center and Folger Drive Facility building rehabilitation projects.

No. B-3.4: Coordinate with the cities of Belmont and San Carlos and their Housing Element Plans, Specific Plans, and other large projects expected to be served with MPWD water supply.

No. B-3.5: Track new development and customer demand changes relative to the District’s San Francisco Public Utilities Commission (SFPUC) supply allocation on a routine basis.

Strategic
Element 4

Infrastructure Management & Operations

Maintain and invest
judiciously in a
reliable
distribution system.



OBJECTIVES

- Maintain proactive operations and maintenance programs.
- Embrace technology for streamlined operations.
- Prioritize documentation to support consistent practices and succession planning.
- Maintain long-term capital improvement program that protects the community's investment.
- Follow industry best management practices.

A Priorities

No. A-4.1: Complete Dairy Lane Operations Center Rehabilitation project.

No. A-4.2: Complete Folger Drive Remodel and Repurpose project.

No. A-4.3: Complete 2016 Certificates of Participation (COP) Capital Improvement Program (CIP).

No. A-4.4: Complete CIP projects:

- Harbor Boulevard Improvements
- Hastings Drive Service Connection Replacements
- Old County Road and Ralston Avenue Improvements
- Oak Knoll / Newlands / Dekoven/ Lincoln/ Pine Knoll Improvements

No. A-4.5: Identify next CIP projects and prioritization, to be informed by lifecycle analysis.

No. A-4.6: Implement GIS-based asset management system (Spatial Wave).

No. A-4.7: Develop and implement Water Service Regulations from Water Service Ordinance No. 103 and industry best management practices.

B Priorities

No. B-4.1: Continue implementation of the Emergency Response Plan (ERP), including coordination with other local agencies.

No. B-4.2: Continue to develop a comprehensive set of Operational Standard Operating Procedures (SOPs), including measurement and tracking tools.

No. B-4.3: Develop and implement records retention policy.

No. B-4.4: Create schedule of timing for policy updates.

No. B-4.5: Evaluate vehicle fleet, and consider new CARB Advanced Clean Fleets rule.

No. B-4.6: Update Comprehensive System analysis, utilizing MPWD hydrologic modeling.

No. B-4.7: Develop a proactive meter replacement program.

Strategic
Element **5**

Financial Management

Honest and transparent stewardship of public funds.



OBJECTIVES

- Monitor and ensure that water rates and fees represent a good value to our customers.
- Complete annual budget process on a timely basis.
- Utilize data-driven financial planning and budgeting, and conduct routine monitoring of projections.
- Maintain financial management policy and internal control procedures in accordance with best management practices.
- Utilize Board Finance Committee for detailed review of financial matters.
- Foster a culture of financial responsibility among all employees.
- Leverage technology for financial efficiency.
- Maintain clear financial reporting and transparency.

A Priorities

No. A-5.1: Complete and implement Financial Management Policy.

No. A-5.2: Complete and implement updated Miscellaneous Fees.

No. A-5.3: Complete and implement water rate study and Proposition 218 process.

No. A-5.4: Complete and implement updated Water Capacity Charges.

No. A-5.5: Review and consider Water Demand Offset charges and policy.

No. A-5.6: Complete Governmental Accounting Standards Board (GASB) 75 Other Postemployment Benefits (OPEB) Actuarial Report.

No. A-5.7: Evaluate bond financing for Capital Improvement Program.

No. A-5.8: Select and engage a new financial auditor firm.

B Priorities

No. B-5.1: Investigate divestment from companies that lack greenhouse compliance.

No. B-5.2: Evaluate and pursue grant funding and partnership opportunities.

No. B-5.3: Evaluate further U.S. Treasury investments or other appropriate conservative investment strategies.

DIRECTOR ASSIGNMENTS/COMMITTEES

Updated July 27, 2023

ASSIGNMENT	2023
ASSOCIATION OF CALIFORNIA WATER AGENCIES (ACWA)/REGION 5	All
ACWA/JOINT POWERS INSURANCE AUTHORITY (JPIA)	Brian Schmidt Kirk Wheeler (Directors are voting members GM is the alternate)
BAY AREA WATER SUPPLY & CONSERVATION AGENCY (BAWSCA)	Louis Vella Four-Year Term Ends: June 30, 2025
SAN MATEO CHAPTER -CALIFORNIA SPECIAL DISTRICTS ASSOCIATION (CSDA)	Louis Vella Kirk Wheeler <i>Rene Ramirez, Interim General Manager</i>
GENERAL MANAGER SUPPORT & PERFORMANCE EVALUATION	Louis Vella Matt Zucca
HARBOR INDUSTRIAL ASSOCIATION (HIA)	Brian Schmidt Kirk Wheeler Louis Vella
CHAMBER SAN MATEO COUNTY	All

STANDING COMMITTEE	2023
FINANCE COMMITTEE	Kirk Wheeler Louis Vella <i>District Treasurer</i>

AD HOC COMMITTEE	2023
TWO-BY-TWO WITH CITY OF BELMONT COMMITTEE	Louis Vella Cathy Jordan