



# ***MID-PENINSULA WATER DISTRICT STRATEGIC PLAN***

*Updated January 2026*

## **BOARD OF DIRECTORS**

Louis J. Vella, President  
Matthew P. Zucca, Vice President  
JoAnn Covington, Director  
Chuck Cotten, Director  
Kirk R. Wheeler, Director

## **APPOINTED OFFICIALS**

Julie Sherman, District Counsel  
Joubin Pakpour, District Engineer  
James Ramsey, District Treasurer

## **EXECUTIVE STAFF**

Kathryn Wuelfing, General Manager  
Sarah Scheidt, Operations Manager  
Alison Bell, Board Secretary/Administrative Services Manager

## INTRODUCTION

This Plan reflects the Mid-Peninsula Water District (MPWD) Board of Directors' (Board's) vision for the District. Updated annually, the Plan documents the District's Vision and Mission Statements, as well as the Board's goals and 6 Strategic Elements. These elements and the priorities associated with them are developed and refined through collaboration with the Board and District management, and serve to guide staff's efforts and allocation of both financial and staff resources. This serves to prioritize staff's efforts, facilitate communication with the Board on the breadth and intensity of staff activities, and to make sure staff and the Board are aligned in our goals.

In recent years, the document has been updated to reflect a shift in the District's work culture that has evolved over time into a "People First, Mission Always" focus. In 2025, a new Strategic Element of "Emergency Preparedness" was added. Many of the concepts captured in this element were included in previous Strategic Plans, throughout the other elements. However, since the January 2025 wildland/urban interface (WUI) fires in Los Angeles County, there has been renewed energy and focus on emergency preparedness at the local and state levels, including more opportunities for engagement with our various emergency preparedness partners. Given this, staff recommended highlighting these efforts under their own Strategic Element, reflecting the importance of these functions and the necessary staff resource investment that will be required to take advantage of and participate in the opportunities currently available to the District. Updates in 2026 include updates to specific priorities, removing completed items, adding new priorities, and updating ongoing priorities to reflect the current needs of the District.

Strategic priority items are classified as either "Project Priorities" or "Ongoing Priorities." In Strategic Plans prior to 2025, these were referred to as "A" or "B," and intended to generally reflect the current priority for each item. However, in practice, District resources

## Strategic Elements

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1) Employee Services

  - Maintain a workplace worthy of our employees and community.
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2) External Relationships & Customer Service

  - Partners with our community. Leaders in our industry.
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3) Resource Management & Resiliency

  - Dedicated stewards of our most essential natural resource.
- 

4) Infrastructure Management & Operations

  - Maintain and invest judiciously in a reliable distribution system.
- 

5) Financial Management

  - Honest and transparent stewardship of public funds.
- 

6) Emergency Preparedness

  - Service first, emergency preparedness always.



## 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.

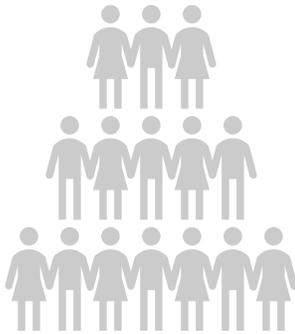


4. Be viewed as an industry leader for water management best practices.

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, and support employee 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.

## Project Priorities

**No. 1-A.1:** Complete update of the Personnel Manual, and revise format so that it is more readily updateable.

**No. 1-A.2:** Review and update Rules of the Board of Directors.

**No. 1-A.3:** Explore options for employee benefits to support employee retention, (e.g., family leave, workforce housing support, etc.).

**No. 1-A.4:** Review and consider updating District's tuition reimbursement policy, under Personnel Manual update.

**No. 1-A.5:** Complete recruitment and on-boarding for new Division 3 Director.

## Ongoing Priorities

**No. 1-B.1:** Organizational development, including:

- Continue succession planning and employee leadership development training,
- Continue in-house Operator certification training of Maintenance Technicians,
- Continue educational and professional development for all employees, and
- Ongoing assessment of staffing levels and needs.

**No. 1-B.2:** Maintain staff cohesiveness throughout duration of separated workplaces, and work to reunite staff at Dairy Lane Operations Center following building rehabilitation.

**No. 1-B.3:** Proactively plan for succession (e.g., share knowledge and skills among team members, create written Standard Operating Procedures, allow overlap of new hire and retiring personnel, etc.).

**No. 1-B.4:** Review safety and wellness programs annually, and update as needed.

**No. 1-B.5:** Periodically review artificial intelligence use policy for appropriateness as technology evolves.

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.

Project Priorities

**No. 2-A.1:** Explore options for customer water data portals (e.g., WaterSmart, DropCounter, etc.).

**No. 2-A.2:** Develop outreach campaign that celebrates the work our employees are doing in terms of both the benefit to the community, and highlighting their work as an aspirational career, in a similar light to public safety employees.

**No. 2-A.3:** Pursue obtaining the Special District Leadership Foundation (SDLF) District of Distinction accreditation.

**No. 2-A.4:** Develop and implement a customer feedback survey that gets embedded into the signature line of our key customer-facing frontline staff. Report out results of the surveys to the Board on a regular basis.

**No. 2-A.5:** Develop and implement a survey into Waterline publications to gauge and track public awareness and satisfaction with the District.

**No. 2-A.6:** Conduct customer outreach in connection with capital projects – particularly the West Belmont and Exbourne tank recoating and Dekoven Tank replacement projects.

**No. 2-A.7:** Adopt new Board agenda preparation software and public-facing agenda webpage.

**No. 2-A.8:** Support and engage in the City of Belmont's 100<sup>th</sup> Anniversary activities.

**No. 2-A.9:** Complete and adopt an MOU with the City of Belmont re: application of trench and paving standards.

Ongoing Priorities

**No. 2-B.1:** Continue to coordinate with City of Belmont public works department on capital projects.

**No. 2-B.2:** Continue to build relationships with local and state elected officials. Consider opportunities to engage federal representatives.

**No. 2-B.3:** Maintain active engagement and participation in the Bay Area Water Supply and Conservation Agency (BAWSCA).

**No. 2-B.4:** Continue to monitor and ensure that a high level of customer service is always maintained, especially under the 4-day workweek.

**No. 2-B.5:** Encourage participation of all staff in professional organizations (e.g., Alliance for Water Efficiency [AWWA], BayWork, California Water Efficiency Partnership [CalWEP], California Society of Municipal Finance Officers [CMSFO], etc.).

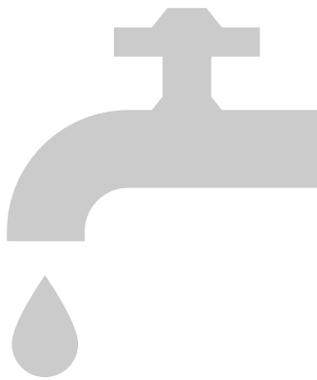
**No. 2-B.6:** Participate in annual two-by-two meetings between District Board and management and City of Belmont Council and management.

**No. 2-B.7:** Participate in local career development / school presentation opportunities through Sequoia Union High School District or other local organizations.

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 a high level of water quality for our customers.
- Develop long-term resource sustainability and resiliency through water conservation measures and partnerships.
- Invest in resilient infrastructure.
- Pursue opportunities for more sustainable fuel and energy use.

Project Priorities

**No. 3-A.1:** Update the District’s Urban Water Management Plan (UWMP), due July 1, 2026, with a focus on the updated water demand projections relative to San Francisco Public Utilities Commission (SFPUC) supply.

**No. 3-A.2:** Update the District’s Water Shortage Contingency Plan (WSCP), due July 1, 2026, with a focus on refining customer messaging and demand management actions at each shortage level.

**No. 3-A.3:** Comply with *Making Water Conservation a California Way of Life* legislation by:

- Classifying all commercial, institutional, and industrial (CII) accounts by June 2027;
- Identifying all CII accounts with mixed use meters (MUMs) by June 2027;
- Evaluating options and provide policy recommendation for conversion of CII MUMs to dedicated irrigation meters, or alternative State-approved method (full implementation required by June 2039); and
- Reviewing the Department of Water Resources (DWR) Landscape Area Measurement (LAM) data, and monitor for LAM changes in our system to ensure State data is appropriately representative (ongoing).

**No. 3-A.4:** Establish a non-functional turf ban ordinance, per AB 1572, and work with customers on education and implementation.

Ongoing Priorities

**No. 3-B.1:** Continue participating in San Francisco Peninsula Regional Potable Reuse Project (SPRP) as it evolves. Evaluate potential water supply alternative options and partnerships as they occur.

**No. 3-B.2:** Explore solar, renewable fuels/non-fossil sources, sustainable building materials, and other related climate-positive opportunities.

**No. 3-B.3:** Design solar panel and batteries specs as part of Dairy Lane Operations Center building rehabilitation project, and include as a contingency or subsequent phase project.

**No. 3-B.4:** Continue to evaluate demand reduction strategies, including policies, as demand increases in District.

**No. 3-B.5:** Engage with the Cities of Belmont and San Carlos on any major developments or policies that could have substantial water demand impacts.

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 a long-term capital improvement program that protects the community's investment.
- Follow industry best management practices.

**Project Priorities**

**No. 4-A.1:** Complete Capital Improvement Plan (CIP) projects:

- Folger Drive Emergency Operations Center
- Dairy Lane Operations Center Rehabilitation
- Transmission main assessment (Hillcrest line)
- West Belmont (N) & Exbourne (W) Tank recoating projects
- Hallmark Tank Recoating and Retrofit Project
- Install air valves on Tunnels main
- Dekoven Tank replacement
- SR 101 Crossing at the Palo Alto Medical Facility (PAMF) Hospital
- Lower Notre Dame, Willow Water Main Improvements

**No. 4-A.2:** Develop and implement Water Service Regulations from Water Service Ordinance No. 103 and industry best management practices.

**No. 4-A.3:** Create an educational web-page for the cross-connection control program within the District's website.

**No. 4-A.4:** Initiate the cross-connection control plan Hazard Assessments for non-residential water service connections.

**No. 4-A.5:** Transition to and integrate District workflows with new IT Managed Service Provider.

**No. 4-A.6:** Evaluate creation of a pre-qualification list for pipeline project contractors.

**Ongoing Priorities**

**No. B-4.1:** Develop a long-term asset management and replacement plan that addresses meters, trees, pumps, and other key assets.

**No. 4-B.2:** Target 150-year renewal rate for water mains (approximately 3,300 linear feet/year).

**No. 4-B.3:** Continue to evaluate vehicle fleet, and consider new California Air Resources Board (CARB) Advanced Clean Fleets rule, including Peninsula Clean Energy electric vehicle opportunities.

**No. 4-B.4:** Maintain a calibrated hydraulic model of the District's system.

**No. 4-B.5:** Update GIS database as projects and developments are complete, and evaluate adopting additional functions within Spatial Wave (i.e., leak tracking).

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.

### Project Priorities

**No. A-5.1:** Complete and implement fee update studies and policies:

- Miscellaneous Fees (including review of credit card fees).
- Water Capacity Charges.
- Water Demand Offset charges and policy.

**No. A-5.2:** Complete third party review of our billing system and practices.

**No. A-5.3:** Pursue development of an Annual Comprehensive Financial Report (ACFR) that meets Government Finance Officers Association (GFOA) standards for the Certificate of Achievement for Excellence in Financial Reporting (COA) Program.

**No. A-5.4:** Review and revise internal accounting tracking codes and process for CIP projects.

### Ongoing Priorities

**No. B-5.1:** Continually evaluate and pursue grant and other tax-based funding and partnership opportunities.

**No. B-5.2:** Continue to monitor investments in U.S. Treasuries and compare them to other investment strategies, including utilizing other appropriate investments such as government-sponsored agencies, public agency investment pools (e.g., CalCLASS, CalTRUST, CAMP, LAIF, etc.), and/or money market funds.

**No. B-5.3:** Annually evaluate rate increase based on revenue needs.

**No. B-5.4:** Issue the audit report within six months of year-end.

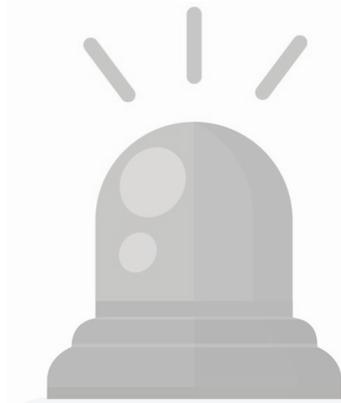
**No. B-5.5:** Consider divestment from companies that lack greenhouse compliance and focus on environmental, social, and governance (ESG) investment opportunities, to the extent that they support the highest level of financial stewardship.

Strategic  
Element

6

Emergency Preparedness

**Service first,  
emergency preparedness  
always.**



**OBJECTIVES**

- Ensure meaningful and thoughtful compliance with risk and resilience regulations.
- Support emergency communication and public outreach by maintaining key stakeholder relationships.
- Protect critical systems from cyber and operational threats.
- Implement strategic water system resiliency, infrastructure hardening, and redundancy projects.
- Ensure that emergency preparedness underlies everything we do.

**Project Priorities**

**No. 6-A.1:** Update America’s Water Infrastructure Act (AWIA) Risk and Resilience Assessment, due June 30, 2026.

**No. 6-A.2:** Update AWIA Emergency Response Plan, due December 31, 2026.

**No. 6-A.3:** Model response of our system to largescale fire event scenarios based on collaboration with emergency response partners and share results with partners for training and to inform potential future projects.

**No. 6-A.4:** Exercise and document response at each of our emergency interties, in coordination with neighbor agencies.

**No. 6-A.5:** Develop a policy of National Incident Management System (NIMS) Incident Command System (ICS) training for staff based on roles.

**No. 6-A.6:** Conduct a fire vulnerability assessment of District infrastructure.

**No. 6-A.7:** Engage in County update of the Local Hazard Mitigation Plan, anticipated complete summer of 2026.

**Ongoing Priorities**

**No. 6-B.1:** Engage in tabletop and other planning exercises with city and county public safety partners.

**No. 6-B.2:** Support partner agency updates of their planning documents, as they arise.

**No. 6-B.3:** Engage in broader regional discussions about emergency planning practices for water agencies.

**No. 6-B.4:** Follow and engage in state-level policy development of emergency-related mandates for water agencies.

**No. 6-B.5:** 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. 6-B.5:** Conduct ongoing cybersecurity training and assessment.

## DIRECTOR ASSIGNMENTS/COMMITTEES

Updated January 22, 2026

ASSIGNMENT	2026
ASSOCIATION OF CALIFORNIA WATER AGENCIES (ACWA)/REGION 5	All
ACWA/JOINT POWERS INSURANCE AUTHORITY (JPIA)	Chuck Cotten (Directors are voting members GM is the alternate)
BAY AREA WATER SUPPLY & CONSERVATION AGENCY (BAWSCA)	Louis Vella Four-Year Term Ends: June 30, 2029
SAN MATEO CHAPTER - CALIFORNIA SPECIAL DISTRICTS ASSOCIATION (CSDA)	Louis Vella JoAnn Covington <i>Kat Wuelfing, General Manager</i>
GENERAL MANAGER SUPPORT & PERFORMANCE EVALUATION	Matt Zucca JoAnn Covington
HARBOR INDUSTRIAL ASSOCIATION (HIA)	Louis Vella Chuck Cotten
CHAMBER SAN MATEO COUNTY	All

STANDING COMMITTEE	2026
FINANCE COMMITTEE	JoAnn Covington Louis Vella <i>James Ramsey, District Treasurer</i>
AGENDA REVIEW COMMITTEE	President Vice President

AD HOC COMMITTEE	2026
TWO-BY-TWO WITH CITY OF BELMONT COMMITTEE	Louis Vella Chuck Cotten
DIVISION 3 DIRECTOR APPOINTMENT COMMITTEE	Louis Vella Chuck Cotten