



MONTARA WATER AND SANITARY DISTRICT AGENDA

For Meeting Of: **March 21, 2019**

TO: BOARD OF DIRECTORS

FROM: Clemens Heldmaier, General Manager 

**SUBJECT: Review and Possible Action Concerning Update
of MWSD Strategic Plan.**

MWSD approved its first Strategic Plan in early 2015. In light of the recent election of two new Board Members the plan should go through a thorough review. Staff plans to update the document within the time frame of the upcoming budget process. The consultant Martin Rausch has prepared a suggested scope of work that includes at minimum one MWSD board meeting with special focus on the plan. May 13-24 were currently identified as possible window for a board workshop.

RECOMMENDATION:

Review the suggested scope and suggested dates, and direct the manager to plan for and schedule a Special Meeting to facilitate a public meeting with focus on the Strategic Plan Update

Attachments

Dynamic Public Outreach, Smart Strategic Planning*For local governments, special districts, and the engineering, environmental and law firms that support them.***DATE:** March 14, 2019**PAGES:** 3**TO:** Clemens Heldmaier, General Manager**FROM:** Martin Rauch

This memo provides information you requested to assist in planning an update of the District's strategic plan. The last formal update of the strategic plan was in 2016. With three years since then and two new directors in place, it makes sense to undertake an update.

THE OUTCOMES AND BENEFITS OF THE PROPOSED STRATEGIC PLANNING PROCESS

We have found that our proposed facilitated strategic planning process provides the following benefits:

Excellent Introduction for Newer Board Members and to Build Consensus Around Priorities. The Board-centered workshops provide an ideal opportunity for both newer and longstanding directors to be exposed to all the key issues facing the District and to engage in-depth on these topics.

Helps the District to Act Decisively and Proactively. Strategic Planning makes it possible to deal with all the key challenges proactively, in priority order, and with an organized method for evaluating major programs, resolving challenges, and setting priorities.

Strengthen the Appropriate Role and Authority of Staff to Implement Policy Direction at the Same Time the Board Strengthens Its Policymaking Role. It reinforces and strengthens both the Board's ability to set clear policy direction and the staff's authority and flexibility to carry it out.

Frees the Manager and Board to Focus. Facilitation allows the management and Board to participate fully, while bringing an outside perspective that can be helpful.

APPROACH TO DEVELOPING THE STRATEGIC PLAN

The key to this iteration of the Plan will be to build on the previous strategic planning process, while taking a fresh look at challenges, opportunities, goals and priorities.

Coordination, Review Documents and Interviews. It will include a process to interview the Board and key staff, review of pertinent documents, etc.

One or Two Workshops. We recommend a one-day workshop as well as a second half day that will only be used if needed. It will include a review of the past Plan, what was accomplished, not accomplished, and why. There will be a series of questions designed to engage the board, giving each participant ample time to actively share their ideas, perspectives, questions and concerns, and to hear each other.

Draft Report, Implementation Plan, and Oversight and Monitoring Plan. The consultant will gather the information from the workshop(s) and develop a draft strategic plan, which staff will review and comment on. The consultant will work with staff to develop a plan to implement the goals and priorities, and include a process for reporting on the Plan, and for Board oversight and monitoring of progress.

Present the Final Draft Strategic Plan for Adoption. The consultant will incorporate final comments from the Board, proof the document, and produce a final, approved copy.

TIMING

The project will be initiated and completed as soon as reasonably possible so that its priorities can be incorporated into the budget. Interviews: Early April. Workshop(s): Late April and Early to mid-May.

P.	Action	Lead	Comments	Timing	Status	Feb. 16 Assessment
	Goal 1.0 - Water Supply Planning and Source Water Protection: Protect, maintain, and develop existing and new water sources for best quality, cost and productivity, while ensuring the permanent sustainability of the District's water supply and quality.	Goal				
	The District will proactively protect and improve water quality and supply, where needed.	Obj				
1	Track development plans of public and private landowners (County, GGNRA, POST, etc.) for potential impacts to watershed, such as septic systems etc.	Clemens		Ongoing	When received	Ongoing
	See 1.2.1	NA		NA		Planned progress underway. See 1.2.1
2	Continue to establish groundwater level and stream-gauging programs to improve understanding of District's hydrology.	Clemens	With Balance Hydrologic	Dec-15	Annually	Completed, new timing Dec-16
3	Develop an integrated regional water management plan for watershed protection, increased knowledge base and increased funding opportunities.	Clemens	Obtain Board approval, start negotiating w/ stakeholders by May-15	May-15		Not Completed, new timing (NT) Dec. 16
3	Develop regional groundwater management agency.	Clemens	Obtain Board approval, start negotiating w/ stakeholders by Dec-15	Dec-15		Not Completed, NT Dec. 16
	The District will ensure permanent water independence.	Obj				
1	Continue Renewal and Rehabilitation Program for existing groundwater and surface water sources to protect sustainability, water quality, and supply availability	Clemens	Funds currently still available, delayed due to lack of drilling rigs (drought)	Dec-15	Minimum of one well per annum	Portola 3 and Portola 4 Well rehab completed. This year's focus on Wagner Well reconstruction, approval of additional funds in CIP. New timing Feb. 17
1	Proceed with Water Source Exploration on Caltrans Right of Way to ensure water supply reliability, source protection, and continued sustainability	Clemens	5 Boreholes allowed to test drill until April 2015.	Dec-15	Deadline 2015	2 Boreholes successfully completed.
2	Negotiate extension to drill further exploratory wells after April 2015.	Clemens		Mar-15	Start negotiations before April	Change to: Negotiate property acquisition, NT Feb 17
2	Continue developing a Supply and Demand Analysis on an annual basis to understand customer demands and plan future water supply, as necessary.	Tanya		Dec-15	Annually	Completed. NT Dec. 16
2	Prepare Master Plan Update	Clemens/Tanya	5 year Update	Dec-16		New Action introduced Feb 2016
	The District will incorporate phenomena such as seawater rise and weather extremes, and any other identified challenges in its planning and implementation of water programs.	Obj				
3	Work with neighboring agencies to ensure secure long-term regional water supplies that aren't affected by climate change. See 1.1.4 and 1.4.5.	Clemens		NA	Ongoing as needed	Ongoing
2	Support SAM's Recycled Water Project Phase 1 and later, coast-wide, phases that offset use of local water sources, prevent seawater intrusion, creek restoration and improve long term water security.	Board	SAM reps and full Board play critical role. A political effort primarily.	Sep-15	Ongoing as needed. Evaluate annually	Ongoing Support, regular Board updates through committee reports. NT Sep 17
	Goal 2 - Communication: Actively communicate with all stakeholders in a clear, factual, timely, two-way manner to foster understanding and alignment between the District and those it serves and works with.	Goal				
	Staff will develop core messages and obtain board approval for them.	Obj				
NA	See 2.2.1 and 2.2.2	Martin		May-15		Partially completed through Strategic Plan. NT September 16

Staff will design and implement communication that is consistent with Board-approved messaging.	Obj				
Develop an Outreach Plan and budget for Board approval.	Martin	Consultant Support	May-15	Start in March	Not Completed. Proceed with Plan presentation and budget approval in conjunction with District Budget. NT July 16
Implement Outreach Plan.	Clemens	Consultant Support	Jun-15	See Plan	Not Completed. See 2.2.1 NT August 16
Prepare and distribute initial newsletter, future editions depending on Outreach Plan.	Martin	Consultant Support	Apr-15	Start Now?	2 Newsletters completed, NT ongoing
Staff will develop and follow an outreach plan and budget, and will consider and select among all outreach tools for cost-effectiveness and practicality (e.g. open houses, newsletters, press, social media, radio interviews, etc.)	Obj				
See 2.2.1 and 2.2.2 above	Clemens	Consultant	May-15		NA
Complete under construction areas of website	Martin		Apr-15	April	Completed. Change Action to: Keep website up to date and increase online information services. NT ongoing
Goal 3 - Rates and Finance: Use the longest possible outlook for planning revenue needs, finance and rates. Base planning and decisions will be based on a long-term, proactive understanding of finances, capital facility planning, and operational and regulatory needs.	Goal				
Costs will be allocated through rates that are fair by class and customer; and will be developed after evaluating all reasonable options beyond tiers, including how well connection options will influence rates.	Obj				
Complete Water Rate Study.	Clemens	With Bartle Wells	Apr-15	Effective July-15	Completed. Change to Evaluate Water Rates and implement necessary rate increases. NT June 16
Add and update new rates.	Obj		FY 15/16		
Implement annual solid waste rate changes in accordance with the franchise agreement	Clemens		Dec-15		Completed. NT Dec 16
Evaluate Sewer Service Charges and implement necessary rate increases or proposition 218 processes.	Clemens	With Bartle Wells	Apr-15	Annually. Effective July-15	Completed, NT Apr 16
Rates will be sustainable, steady, defensible, understandable and fair.	Obj				
See 3.1.1, 3.2.2, and 3.2.1.	Board		NA	NA	NA
Prepare Connection Fee Review	Clemens/ Alex		Dec-16		
Use the longest reasonable outlook for planning infrastructure replacement needs, while recognizing that infrastructure planning is in flux.	Obj				
Include in the Capital Improvement Program (CIP) future anticipated replacement cost for the upcoming 10 years and evaluate funding possibilities.	Tanya + Pippin		Jun-15		Completed. NT Jun 16
Enable effective Board and public oversight of finances through effective and understandable financial reporting.	Obj				
Complete bi-annual finance review by Finance Committee and Board.	Clemens	With Peter	Mar-15		Completed. NT Mar-16
Identify key financial highlights and summarize for Board review.	Clemens	Clemens discuss with Board in budget season.	Apr-15	Based on Board Input	Completed. NT May-16
Develop a well conversion program that will promote voluntary conversions and the necessary incentives and communication tools to make it happen.	Obj				

Evaluate the possibility of well conversion loan program based on existing models.	Clemens	With Bartle Wells + Schricker	Oct-15	Share with public	In progress. NT Oct 16
Consider other strategies to increase voluntary well conversions.	Clemens		Oct-15	Share with public	In progress. NT Oct 16
Goal 4 - Government Relations: Promote collaborative relationships and partnerships.					
Enhance Board and staff relationships with other agencies (Board Work Plan).	Obj				
General Manager will develop tangible opportunities for Directors to assist with inter-agency collaboration.	Clemens		Ongoing		Ongoing
Create the opportunity for the Board to discuss importance of Director engagement by including the item on future Board Agendas.	Pres.		Mar-15		Not Completed NT August 16
Promote staff-level collaboration on inter-agency projects by setting up meetings with local agencies that are critical to project success.	Clemens		Timing		Ongoing
Enhance dialog with other agencies about collaborative opportunities for local parks, etc.	Obj				
Seek to make the Caltrans Public Right of Way accessible for groundwater supply and community recreation.	Clemens	Need Board support	Jun-15	Underway. Evaluate progress biannually	In progress. NT Feb 17
See 5.1.2 and 5.3.1	NA	NA	NA	NA	NA

Goal 5 - Additional Services: Be open to providing additional services that are needed and desired within our service area.					
Be responsive to community desires for new services and take a leadership role in considering whether to provide additional services.					
Research and track opportunities to collaborate with San Mateo County on providing energy to the Montara and Moss Beach communities.	Clemens	Mostly about tracking and following. Considering seeking a seat at the table.	Aug-15	Ongoing. Annual Board discussion	Ongoing. Board discussion completed in early 2015
Examine each opportunity on a case-by-case basis. Evaluate and make clear any impact on quality, availability or cost of existing services.					
When opportunities for providing additional services are presented or discovered, each will be considered by a case-by-case basis.	Clemens	Board Support	NA		Ongoing
Seek to provide services collaboratively when mutually beneficial partnerships can be found.					
Continue to seek opportunities to collaborate and develop partnerships with local agencies and present viable opportunities to the Board.	Clemens	Board Support	Sep-15	Ongoing. Annual Board discussion	Ongoing, completed several Board discussions
Goal 6 - Operations and Administration: Develop and maintain an organizational structure and management policies that foster a high performing, stable and productive organization that learns and improves over time.					
Develop and implement a plan for retaining institutional knowledge.					
Complete Salary Study and evaluate implementation strategies for retaining staff, including implementation of effective qualitative strategies, including employee incentives.	IEDA	With Clemens	Apr-15		Partially completed, NT Dec 16
Assess staffing levels in terms of stress and reliability to meet District needs. Include succession planning and ability to deal with major personnel interruptions.	Clemens	With IEDA	Nov-15		Partially completed, NT Dec 16
Develop, follow and appropriately update procedures for Administration, Human Resources, and Management.					
Review and update Employee Manual.	IEDA	With Clemens	Mar-16		Not Completed, NT Mar 16
Review and update all District policies and procedures and suggest additions and updates.	Clemens		Aug-16		Ongoing, NT Aug 17
Assess field staff levels to improve system reliability in conjunction with sewer collection system maintenance agreement.	Pippin	with Clemens	Mar-16		In progress, NT May 16
Emergency planning should be appropriately updated with documented procedures and methods in place for coordinating with others.					
Update the existing Emergency Response and Recovery Plan (ERRP) to maintain a relevant emergency planning document.	Clemens		Aug-15	Every five years	Completed.

3	Become a leader and a hub for local utility emergency planning.	Clemens	Need Board support	Nov-15	Annual update	Ongoing NT Nov 16
2	Update drought contingency plan.	Clemens		May-16	Every five Years	Not completed NT Dec 16
Goal 7 - Build and Maintain Facilities that are Reliable, Environment, and Efficient: Plan, provide for, and maintain District facilities and other physical assets to achieve long-term reliable, environmentally sound and efficient District operations.						
Manage the wastewater system with the objective of zero spills and zero permit violations.						
1	Continue the implementation of a mainline replacement program, focused on areas prone to leaking and/or overflow.	Tanya	with Pippin	Jun-15	Annually. Review with budget	Completed. NT Jun 16
2	Implement improvements at wastewater lift stations to improve reliability and mitigate overflows.	Pippin		Jun-15	Annually. Review with budget	Completed. NT Jun 16
3	Evaluate other methods for the reduction of inflow and infiltration (I&I).	Pippin		Jun-15	Annually. Review with budget	Completed. NT Jun 16
Asset Management - Consider lifecycle costs in all facility construction, upgrades, maintenance and mangement decisions and activities. Continue with water and focus attention on sewer.						
3	Include lifecycle cost analysis in the Feasibility Studies for new facilities, facility upgrades, and/or maintenance activities.	Tanya	with Pippin	Jun-15	Annually. Review with budget	Completed. NT Jun 16
Creatively seek oppourtunies to maintain or improve quality while lowering costs.						
3	Research grant opportunities for installation of energy efficient technologies.	Tanya	with Pippin and Clemens	Jun-15	Annually. Review with budget	Completed NT Jun 16

	Goal 8: Governance. The Board will govern lawfully, with an emphasis on (a) outward vision rather than internal preoccupation; (b) encouragement of diversity in viewpoints; (c) strategic leadership more than administrative detail; (d) clear distinction of Board and general manager roles; (e) collective rather than individual decision-making; (f) future rather than past or present; and (g) practivity rather than reactivity	Goal				
	The Board will invest in itself and its members' training and governance capacity.	Obj				
2	Board consider need for additional training	Board		Oct-15		Not Completed. NT Oct 16
	Continued Board development is to include orientation of new board memers, and periodic consideration of Board governance effectiveness, including enhancing communication between Board members and between the Board and general manager	Obj				
2	Board will evaluate its own governance effectiveness, including its communciation with the GM and consider changes.	Board		Feb-15	Annually	Not Completed. NT May 2016
2	Initiate discussion about selection and preperation of officers early in the year.	Board		Oct-15	Annually	Not Completed. NT Oct 2016
2	Board will review strategic Plan Annually	Board		Feb-15	Annually	Completed. NT March 2016