

**REVISED**  
**2019-2020 STRATEGIC PLAN**

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

Core Goals/Objectives	2019 Measures of Success	2020 Measures of Success
<p><u>Goal:</u> Maintain effective working relationships with external agencies</p> <p><u>Objectives:</u> <i>Maintain appropriate agency presence in local, regional and state industry organizations and activities</i></p> <p><i>Maintain outreach and project coordination with City of Belmont, City of San Carlos, and the County of San Mateo</i></p>	<p><b>Priority No. 1-1/19:</b> Coordinate with Belmont Chamber of Commerce for presentation of 2019 “State of the District – <i>Celebrating 90 Years of Service</i>” address.</p> <p><b>Priority No. 1-2/19:</b> Coordinate meeting between Belmont city officials and MPWD officials for continued project coordination and efficiencies.</p>	<p><b>Priority No. 1-1/20:</b> Coordinate MPWD presentation to Belmont City Council and San Carlos City Council as relevant.</p> <p><b>Priority No. 1-2/20:</b> Coordinate meeting between Belmont city officials and MPWD officials for continued collaboration as relevant.</p> <p><b>Priority No. 1-3/20:</b> Continue participation in Belmont’s Earth Day event.</p> <p><b>Priority No. 1-4/20:</b> Continue participation in Belmont’s National Night Out event.</p>
<p><u>Goal:</u> Maintain organizational standards that ensure a high level of service orientation for our ratepayers</p> <p><u>Objective:</u> <i>Provide ratepayers with prompt, professional and courteous service</i></p>	<p><b>Priority No. 1-3/19:</b> Implement new customer account/service fees.</p> <p><b>Priority No. 1-4/19:</b> Continue website maintenance and data updates and apply for SDFL District Transparency Certificate of Excellence.</p>	<p><b>Priority No. 1-5/20:</b> Upgrade website for increased transparency, accessibility, and user-friendly resources.</p>

**STRATEGIC ELEMENT #2 – Resource Management**

Core Goals/Objectives	2019 Measures of Success*	2020 Measures of Success
<p><u>Goal:</u> Ensure water quality meets desired quality standards</p> <p><u>Objective:</u> <i>Water quality standards for SWRCB/Division of Drinking Water are met</i></p>	<p><b>Priority No. 2-1/19:</b> Annual CCR by July 1<sup>st</sup>.</p> <p><b>Priority No. 2-2/19:</b> Continue distribution system unidirectional flushing program.</p>	<p><b>Priority No. 2-1/20:</b> Annual CCR by July 1<sup>st</sup>.</p> <p><b>Priority No. 2-2/20:</b> Continue distribution system unidirectional flushing program.</p>
<p><u>Goal:</u> Develop long-term resource sustainability through energy and water conservation measures</p> <p><u>Objectives:</u> <i>Participate in BAWSCA water supply reliability and water conservation projects</i></p> <p><i>Develop plan for meeting SB7X per capita water demand goals (20% reduction by 2020)</i></p> <p><i>Monitor fuel and energy use to identify opportunities for improvement efficiencies</i></p>	<p><b>Priority No. 2-3/19:</b> Promote online Sensus Customer Portal with public outreach.</p> <p><b>Priority No. 2-4/19:</b> Annual MPWD Conservation Report to customers by September 30<sup>th</sup>.</p> <p><b>Priority No. 2-5/19:</b> Comply with DDW/SWRCB regulations: Long-Term Urban Water Conservation Policy – “A California Way of Life”:</p> <ul style="list-style-type: none"> <li>A. Prepare for regulatory leak detection monitoring/reporting.</li> <li>B. Prepare for new service shut-off regulations.</li> <li>C. Prepare for implementation of Low Income Water Rate Assistance Program.</li> </ul>	<p><b>Priority No. 2-3/20:</b> Continue compliance with DDW/SWRCB regulations: Long-Term Urban Water Conservation Policy – “A California Way of Life”.</p> <p><b>Priority No. 2-4/20:</b> Annual MPWD Water Conservation Report to customers by September 30<sup>th</sup>.</p> <p><b>Priority No. 2-5/20:</b> Request proposals for 2020 Urban Water Management Plan (due June 30, 2021).</p> <p><b>Priority No. 2-6/20:</b> Host BAWSCA landscaper certification workshop for compliance with new state standards.</p> <p><b>Priority No. 2-7/20:</b> Host BAWSCA Large Meter Testing Workshop.</p> <p><b>Priority No. 2-8/20:</b> Investigate potential ground water supply options (e.g., shallow water aquifers, recycled water).</p> <p><b>Priority No. 2-9/20:</b> Consider solar at facilities and all electric vehicle fleet replacements where feasible.</p>

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

Core Goals/Objectives	2019 Measures of Success*	2020 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. 3-1/19:</b> Complete updated Emergency Response Plan.</p> <p><b>Priority No. 3-2/19:</b> Review/revise/update Water Service Ordinance No. 103.</p> <p><b>Priority No. 3-3/19:</b> Continue development of O&amp;M Manual.</p>	<p><b>Priority No. 3-1/20:</b> Finalize development of O&amp;M manual.</p> <p><b>Priority No. 3-2/20:</b> Review/revise/update Water Service Ordinance No. 103.</p> <p><b>Priority No. 3-3/20:</b> Develop records/email retention policy.</p> <p><b>Priority No. 3-4/20:</b> Develop business interruption/resumption procedures.</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. 3-4/19:</b> Continued CIP:</p> <ul style="list-style-type: none"> <li>A. Construct Hillcrest Pressure Regulating Station.</li> <li>B. Construct FY 2018/2019 water main replacements:               <ul style="list-style-type: none"> <li>1. Notre Dame Avenue Loop Closure;</li> <li>2. Zone 5 Fire Hydrant Upgrades;</li> <li>3. Cliffside Court improvements; and</li> <li>4. Tahoe Drive Area Improvements.</li> </ul> </li> <li>C. Complete engineering design and construct El Camino Real WMR.</li> <li>D. Complete engineering design:               <ul style="list-style-type: none"> <li>1. Phase 1 – SR 101 Crossing at PAMF Medical Center;</li> <li>2. Old County Road WMR; and</li> <li>3. Dekoven Tanks Replacement;</li> <li>4.</li> </ul> </li> <li>E. Complete AMI meter change-out project.</li> <li>F. Continue coordination of capital improvement projects with surrounding local agencies (Belmont, San Carlos, and San Mateo City/County).</li> </ul> <p><b>Priority No. 3-5/19:</b> Review and update Comprehensive System Analysis and CIP (dated August 19, 2016), including cost estimates, and plan for execution.</p>	<p><b>Priority No. 3-5/20: Pending Board approval of UPDATED Comprehensive System Analysis and CIP, including funding plan</b> - Continued CIP:</p> <ul style="list-style-type: none"> <li>A. Construct:               <ul style="list-style-type: none"> <li>1. El Camino Real WMR;</li> <li>2. Phase 1 – SR 101 Crossing at PAMF Medical Center;</li> <li>3. and</li> <li>4. Dekoven Tanks Replacement.</li> <li>5.</li> </ul> </li> <li>B. Complete engineering design:               <ul style="list-style-type: none"> <li>1. Phase 1 – Old County Road WMR;</li> <li>2. F Street Improvements; and</li> <li>3. Ralston Avenue Improvements.</li> </ul> </li> </ul> <p><b>Priority No. 3-6/20:</b> Demolish abandoned pump station at 1510 Folger.</p> <p><b>Priority No. 3-7/20:</b> Develop capital project to rehabilitate MPWD Operations Center at 3 Dairy Lane.</p> <p><b>Priority No. 3-8/20:</b> Request proposals for Transmission Water Main Assessments.</p>

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

Core Goals/Objectives	2019 Measures of Success*	2020 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. 4-1/19:</b> Review and update MPWD Personnel Manual.</p> <p><b>Priority No. 4-2/19:</b> With employee involvement, create updated performance evaluation tool and update annual review process.</p>	<p><b>Priority No. 4-1/20:</b> Implement updated employee performance review tool and process.</p> <p><b>Priority No. 4-2/20:</b> Reorganization for employee succession planning.</p> <p><b>Priority No. 4-3/20:</b> Create and maintain staff training schedule, and launch ACWA JPIA Learning Management System.</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. 4-3/19:</b> Review/update Rules of the Board for SDLF District Transparency Certificate of Excellence.</p>	<p><b>Priority No. 4-4/20:</b> Review Annual Planning Schedule for Board of Directors for updates.</p>

**STRATEGIC ELEMENT #5 – Financial Management**

Core Goals/Objectives	2019 Measures of Success*	2020 Measures of Success
<p><b>Goal:</b> Establish and achieve annual budget trends</p> <p><b>Objectives:</b> <i>Complete annual budget process on a timely basis</i></p> <p><i>Monitor financial projections for accurate forecasting</i></p> <p><i>Maintain/monitor schedules of water rates, water capacity charges, and miscellaneous fees</i></p> <p><i>Update, monitor and implement capital plan</i></p>	<p><b>Priority No. 5-1/19:</b> Complete transition to full AMI system billing, including one billing cycle for all customers.</p> <p><b>Priority No. 5-2/19:</b> Continue quarterly reporting on 2016 COP financial status.</p> <p><b>Priority No. 5-3/19:</b> Discuss potential \$8 million funding gap in 2016 COP CIP and plan alternatives.</p> <p><b>Priority No. 5-4/19:</b> Develop long-term financial forecast model and 10-year financial plan.</p> <p><b>Priority No. 5-5/19:</b> Create financial plan policy for PARS OPEB and PRSP liabilities.</p> <p><b>Priority No. 5-6/19:</b> Determine whether water rate study will be needed for next 5-year plan for Proposition 218 hearing process.</p> <p><b>Priority No. 5-7/19:</b> Continue development of MPWD Financial Control Policy Manual, including the review/update and/or development of the following policies:  A. Procurement policy (2005);  B. Accounts payable/receivable policy;  C. Billing/Invoicing policy;  D. Cash disbursement (check-writing) policy;  E. Customer Billing policy; and  F. Credit card management policy.</p>	<p><b>Priority No. 5-1/20:</b> Request proposals for Water Rate Study for FYs 2020-2025, including 10-year financial plan and financial forecast model, and 5-year rate plan in preparation for Proposition 218 hearing process in 2021.</p> <p><b>Priority No. 5-2/20:</b> Cost-of-service fees review and update, including fire protection charges.</p> <p><b>Priority No. 5-3/20:</b> Request proposals for review and analysis of connection fees, water capacity charges and water demand offset fees.</p> <p><b>Priority No. 5-4/20:</b> Continue reporting on 2016 COP CIP financial status on a semi-annual basis (January and July).</p> <p><b>Priority No. 5-5/20:</b> Complete DRAFT MPWD Financial Control Policy Manual.</p> <p><b>Priority No. 5-6/20:</b> Update Conflict of Interest Code as needed.</p> <p><b>Priority No. 5-7/20:</b> Create financial plan for management of the pre-funded OPEB and PRSP liabilities, held in trust with PARS.</p>