



**SPECIAL MEETING
BOARD OF DIRECTORS
MONDAY, MAY 19, 2025 - 6:30 PM
1075 OLD COUNTY ROAD, SUITE A, BELMONT, CALIFORNIA**

AGENDA

Teleconference location: 400 Skyloft Dr, #203 Asheville, NC 28801

1. OPENING

- A. Call to Order
- B. Establishment of Quorum
- C. Pledge of Allegiance

2. PUBLIC COMMENT

If you wish to address the Board, please follow the directions at the top of the agenda. If you have anything that you wish distributed to the Board and included for the official record, please include it in your email. Comments that require a response may be deferred for staff reply.

3. AGENDA REVIEW: ADDITIONS/DELETIONS

4. REGULAR BUSINESS AGENDA

- A. Review of 2024 Accomplishments and Progress on Strategic Plan
- B. Review and Discuss Potential Updates to Strategic Plan
- C. Review Director Assignments for 2025
- D. Other Topics for the Good of the Order

5. ADJOURNMENT

This agenda was posted at the Mid-Peninsula Water District's offices at 1075 Old County Road, Suite A, 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 and provide comments at/related to public meetings. Please submit a request, including your name, phone number and/or email address, and a description of the modification, accommodation, auxiliary aid, service or alternative format requested. Requests should be sent to the Administrative Services Manager at (650) 591-8941 or abell@midpeninsulawater.org. Requests must be received at least two days before the meeting. Requests will be granted whenever possible and resolved in favor of accessibility.



AGENDA ITEM NO. 4.

DATE: May 19, 2025
TO: Board of Directors
FROM: Kat Wuelfing, General Manager

SUBJECT: REVIEW AND CONSIDER UPDATES TO THE STRATEGIC PLAN

RECOMMENDATION

Review and provide comment and direction for updates to the Strategic Plan.

FISCAL IMPACT

None.

BACKGROUND

The Board historically has developed a new two-year plan in odd years, and meets to consider updates to the plan in even years. Strategic Plan was most recently updated in January 2024. In recent years, many of the changes made were done so to reflect a shift in the District's work culture that has evolved over time into a "People First, Mission Always" focus.

Each year, the Board updates its Strategic Plan as a way of measuring progress and setting priorities for management and the organization. This process typically happens in January, but given the changes in Board members, this year it has been delayed so that all board members can participate in the process. During this process, the Board also updates the roster of Director Assignments, which indicates what board member is responsible for what committee and other outside engagements.

DISCUSSION

Review of 2024 Accomplishments and Progress on Strategic Plan

A document reviewing the accomplishments and status of the priorities identified in the January 2024 Strategic Plan update is provided as an attachment. Staff will highlight key accomplishments during the Board meeting and be available for any questions. It is noted that many of the priorities identified are considered ongoing activities, rather than specific

projects with clear completion deadlines. Comments on the progress of each priority item are provided.

Review and Discuss Potential Updates to Strategic Plan

The proposed draft updated Strategic Plan is provided as an attachment, followed by a redline document comparing the proposed updates to the January 2024 version. It is noted that the redline version is very busy due to the additions to the plan as well as a restructuring of the document.

Key proposed updates to the plan include:

- Addition of a new strategic element – 6) Emergency Preparedness;
- Revision of the introduction section which describes the purpose of the document and how it is to be used, as well as describing the major recent changes to the document;
- Reworking of the “A” and “B” priorities to “Project Priorities” and “Ongoing Priorities;”
- Removal of completed priorities throughout the document; and
- Addition of new priorities throughout the document.

One of the most significant proposed change is the addition of a new Strategic Element of “Emergency Preparedness” was added. The Board will be asked to discuss this proposed addition. Staff’s reasoning for this addition is as follows:

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 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.

Another significant change is the change from identifying priorities as “A” and “B” to “Project Priorities” and “Ongoing Priorities.” The Board will be asked to discuss this revised approach. Staff’s reasoning for this approach is as follows:

In former Strategic Plans, priorities were all referred to as “A” or “B,” and intended to generally reflect the current priority for each item. However, in practice, District resources are allocated on a much more adaptive basis than this methodology reflects, and thus it is suggested to shift the focus to differentiating priorities as those that are more discrete ‘projects’ with a start and end, and those that are ongoing activities requiring time investment of staff resources, particularly that of management staff. Of course there are many more ongoing activities of the District than are reflected here, that are necessary for the District’s day-to-day operations. Therefore, the intent is for the ongoing activities here to be those that have more discretion as to whether or not they need to be completed and/or have a link to

Board policies and public interest. It is noted that priorities may shift and evolve as circumstances change, and that this represents a general policy direction.

Staff will provide a powerpoint presentation during the meeting to facilitate the discussion of the above items, as well as other key questions for the Board.

The discussion will be facilitated by Julie Brown, who has been a facilitator and management consultant supporting the District through the Strategic Plan and other processes for more than 13 years.

Review Director Assignments for 2025

The Board is asked to review and provide updates Director assignments for 2025.

Attachments:

- Accomplishments and Progress on January 2024 Strategic Plan
- Draft 2025 Strategic Plan
- Redlining of Draft 2025 Strategic Plan, compared to January 2024 Update

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.

Priorities	Status
<p>No. A-1.1: Leadership and organizational development, including:</p> <ul style="list-style-type: none"> • Transition to permanent General Manager (<i>compl. October 2023</i>), • Continue succession planning and employee leadership development training, • Continue in-house Operator certification training of Maintenance Technicians, • Continue education and professional development for all employees, and • Evolve recruiting process e.g., through further website updates and development of a recruiting video. 	<p>🔄 Ongoing / ✅ Completed</p> <ul style="list-style-type: none"> • Permanent General Manager appointed as of October 2023. • Succession planning continues, with new recruitments and evolving org charts. Hiring for Operations Manager and customer service Admin. Assistant with overlap time with retiring employees. Our new Administrative Services Manager was hired Summer 2024. • In-house training continues. We have successfully hired several new operations staff – 9 out of 12 operations staff have the required D2 certification. Two are working towards their certification. Other staff have achieved or are working towards additional certifications beyond the minimum – we are very proud of and lucky to have the team we do! • Education and training opportunities are supported for all employees, including, for example, AWWA and CSMFO conferences, CSDA leadership training, CSMFO trainings, AWWA Operator Symposium, etc. • Recruiting process has undergone several changes, including: a new recruitment video, online application process, development of a robust manager recruitment brochure, revised interview process (addition of phone-screening interview and direct calls to provided references).
<p>No. A-1.2: Create organizational succession plan, including stages of impact.</p>	<p>🔄 Ongoing</p>

Accomplishments and Progress on January 2024 Strategic Plan

Reviewed May 2025



Priorities	Status
	<ul style="list-style-type: none"> Organizational chart considers and includes succession plan positions as retirements are identified. Two retirements are pending this year.
No. A-1.3: Complete bargaining with MPWD Employee Association (<i>compl. March 2023</i>).	<ul style="list-style-type: none"> Completed Bargaining was successfully completed in March 2023.
No. A-1.4: Complete update of Personnel Manual.	<ul style="list-style-type: none"> To do Draft update has been completed. Project has been put on hold as new Administrative Services Manager continues to orient, and become familiar with our current processes so that the update to the manual will be better informed and thorough.
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.	<ul style="list-style-type: none"> Ongoing Staff has gotten used to our new workflow, being in separate locations. We make sure to have a group lunch every month (anniversaries, White Elephant Winter party, or unity lunches), in addition to our regular bi-weekly all-hands safety meeting (which have also been revamped to be more interactive). We constantly look for good team-building opportunities.
No. B-1.1: Review and update performance review tool and process.	<ul style="list-style-type: none"> Completed Performance review tool and process has been revised and we've received very good feedback so far. This includes streamlining the review process for staff that have been here 10 years or more, to make it less onerous and time consuming while still focusing on the parts that matter most - goal setting and review.
No. B-1.2: Review/update Rules of the Board of Directors.	<ul style="list-style-type: none"> Ongoing In October 2024, the ASM report presented a comparison of the District's rules vs. other agencies and identifies areas of improvement.
No. B-1.3: Improve the workflow with our current payroll system, and if appropriate, explore transition to new payroll system.	<ul style="list-style-type: none"> Completed We are now fully utilizing several key functions in ADP (e.g., requesting time off within the app rather than through a separate hardcopy request form), which has dramatically reduced the amount of unnecessary paperwork, and streamlined tracking efforts for staff. We also got ADP to provide us with a different customer service point of contact, and that has made a world of difference in the level of support we receive. We were also able to drop functions we don't have a need for, for a cost savings to the District. At this point, we don't see a need to transition to a new payroll system.
No. B-1.4: Review and revise safety and wellness programs (<i>compl. July 2023, to be reviewed annually</i>).	<ul style="list-style-type: none"> Ongoing Completed July 2023, and to be reviewed annually, and updated as appropriate to keep the programs fresh and staff engaged.

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.

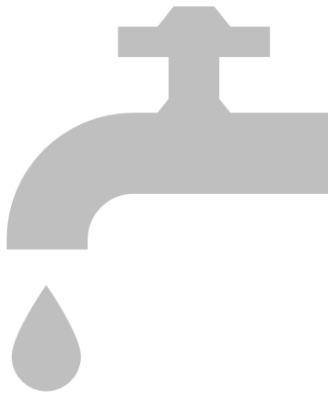
Priorities	Status
No. A-2.1: Open Old County Road temporary administrative offices to customers following completion of tenant improvements (<i>compl. June 2023</i>).	 Completed <ul style="list-style-type: none"> • We opened to customers in June 2023, following completion of tenant improvements on our temporary space – including installation of a security door, customer service window, and creation of a small conference room.
No. A-2.2: Continue coordination with City of Belmont on all capital projects.	 Ongoing <ul style="list-style-type: none"> • We continue coordinating with the City of Belmont Public Works via quarterly meetings. We had previously been conducting these meetings by Zoom, but in the last year have switched to in-person meetings. There have been challenges coordinating with Public Works due to staffing changes on their side, but we continue to work within these constraints to the best of our abilities. • We have successfully had two 2x2 meetings with the City and will continue this on an annual basis, to support our other efforts.
No. A-2.3: Explore additional benefits of customer messaging about customer service portal (e.g., Water Watch, etc.).	 Ongoing <ul style="list-style-type: none"> • We are adopting Xpress Bill Pay as our customer payment portal, which will allow customer messaging to all customers who opt to use that service. • We are also looking into transitioning from the Sensus WaterWatch customer water use data portal to the WaterSmart customer portal. Sensus had informed us that they now have a partnership with WaterSmart

Priorities	Status
	Software, to replace Water Watch. However, we learned that the transition will not be automatic and that it will require additional costs on our part. We are working to evaluate our options, including alternative portals, and intend to bring it to the Board for presentation and consideration.
No. A-2.4: Encourage involvement of all staff in professional organizations (e.g., AWWA, BayWork, CalWEP, CMSFO, etc.)	<p>🔄 Ongoing</p> <ul style="list-style-type: none"> All employees are strongly encouraged (and occasionally volun-told) to participate in professional organizations relevant to their roles. Participating in these organizations is relatively new for most of the employees, including new hires. We had 6 staff attend the AWWA annual conference, which was excellent not only for the technical professional development and contact with vendors, but also for team building and more one-on-one time with folks.
No. A-2.5: Participate in annual two-by-two meetings between District Board and management and City of Belmont Council and management (<i>first meeting compl. July 2023</i>).	<p>🔄 Ongoing</p> <ul style="list-style-type: none"> The first of the recent two-by-two meeting was held in July 2023, and we have received a commitment from the City to continue these every July. Due to scheduling issues, the second two-by-two was held in October 2024.
No. A-2.6: Maintain a high level of customer service under 4-day employee workweek.	<p>🔄 Ongoing</p> <ul style="list-style-type: none"> We conducted a pilot study to explore closing the office on Friday to customers. ASM Bell presented to the Board on the results of this systematic pilot study to explore the option and make sure that there was no impacts to customer service. We will continue to monitor for any customer complaints or issues that arise, and adjust our practices accordingly, as customer service will always be a high priority. Upgrades to our website have been made to make key features more accessible, including adding shortcut icons front and center to direct customers to pay their bill, contact us, search the website, etc.
No. B-2.1: Broaden the use of telephone system automation.	<p>✅ Completed</p> <ul style="list-style-type: none"> The phone system has been used to set up a phone-tree mechanism to direct calls when closed on Fridays. We will continue to use this system as appropriate.
No. B-2.2: Create a customer-service follow-up survey.	<p>🕒 To do</p> <ul style="list-style-type: none"> Not yet begun.

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.


Priorities	Status
No. A-3.1: Follow development of and comply with State regulations: Long-Term Urban Water Conservation Policy: <i>"Making Water Conservation A California Way of Life"</i> (first report submitted Dec. 2023).	 Completed <ul style="list-style-type: none"> • The State rulemaking process was delayed several years, but finally completed and went into effect January 1, 2025. Staff has followed the process as it's evolved and have identified the tasks we'll need to implement to comply with the new requirements. We began our annual reporting on this December 2023, and have incorporated it into our normal workflow, along with other regulatory reporting requirements.
No. A-3.2: Maintain active engagement and participation in Bay Area Water Supply and Conservation Agency (BAWSCA).	 Ongoing <ul style="list-style-type: none"> • Staff participate in monthly water manager meetings, as well as the more periodic conservation and water loss workgroups.
No. A-3.3: Continue to participate in development of Tier 2 drought water supply management plan with the other BAWSCA agencies.	 Completed <ul style="list-style-type: none"> • The Tier 2 negotiation process has been completed, and staff participated in the roughly 2-year long process. • An update to the SFPUC minimum purchase quantity requirements in the Water Supply Agreement has been incorporated in the process, and we are currently awaiting resolution on communications between SFPUC and BAWSCA on this item. Once that is complete, the two items will be brought to the Board for consideration.

Priorities	Status
No. A-3.4: 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.).	 Ongoing <ul style="list-style-type: none"> This messaging is being worked into our upcoming Waterline newsletter and corresponding webpages. I am also actively sharing this messaging with entities with broader reach, including San Mateo Consolidated Fire and at the County level.
No. A-3.5: Explore expansion of dedicated irrigation metering to support water efficiency, with consideration for <i>Making Water Conservation A California Way of Life</i> regulations when finalized.	 Ongoing <ul style="list-style-type: none"> Now that the State law regarding this has been adopted, we are working to review the landscapes in our system currently on dedicated irrigation meters (DIMs) and what other large landscapes not currently on DIMs should be converted. We expect to bring a policy recommendation to the Board when this is complete.
No. A-3.6: Inventory commercial, industrial, institutional (CII) non-functional turf within service area and evaluate application of Lawn Be Gone program to CII accounts, with consideration for changing State law on non-functional turf.	 To do <ul style="list-style-type: none"> This inventory has not yet been conducted, but will also need to consider the newer requirement banning irrigation of CII non-functional turf with potable water. We have been communicating the NFT ban with developers and cities as we work with them individually.
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.	 Ongoing <ul style="list-style-type: none"> Currently participating in the SPRP project and the BAWSCA Strategy 2050 process, which could potentially speak to new supply sources. We are evaluating the potential need for additional supply along with the projected water demands for our system.
No. B-3.2: Explore solar, renewable fuels/non-fossil sources, and other related climate-positive opportunities.	 Ongoing <ul style="list-style-type: none"> The question of climate-positive, fossil fuel divestment is always considered and asked of our advisors each time we evaluate investment options. It has not yet presented itself as a strong option for the District, but will continue to be considered. We have purchased 4 new trucks recently, including 3 hybrid trucks. The fleet also includes non-truck vehicles that are hybrid, PHEV, and BEVs. The District has for years purchased electricity via Peninsula Clean Energy. Staff will look for all related climate-positive opportunities as they arise.
No. B-3.3: Explore solar panels as part of Dairy Lane Operations Center and Folger Drive Facility building rehabilitation projects.	 Ongoing <ul style="list-style-type: none"> Solar panels are being evaluated as part of the Dairy Lane project. Depending on budget and available funding sources, it may make more sense to set the facility up as solar-ready and identify solar panels as a subsequent project. Currently Folger Drive is envisioned as an Emergency Operations Center, and therefore solar panels do not provide the same cost-benefit as they do for a full-time occupied facility, and thus are not included in the plans.
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.	 Completed <ul style="list-style-type: none"> We completed Water Supply Assessments for both cities' Specific Plans, and engaged on the City of San Carlos' General Plan update. We engaged with the

Accomplishments and Progress on January 2024 Strategic Plan

Reviewed May 2025



Priorities	Status
	process of Stanford evaluating purchase of the Notre Dame campus.
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.	<div> Completed</div> <ul style="list-style-type: none">• Demand factors were developed for the Water Supply Assessments, and for this purpose. We established a process where we track new developments, large and small, and the associated estimated water demand.

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	Status
No. A-4.1: Complete Dairy Lane Operations Center Rehabilitation project.	🔄 Ongoing <ul style="list-style-type: none"> • Projects are underway. Folger Drive is nearing the end of the City planning and rezoning process, and building permit application process has started. Dairy Lane design is ongoing.
No. A-4.2: Complete Folger Drive Remodel and Repurpose project.	
No. A-4.3: Incorporate CARB Advanced Clean Fleets rule electrification needs into facility rehabilitation projects.	🔄 Ongoing <ul style="list-style-type: none"> • Electric vehicle charging is being incorporated into plans for both buildings. Depending on funding and grant options, installation of some or all of the planned chargers may be identified as a subsequent project, with the conduit installed at this stage.
No. A-4.4: Complete 2016 Certificates of Participation (COP) Capital Improvement Program (CIP).	✅ Completed <ul style="list-style-type: none"> • 2016 COP funds were expended in March 2024.
No. A-4.5: Complete CIP projects: <ul style="list-style-type: none"> • Harbor Boulevard Improvements (<i>substantially compl.</i>) • Hastings Dr. Service Connections (<i>compl. Sept. 2023</i>) • Old County Road and Ralston Avenue Improvements • Oak Knoll / Newlands / Dekoven/ Lincoln/ Pine Knoll Improvements 	✅ Completed / 🔄 Ongoing <ul style="list-style-type: none"> • Completed February 2024 (Reso 2024-02). • Completed September 2023 (Reso 2023-25). • Completed September 2024 (Reso 2024-20). • Project contract awarded April 2025, construction expected to begin Summer 2025.
No. A-4.6: Identify next CIP projects and prioritization, to be informed by lifecycle analysis and hydraulic modeling.	✅ Completed <ul style="list-style-type: none"> • CIP update was completed August 2024, with the prioritization and identification of the next phase of projects.

A Priorities	Status
No. A-4.7: Implement GIS-based asset management system (Spatial Wave).	 Completed <ul style="list-style-type: none"> Spatial Wave system has been fully adopted and is used daily by staff to manage workflow. We may work to incorporate additional functionality into our system, and need to further develop our GIS basemap update process.
No. A-4.8: Develop and implement Water Service Regulations from Water Service Ordinance No. 103 and industry best management practices.	 To do <ul style="list-style-type: none"> Not complete. I anticipate staff will focus on this effort once the new operations manager has joined the team.
No. A-4.9: Develop a tree assessment and maintenance program.	 Ongoing <ul style="list-style-type: none"> We have completed the removal of numerous trees, and are continuing to develop a comprehensive tree maintenance program. Trees have all been tagged and are being tracked, and periodic condition assessments will continue.
No. B-4.1: Continue implementation of the Emergency Response Plan (ERP), including coordination with other local agencies.	 Ongoing <ul style="list-style-type: none"> We continue to participate in the San Mateo County Emergency Managers Association and participate in briefings and coordination with other agencies as appropriate. We are pursuing current opportunities to better engage with the City of Belmont and San Mateo Consolidated Fire on emergency planning.
No. B-4.2: Continue to develop a comprehensive set of Operational Standard Operating Procedures (SOPs), including measurement and tracking tools.	 Ongoing <ul style="list-style-type: none"> Ongoing process for all staff.
No. B-4.3: Develop and implement records retention policy.	 Completed <ul style="list-style-type: none"> Our records retention policy was completed and adopted in June 2024 (Reso. 2024-11).
No. B-4.4: Create schedule of timing for policy updates.	 Completed <ul style="list-style-type: none"> Policy update schedule was included in the Board's Annual Planning Schedule, updated December 2024.
No. B-4.5: Evaluate vehicle fleet, and consider new CARB Advanced Clean Fleets rule, including Peninsula Clean Energy electric vehicle opportunities.	 Ongoing <ul style="list-style-type: none"> Will be considered as new vehicles are considered for purchase. Electric charging is being evaluated and incorporated into new facility upgrades.
No. B-4.6: Maintain a calibrated hydraulic model of the District's system.	 Ongoing <ul style="list-style-type: none"> The model is maintained and updated by PCG, and used to support a variety of system assessment and planning efforts.
No. B-4.7: Develop a proactive meter replacement program.	 Ongoing <ul style="list-style-type: none"> Operations and administrative staff have been working together closely to evaluate the meters we have in our system and an appropriate replacement program. MPWD completed our first round of residential meter calibration testing in 2024, and had some surprising results. We are evaluating options to identify and address meter failures.

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	Status
No. A-5.1: Complete and implement Financial Management Policy.	 Completed <ul style="list-style-type: none"> • The financial management was completed and adopted in April 2024 (Reso. 2024-05).
No. A-5.2: Complete and implement updated Miscellaneous Fees.	 To do <ul style="list-style-type: none"> • Now that rate study is complete, fees are the next priority.
No. A-5.3: Complete and implement water rate study and Proposition 218 process.	 Completed <ul style="list-style-type: none"> • 5-year rate study was completed and Prop 218 process completed in November 2024. Model built for the rate study was adapted into a more detailed cash flow model to support additional financial planning and tracking efforts.
No. A-5.4: Complete and implement updated Water Capacity Charges.	 To do <ul style="list-style-type: none"> • Study had been started but put on hold. Now that rate study is complete, fees are the next priority.
No. A-5.5: Review and consider Water Demand Offset charges and policy.	 To do <ul style="list-style-type: none"> • Now that rate study is complete, fees are the next priority.
No. A-5.6: Complete Governmental Accounting Standards Board (GASB) 75 Other Postemployment Benefits (OPEB) Actuarial Report (<i>compl. October 2023</i>).	 Completed <ul style="list-style-type: none"> • Completed the GASB 75 disclosures and required supplementary information for MPWD other postemployment benefits (OPEB) plan for the reporting

A Priorities	Status
	<p>period ending June 30, 2023 in October 2023, and contracted with Actuarial Retirement Consulting to prepare the disclosure reports annually through 2025. Currently responding to the GASB 75 valuation data request for the July 1, 2023 valuation.</p>
<p>No. A-5.7: Evaluate bond financing for Capital Improvement Program.</p>	<p>✔ Completed</p> <ul style="list-style-type: none"> 2025 COP financing was completed April 1, 2025.
<p>No. A-5.8: Select and engage a new financial auditor firm (compl. July 2023).</p>	<p>✔ Completed</p> <ul style="list-style-type: none"> New auditor firm was selected and hired in July 2023 and have since completed 2 annual audits for us.
<p>No. B-5.1: Investigate divestment from companies that lack greenhouse compliance.</p>	<p>🔄 Ongoing</p> <ul style="list-style-type: none"> The question of climate-positive, fossil fuel divestment is always considered and asked of our advisors each time we evaluate investment options. It has not yet presented itself as a strong option for the District, but will continue to be considered.
<p>No. B-5.2: Evaluate and pursue grant funding and partnership opportunities.</p>	<p>🔄 Ongoing</p> <ul style="list-style-type: none"> We are continually working to evaluate grant and other funding sources, and are working to identify future suites of CIP projects in ways to strategically position them for funding opportunities. We are also working to actively develop relationships with our various elected representatives.
<p>No. B-5.3: Evaluate further U.S. Treasury investments or other appropriate conservative investment strategies.</p>	<p>🔄 Ongoing</p> <ul style="list-style-type: none"> We have maintained our U.S. Treasury investments and will continue to do so as long as that provides a benefit to the District. When that no longer makes the best sense, there are other options we can evaluate in addition to LAIF to continue to diversify our investments, such as CalCLASS, CalTRUST, CAMP, and others.

MID-PENINSULA WATER DISTRICT

STRATEGIC PLAN

DRAFT - Updated May 2025

BOARD OF DIRECTORS

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

APPOINTED OFFICIALS

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

EXECUTIVE STAFF

Kathryn Wuelfing, General Manager
Rene Ramirez, Operations Manager
Alison Bell, Board Secretary/Administrative Services Manager

INTRODUCTION

This Plan reflects the Mid-Peninsula Water District (MPWD) Board of Directors' (Board's) current vision for the District, which is updated annually. It documents the District's Vision and Mission Statements, as well as the Board's strategic goals, and 6 Strategic Elements. These elements and the priorities associated with them were 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 both prioritize staff's efforts and to facilitate communication with the Board on the breadth and intensity of staff activities.

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. This year, 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 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.

Strategic priority items are classified as either "Project Priorities" or "Ongoing Priorities." In former Strategic Plans, these were referred to as "A" or "B," and intended to generally reflect the current priority for each item. However, in practice, District resources are allocated on a much more adaptive basis than this methodology reflects, and thus it was suggested to shift the focus to differentiating priorities as those that are more discrete

Strategic Elements

- 

1) Employee Services

 - Maintain a workplace worthy of our employees and community.
- 

2) External Relationships & Customer Service

 - Partners with our community. Leaders in our industry.
- 

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.

‘projects’ with a start and end, and those that are ongoing activities requiring time investment of staff resources, particularly that of management staff. Of course there are many more ongoing activities of the District than are reflected here, that are necessary for the District’s day-to-day operations. Therefore, the intent is for the ongoing activities here to be those that have more discretion as to whether or not they need to be completed and/or have a link to Board policies and public interest. It is noted that priorities may shift and evolve as circumstances change, and that this represents a general policy direction.

Director Assignments were updated and that roster is included at the end of the Plan.



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.



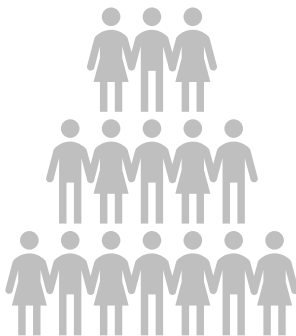
4. Be viewed as an industry leader for water management best practices.

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. A-1.1: Hire and support the transition of a new Operations Manager.

No. A-1.2: Complete update of the Personnel Manual.

No. A-1.3: Develop an artificial intelligence use policy or guidance document.

No. A-1.4: Develop a public hearing process for employee vacancies to comply with Assembly Bill (AB) 2561.

No. A-1.5: Update Rules of the Board of Directors.

No. A-1.6: Explore options for employee benefits to support employee retention, (e.g., family leave, workforce housing support, etc.).

Ongoing Priorities

No. B-1.1: Organizational development, including:

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

No. B-1.2: Maintain staff cohesiveness throughout duration of separated workplaces, and work to reunite staff at Dairy Lane Operations Center following building rehabilitation.

No. B-1.3: 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. B-1.4: Review safety and wellness programs annually, and update as needed.

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. A-2.1: Explore options for customer water data portals (e.g., WaterSmart, DropCountr, etc.).

No. A-2.2: Implement new customer payment portal (Xpress Bill Pay).

No. A-2.3: 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. A-2.4: Update Ordinance 128 Establishing a Procedure for Ratepayer Objections to Proposed Water Rates to be consistent with updated law.

No. A-2.5: Pursue obtaining the Special District Leadership Foundation (SDLF) District of Distinction accreditation.

Ongoing Priorities

No. B-2.1: Continue to coordinate with City of Belmont public works department on capital projects.

No. B-2.2: Evaluate options for soliciting customer feedback and input, for efforts other than just capital projects.

No. B-2.3: Continue to build relationships with elected officials – local, state, and federal.

No. B-2.4: Maintain active engagement and participation in the Bay Area Water Supply and Conservation Agency (BAWSCA).

No. B-2.5: Continue to monitor and ensure that a high level of customer service is always maintained, especially under the 4-day workweek.

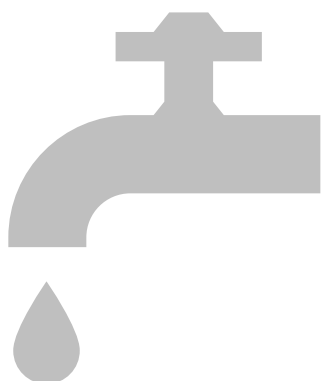
No. B-2.6: Encourage participation of all staff in professional organizations (e.g., Alliance for Water Efficiency [AWWA], BayWork, California Water Efficiency Partnership [CalWEP], California Society of Municipal Finance Officers [CMSFO], etc.).

No. B-2.7: Participate in annual two-by-two meetings between District Board and management and City of Belmont Council and management.

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. A-3.1: 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. A-3.2: 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. A-3.3: 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);
- 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); and
- Developing a plan and outreach to support the non-functional turf ban under AB 1572.

Ongoing Priorities

No. B-3.1: 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. B-3.2: Explore solar, renewable fuels/non-fossil sources, sustainable building materials, and other related climate-positive opportunities.

No. B-3.3: Explore solar panels and batteries as part of Dairy Lane Operations Center building rehabilitation project, including as a potential subsequent project.

No. B-3.4: Continue to evaluate demand reduction strategies, including policies, as demand increases in District.

No. B-3.5: Track potential sale and redevelopment of Notre Dame de Namur campus and associated water demand, and engage as appropriate.

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. A-4.1: Complete Capital Improvement Plan (CIP) projects:

- Oak Knoll/Newlands/Dekoven/Lincoln/Pine Knoll Improvements
- Folger Drive Emergency Operations Center
- Dairy Lane Operations Center Rehabilitation
- Transmission main assessment (Hillcrest line)
- Tank recoating and retrofit projects (3 tanks)
- Install air valves on Tunnels main
- Dekoven Tank replacement
- SR 101 Crossing at the Palo Alto Medical Facility (PAMF) Hospital

No. A-4.2: Develop and implement Water Service Regulations from Water Service Ordinance No. 103 and industry best management practices.

No. A-4.3: Identify and start design of next water main upgrade project.

No. A-4.4: Create an educational web-page for the cross-connection control program within the District's website.

No. A-4.5: Initiate the cross-connection control plan Hazard Assessments for non-residential water service connections.

No. A-4.6: Refine GIS database update process and evaluate adopting additional functions within Spatial Wave (i.e., leak tracking).

Ongoing Priorities

No. B-4.1: Evaluate options for Information Technology (IT) support services.

No. B-4.2: 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. B-4.3: Maintain a calibrated hydraulic model of the District's system.

No. B-4.4: Develop and implement a proactive meter replacement program informed by residential meter testing.

No. B-4.5: Maintain a proactive tree maintenance program.

No. B-4.6: Maintain customer/public communications through website for active CIP projects.

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.
- 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: Conduct a review of our credit card fees and policies.

No. A-5.4: 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-5.5: Issue the audit report within six months of year-end.

Ongoing Priorities

No. B-5.6: 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.

No. B-5.7: Continually evaluate and pursue grant and other tax-based funding and partnership opportunities.

No. B-5.8: 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.

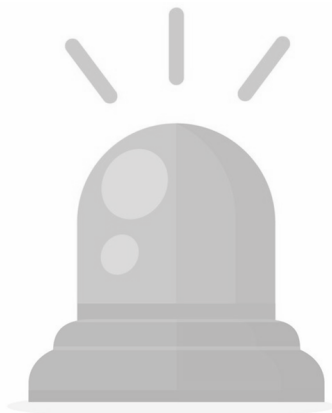
No. B-5.9: Annually evaluate rate increase based on revenue needs.

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. A-6.1: Update America's Water Infrastructure Act (AWIA) Risk and Resilience Assessment, due June 2026.

No. A-6.2: Update AWIA Emergency Response Plan, due December 2026.

No. A-6.3: 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. A-6.4: Support San Mateo Consolidated Fire Department's update of the emergency plan for Belmont.

No. A-6.5: Exercise and document response at each of our emergency interties, in coordination with neighbor agencies.

No. A-6.6: 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-6.7: Develop a policy of National Incident Management System (NIMS) Incident Command System (ICS) training for staff based on roles.

Ongoing Priorities

No. B-6.1: Engage in tabletop and other planning exercises with city and county public safety partners.

No. B-6.2: Engage in broader regional discussions about emergency planning practices for water agencies.

No. B-6.3: Follow and engage in state-level policy development of emergency-related mandates for water agencies.

DIRECTOR ASSIGNMENTS/COMMITTEES

Updated May 22, 2025

ASSIGNMENT	2025
ASSOCIATION OF CALIFORNIA WATER AGENCIES (ACWA)/REGION 5	All
ACWA/JOINT POWERS INSURANCE AUTHORITY (JPIA)	Kirk Wheeler <hr/> (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 Kirk Wheeler <i>Kat Wuelfing, General Manager</i>
GENERAL MANAGER SUPPORT & PERFORMANCE EVALUATION	Matt Zucca <hr/>
HARBOR INDUSTRIAL ASSOCIATION (HIA)	Kirk Wheeler Louis Vella
CHAMBER SAN MATEO COUNTY	All

STANDING COMMITTEE	2024
FINANCE COMMITTEE	Kirk Wheeler Louis Vella <i>James Ramsey, District Treasurer</i>

AD HOC COMMITTEE	2024
TWO-BY-TWO WITH CITY OF BELMONT COMMITTEE	Louis Vella <hr/>

MID-PENINSULA WATER DISTRICT

~~TWO-YEAR~~ STRATEGIC PLAN — ~~FY2023-24~~

Updated ~~January 2024~~ May 2025

BOARD OF DIRECTORS

Kirk R. Wheeler, President
Louis J. Vella, Vice President
Matthew P. Zucca, ~~President~~
~~Catherine M. Jordan, Vice President~~
~~Brian Schmidt, Director~~
~~Kirk R. Wheeler~~ JoAnn Covington, Director
Chuck Cotten ~~Louis J. Vella~~, Director

APPOINTED OFFICIALS

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

EXECUTIVE STAFF

Kathryn Wuelfing, General Manager
Rene Ramirez, Operations Manager
~~Monique Madrid~~ Alison Bell, Board Secretary/Administrative Services Manager

INTRODUCTION

Strategic Elements

~~The Mid Peninsula Water District (MPWD) Board of Directors held special meetings on March 9, 2023 and June 29, 2023 to develop a new Two-Year Strategic Plan for the Fiscal Year (FY) 2023/24 through FY 2024/25 period (Plan). This Plan was updated during a January 9, 2024 Special Meeting and approved during the January 25, 2024 regular meeting of the Board.~~

~~This Plan reflects MPWD's current vision for the District. Many of these changes This Plan reflects the Mid-Peninsula Water District (MPWD) Board of Directors' (Board's) current vision for the District, which is updated annually. It documents the District's Vision and Mission Statements, as well as the Board's strategic goals, and 6 Strategic Elements. These elements and the priorities associated with them are were 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 both prioritize staff's efforts and to facilitate communication with the Board on the breadth and intensity of staff activities.~~



1) Employee Services

- Maintain a workplace worthy of our employees and community.



2) External Relationships & Customer Service

- Partners with our community. Leaders in our industry.



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.

~~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. Strategic priority items are classified as either "A" or "B" generally reflecting the current priority for each item, as identified in the attached Plan. This year, 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 Los Angeles County, there is 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.

Strategic priority items are classified as either “Project Priorities” or “Ongoing Priorities.” In former Strategic Plans, these were referred to as “A” or “B,” and intended to generally reflect the current priority for each item. However, in practice, District resources are allocated on a much more adaptive basis than this methodology reflects, and thus it was suggested to shift the focus to differentiating priorities as those that are more discrete ‘projects’ with a start and end, and those that are ongoing activities requiring time investment of staff resources, particularly management. Of course, there are many more ongoing activities of the District that are reflected here, that are necessary to for day-to-day operations. Therefore, the intent is for the ongoing activities here to be those that have more discretion as to whether or not they need to be completed and/or have a link to Board policies and public interest. It is noted that priorities may shift and evolve as circumstances change, and that this represents a general policy direction.

Notably, the Vision Statement was updated to reflect MPWD staff’s shared vision for the District. To develop this statement, suggestions for new vision statements were solicited from all staff, and all staff were polled as to their preferences in statements. The suggested vision statements were compiled into the “word cloud” below. The updated Vision Statement on the next page reflects the collective input of all MPWD staff. Director Assignments were updated and that roster is included at the end of the Plan.



OUR MISSION

%

Ymj& nxxts& k& mj& R nI2Ujsr& xz& f% fyjw& i nxyw& hy& x& t& i& j& q& j& w& f& x& f& k& j& n& n& l& m& %
vzf& q& y& ~& B& j& q& f& g& j& x& zuu& q& t& k& | fyjw& t& w& h& zw& j& s& y& f& s& i& % z& y& z& w& j& l& j& s& j& w& f& y& t& s& x& a& s& f& %
htxy& j& k& j& h& y& n& j& B& j& s& { n& t& s& r& j& s& y& f& q& x& j& s& x& y& n& j& f& s& i& % k& h& n& j& s& y& a& f& s& s& j& w& %

OUR VISION

Uwt { n& i& s& l& w& z& f& q& y& ~& | fyjw& f& s& i& % j& x& x& j& s& y& f& q& x& j& w& { n& h& j& B& a& s& h& j& %
6>7>33& t& | 33& f& s& i& % s& y& t& % m& j& % z& y& z& w& j& %

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 and support of 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.

A Project Priorities

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

Transition to permanent General support the transition of a new Operations Manager (compl. October 2023),

- Continue succession planning and employee leadership development training,
- Continue in-house Operator certification training of Maintenance Technicians,
- Continue education and professional development for all employees, and
- Evolve recruiting process e.g., through further website updates and development of a recruiting video.

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

No. A-1.3: Complete bargaining with MPWD Employee Association (compl. March 2023).

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

B Ongoing Priorities

No. B-1.1: Organizational development, including:

- Continue succession planning and employee leadership development training,
- Continue in-house Operator certification training of Maintenance Technicians, Review and update performance review tool and process.
- Continue educational and professional development for all employees.

No. B-1.2: Maintain staff cohesiveness throughout duration of separated workplaces, and work to reunite staff at Dairy Lane Operations Center following building rehabilitation.

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

B-1.3: Proactively plan for succession (e.g., share knowledge and skills among team members, create written Standard

No. A-1.3: Develop an artificial intelligence use policy or guidance document.

No. A-1.4: Develop a public hearing process for employee vacancies to comply with Assembly Bill (AB) 2561.

No. A-1.5: Update Rules of the Board of Directors.

~~No. 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.~~
A-1.6: Explore options for employee benefits to support employee retention, (e.g., family leave, workforce housing support, etc.).

Operating Procedures, allow overlap of new hire and retiring personnel, etc.).

~~No. B-1.3: Improve the workflow with our current payroll system, and if appropriate, explore transition to new payroll system.~~

No. B-1.4: Review ~~and revise~~ safety and wellness programs ~~(compl. July 2023, to be reviewed annually)~~, and update as needed.

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 Project Priorities

~~No. A-2.1:~~ Explore options for customer water data portals (e.g., WaterSmart, DropCounter, etc.).

~~No. A-2.1:~~ Open Old County Road temporary administrative offices to customers following completion of tenant improvements (compl. June 2023).

~~No. A-2.2:~~ Continue coordination with City of Belmont on all capital projects. Implement new customer payment portal (Xpress Bill Pay).

~~No. A-2.3:~~ 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. A-2.4:~~ Update Ordinance 128 Establishing a Procedure for Ratepayer Objections to Proposed Water Rates to be consistent with updated law.

~~No. A-2.5:~~ Pursue obtaining the Special District Leadership Foundation (SDLF) District of Distinction accreditation. ~~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.).

B Ongoing Priorities

~~No. B-2.1:~~ Broaden the use of telephone system automation Belmont public works department on capital projects.

~~No. B-2.2:~~ Create a feedback and input, for efforts other than just capital projects.

~~No. B-2.3:~~ Continue to build relationships with elected officials – local, state, and federal.

~~No. B-2.4:~~ Maintain active engagement and participation in the Bay Area Water Supply and Conservation Agency (BAWSCA).

~~No. B-2.5:~~ Continue to monitor and ensure that a high level of customer service follow-up survey is always maintained, especially under the 4-day workweek.

~~No. B-2.6:~~ 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. B-2.7:~~ Participate in annual two-by-two meetings between District Board and management and City of Belmont Council and management.



~~TWO-YEAR~~
~~STRATEGIC PLAN—FY2023-24~~
May 2025 Update
~~January 2024~~

~~No. A 2.5:~~ Participate in annual two-by-two meetings between District Board and management and City of Belmont Council and management *(first meeting compl. July 2023)*.

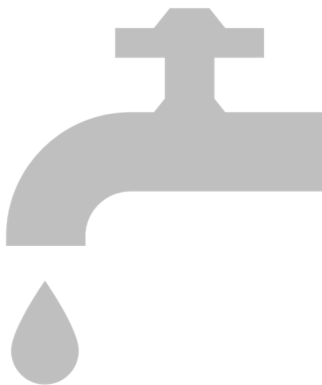
~~No. A 2.6:~~ Maintain a high level of customer service under 4-day employee workweek.

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 ~~meets all required regulatory standards for our~~ customers.
- 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.

AProject Priorities

BOngoing Priorities

No. A-3.1: Follow development of and comply with State regulations: Long-Term 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. A-3.2: 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. Conservation Policy: ~~"A-3.3: Comply with Making Water Conservation A California Way of Life" (first report submitted Dec. 2023).~~ 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);
- 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); and

Developing a plan and outreach. ~~No. A-3.2:~~ Maintain active engagement and participation in Bay Area Water Supply and Conservation Agency (BAWSCA).

~~No. A-3.3:~~ Continue to participate in development of Tier 2 drought water supply management plan with the other BAWSCA agencies.

~~No. A-3.4:~~ 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-3.5:~~ Explore expansion of dedicated irrigation metering to support water efficiency, with consideration for Making Water Conservation A California Way of Life regulations when finalized.

~~the No. A-3.6:~~ Inventory commercial, industrial, institutional (CII) non-functional turf within service area and evaluate application of Lawn Be Gone program to CII accounts, with consideration for changing State law on non-functional turf.

- ban under AB 1572.

~~No. B-3.1:~~ Investigate potential water supply alternative options and partnerships, including but not limited to the Continue participating in San Francisco Peninsula Regional Potable Reuse Project (SPRP), and groundwater development. as it evolves. Evaluate potential water supply alternative options and partnerships as they occur.

No. B-3.2: Explore solar, renewable fuels/non-fossil sources, sustainable building materials, and other related climate-positive opportunities.

No. B-3.3: Explore solar panels and batteries as part of Dairy Lane Operations Center and Folger Drive Facility building rehabilitation ~~projects~~ project, including as a potential subsequent project.

No. B-3.4: Continue to evaluate demand reduction strategies, including policies, as demand increases in District.

No.

B-3.5: Track potential sale and redevelopment of Notre Dame de Namur campus and associated water demand, and engage as appropriate. ~~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 a long-term capital improvement program that protects the community's investment.
- Follow industry best management practices.

AProject Priorities

No. A-4.1: Complete Capital Improvement Plan (CIP) Dairy Lane Operations Center Rehabilitation project.

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

No. A-4.3: Incorporate CARB Advanced Clean Fleets rule electrification needs into facility rehabilitation projects.

No. A-4.4: Complete 2016 Certificates of Participation (COP).

No. A-4.5: Complete CIP projects:

- Harbor Boulevard Improvements (*substantially compl.*)
- Hastings Dr. Service Connections (*compl. Sept. 2023*)
- Old County Road and Ralston Avenue Improvements
- Oak Knoll ~~+/~~ Newlands ~~+/~~ Dekoven ~~+/~~ Lincoln ~~+/~~ Pine Knoll Improvements
- Folger Drive Emergency Operations Center
- Dairy Lane Operations Center Rehabilitation
- Transmission main assessment (Hillcrest line)
- Tank recoating and retrofit projects (3 tanks)
- Install air valves on Tunnels main
- Dekoven Tank replacement
- SR 101 Crossing at the Palo Alto Medical Facility (PAMF) Hospital

BOngoing Priorities

No. B-4.1: Evaluate options for Information Technology (IT) support services.

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. evaluate

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 California Air Resources Board (CARB) Advanced Clean Fleets rule, including Peninsula Clean Energy electric vehicle opportunities.

No. B-4.6-3: Maintain a calibrated hydraulic model of the District's system.

No. B-4.7-4: Develop and implement a proactive meter replacement program informed by residential meter testing.

No. B-4.5: Maintain a proactive tree maintenance program.

~~No. A-4.2~~~~No. A-4.6:~~ Identify next CIP projects and prioritization, to be informed by lifecycle analysis and hydraulic modeling.

~~No. A-4.7:~~ Implement GIS-based asset management system (Spatial Wave).

~~No. A-4.8:~~ Develop and implement Water Service Regulations from Water Service Ordinance No. 103 and industry best management practices.

~~No. A-4.9:~~ ~~Develop a tree assessment~~~~3:~~ Identify and start design of next water main upgrade project.

~~No. maintenance~~~~A-4.4:~~ Create an educational web-page for the cross-connection control program within the District's website.

~~No. A-4.5:~~ Initiate the cross-connection control plan Hazard Assessments for non-residential water service connections.

~~No. -A-4.6:~~ Refine GIS database update process and evaluate adopting additional functions within Spatial Wave (i.e., leak tracking).

No. B-4.6: Maintain customer/public communications through website for active CIP projects.

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.

AProject Priorities

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

~~No. A-5.2:~~ Complete fee update studies and implement updated policies:

- 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-5.62:~~ Complete third party review of our billing system and practices.

~~No. A-5.3:~~ Conduct a review of our credit card fees and policies.

~~No. Governmental Accounting Standards Board (GASB) 75 Other Postemployment Benefits (OPEB) Actuarial~~
~~A-5.4:~~ Pursue development of an Annual Comprehensive Financial

BOngoing Priorities

~~No. B-5.1:~~ Investigate ~~6:~~ 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.

~~No. B-5.1:~~ Evaluate ~~7:~~ Continually evaluate and pursue grant and other tax-based funding and partnership opportunities.

~~No. B-5.8:~~ 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.~~

~~No. B-5.2:~~ Evaluate further U.S. Treasury investments or other appropriate conservative investment strategies. ~~B-5.9:~~ Annually evaluate rate increase based on revenue needs.

Report (~~compl. October 2023~~)-ACFR) that meets Government Finance Officers Association (GFOA) standards for the Certificate of Achievement for Excellence in Financial Reporting (COA) Program.

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

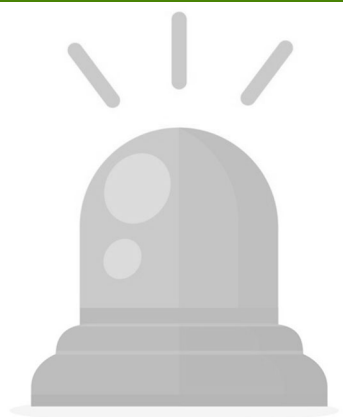
~~No. A-5.8:~~ Select and engage a new financial auditor firm (~~compl. July 2023~~)-~~A-5.5:~~ Issue the audit report within six months of year-end.

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. A-6.1: Update America's Water Infrastructure Act (AWIA) Risk and Resilience Assessment, due June 2026.

No. A-6.2: Update AWIA Emergency Response Plan, due December 2026.

No. A-6.3: 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. A-6.4: Support San Mateo Consolidated Fire Department's update of the emergency plan for Belmont.

No. A-6.5: Exercise and document response at each of our emergency interties, in coordination with neighbor agencies.

No. A-6.6: 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-6.7: Develop a policy of National Incident Management System (NIMS) Incident Command System (ICS) training for staff based on roles.

Ongoing Priorities

No. B-6.1: Engage in tabletop and other planning exercises with city and county public safety partners.

No. B-6.2: Engage in broader regional discussions about emergency planning practices for water agencies.

No. B-6.3: Follow and engage in state-level policy development of emergency-related mandates for water agencies.

DIRECTOR ASSIGNMENTS/COMMITTEES

Updated ~~January 25, 2024~~ May 22, 2025

ASSIGNMENT	2024 2025
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 2029
SAN MATEO CHAPTER - CALIFORNIA SPECIAL DISTRICTS ASSOCIATION (CSDA)	Louis Vella Kirk Wheeler <i>Kat Wuelfing, General Manager</i>
GENERAL MANAGER SUPPORT & PERFORMANCE EVALUATION	Cathy Jordan Matt Zucca
HARBOR INDUSTRIAL ASSOCIATION (HIA)	Brian Schmidt Kirk Wheeler Louis Vella
CHAMBER SAN MATEO COUNTY	All

STANDING COMMITTEE	2024
FINANCE COMMITTEE	Kirk Wheeler Louis Vella <i>James Ramsey, District Treasurer</i>

AD HOC COMMITTEE	2024
TWO-BY-TWO WITH CITY OF BELMONT COMMITTEE	Louis Vella Cathy Jordan