



Montara Water and Sanitary District

2015 STRATEGIC PLAN



Prepared by: Rauch Communication Consultants Inc.

DIRECTORS

Scott Boyd, President

Jim Harvey, President pro tem

Kathryn Slater-Carter, Treasurer

Dwight Wilson, Secretary

Bill Huber, Director

GENERAL MANAGER

Clemens Heldmaier

PARTICIPANTS:

BOARD OF DIRECTORS

Scott Boyd, President, SAM representative

Jim Harvey, President pro tem, SAM representative

Kathryn Slater-Carter, Treasurer, SAM alternate

Dwight Wilson, Secretary

Bill Huber, Director

DISTRICT MANAGEMENT STAFF

Clemens Heldmaier, General Manager

CONSULTANT

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1. INTRODUCTION: Purpose of the Plan

Planning is strategic when it helps move an organization forward from its current situation to its desired future.

This Strategic Plan is the District's highest level planning document, and represents the Board's direction for the future, and the staff's work plan for implementing it.

It was developed through a step-by-step process that included recognizing the District's operating environment, strengths and weaknesses of the organization, as well as opportunities and challenges.

It identifies the agency's mission, vision, and values, while providing a set of goals and objectives that becomes a framework for all decision-making.

The Plan is also a practical working tool that provides clear direction to the staff about the Board's goals and objectives, and includes a work plan developed by the staff to meet those goals and objectives. As such, it is referred to regularly as a guide to District actions during the period covered.

To keep it fresh, it must be updated annually and rolled forward so that there is always a five-year guide to the future.

1. INTRODUCTION: Strategic Framework

The Strategic Plan is built from a series of logical components, described below and shown in the graphic.

Mission. The mission statement explains why the organization exists. It articulates the organization’s essential work in a brief sentence or two.

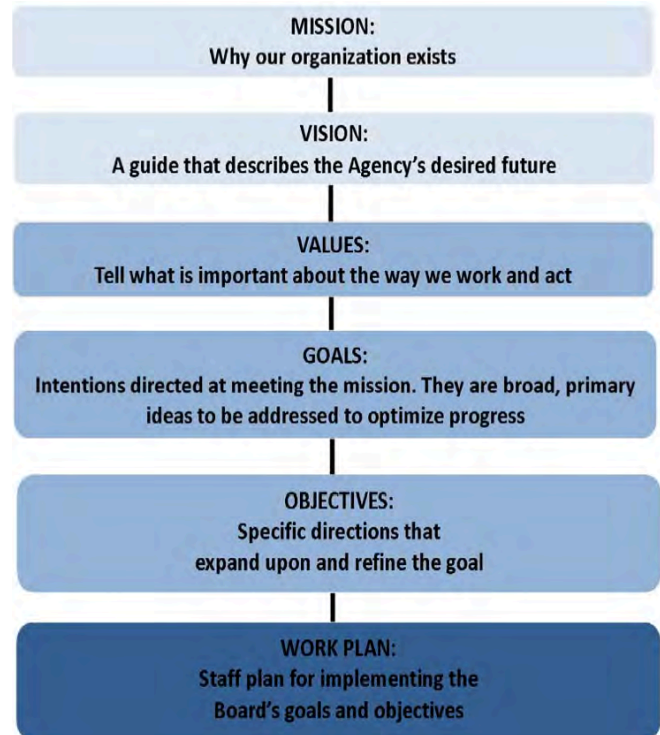
Vision. The vision articulates what the agency will become at a given time in the future. It is the strategic target which, when achieved, is the fulfillment of the agency's mission. As such, it is at the heart of the strategic planning process.

Values provide guidance when an agency is faced with challenging decisions that require tradeoffs, options and alternatives. Values are set by the Board, govern attitudes and behaviors, and generally remain constant over time.

Goals describe broad, primary areas of management, operations and planning that need to be addressed in accomplishing the mission. Goals are not connected to timelines.

Objectives are more specific directions that expand upon the goals. They are set by the Board. There may be multiple objectives for each goal. Objectives are SMART: Specific, Measurable, Attainable, Related to Goals, Time Certain.

Strategic Work Plan contains measurable, precise timetables and actions to accomplish the mission, goals, and objectives. They are assigned to individuals or departments. There may be multiple tasks for each objective that can be crossed off as finished.



2. PLAN DEVELOPMENT: Strategic Planning Process

The strategic planning process was carried out in the series of steps as outlined below.

Background Research. The consultants began by holding discussions with the General Manager.

Confidential Interviews. This was followed by a series of confidential interviews carried out by the consultant. The goal is for the interviewees to candidly express their interests and perspectives on the District's and its priorities.

The interviewees included the entire Board of Directors as well as numerous stakeholders, including leaders of neighboring local governments, customers and others as outlined below.

STAFF: Clemens Heldmaier, GM, and Julian Martinez, Superintendent of Water Operations

BOARD: Scott Boyd, Director; Dwight Wilson, Director; Bill Huber, Director; Jim Harvey, Director; and Kathryn Slater-Carter, Director

OTHER STAKEHOLDERS: David Dickson, Coastside County Water District GM; Gary Warhaftig, Montara Moss Beach Water Improvement Association; Leonard Woren, Granada Sanitary District Director; Peter Grenell, San Mateo County Harbor District; Paul Cole, Assistant Fire Chief; Robert Hopkins, Sewer Authority MidCoast GM; and Don Horsley, San Mateo County Supervisor.

CUSTOMERS: Lou Wall, Ex Director, Customer; Susan Hayward, Customer; Bill Kehoe, Customer; Michael Gasser, Customer; and Lisa Ketcham, Pillar Pointe Mobile Home Community.

Two Board Planning Workshops. The Board of Directors and senior management staff participated in two strategic planning workshops. At these workshops, the group reviewed the results of the interviews, undertook a number of exercises to examine the current state of the District, and identified critical issues and opportunities expected to confront the District in the future. Ultimately a plan was developed from this work that included an updated mission statement, vision, values, and strategic goals and objectives.

Community Meeting. On July 24, 2014 the District held a community meeting to obtain public input on the public planning process. The meeting was held at Cypress Meadows and about 70 members of the community participated. There was a very active exchange and sharing of ideas facilitated and recorded by Martin Rauch with support of District staff. Topics of discussion included:

- How should we prioritize investments?
- What improvements would you like to see in our services?
- What challenges and opportunities should we focus on?
- What is your long-range vision for the District and community?

Staff Work Plan. Once the policy level portions of the plan were completed in the Board workshops, the management team worked with the consultant to develop a detailed staff work plan designed to meet the mission of the District and strategic goals and objectives.

2. PLAN DEVELOPMENT: Rating the District Today

Before considering where the District wants to go in the future, it is important to understand where it is today. The group worked together to identify and rate a number of key features of the District as summarized below.

Each participant in the workshop was asked to rate various aspects of the District based on its performance as it stands today. Each participant selected aspects of the District to rate, graded them on a scale of 1 to 10 (10 being excellent), and included words to explain the reason for the rating. The results were averaged and summarized.

BELOW ARE THE CATEGORIES AND RATINGS PROVIDED BY THE PARTICIPANTS	
Avg. 8.6 9, 9, 8	Administration. Good job replacing mains and tanks compared to the past when the system was held together by rubber bands. While it is generally good, could do better.
Avg. 8+ 9, 8	Operations. Our small size makes us vulnerable due to the small number of staff and limited backup for personnel.
Avg. 9.5 9.5	Progress. We have made a lot of progress on infrastructure: water system, SSOs, pipe cleaning, financing of the sewer system. We also have good representatives on SAM.
Avg. 8+	Sewer. We need to continue working to reduce SSOs.
Avg. 8+	Water Quality. We have made tremendous improvement in water quality.
Avg. 7	Board Governance. There is opportunity for improvement here.
Avg. 6.6+ 6, 6, 7, 7, 7, 7	Rates and Finance. We developed a well-designed tiered rate. But the rate structure should be looked at again. The District generally has good controls, but there is room for improvement. District has a deficit and there is a need to address that.
Avg. 6	Watershed Protection. There are no immediate concerns, but we need to remain proactive to protect the groundwater and prevent degradation.
Avg. 5.2 2, 4, 5, 5,7, 8	Customer Service, Stakeholder Support and Customer Relations. The District generally has positive support, good customer service and is close to customers. However, our public is unaware of the constraints we operate under and our achievements. In addition, the perception of customers on wells is out of sync with reality. We need to explain better to them and reach out to all customers more. Board can help.
Avg. 5 5, 5	Intergovernmental Relations. There have been improvements, but it remains a difficult area. This is an area where both staff and board can work on and make improvements
Avg. 5 5, 5	Staff to Board Communication. There is room for improvement in the Manager's communication to the Board.
Avg. 5 5	Maturity. The District has matured in many ways administratively, in terms of engineering and finance, etc. But there is more work to do.
Avg. 4 6, 2	Emergency Planning. Need to update emergency planning, documentation and procedures. Need to develop plans for coordinating with others in emergencies.

2. PLAN DEVELOPMENT: Challenges & Opportunities

Below is a list of key issues and challenges identified in the process that are expected to face the District in the future. Each participant was asked to predict what issues the District would confront in the future. That list follows:

RATE STRUCTURE AND CHARGES

- Our rates are stable but on the high side and need to be raised.
- There will be a challenge to balance the needs of our customers and keeping costs affordable.
- The tiered system is not meeting needs and needs to be evaluated and reconsidered.
- Consider new financial options such as using property taxes 100% for water to help pay off the debt.
- Providing adequate reserves.

WATER SUPPLY

- Maintaining our sources of water and water independence.
- Increasing the water supply is critical both in the hills and at the airport.

PRIVATE WELLS

- Need to deal with wells drawing on the aquifer
- Well conversions. If people understood the costs, quality, testing, they may be happy to hook up.
- Need to clarify our policies. We don't force people to connect, but it is better for the groundwater aquifer, better for many landowners in the long-run and better for District revenue if they do.
- Need to improve how we work with the County to ensure seamless permits.

MAINTAINING LOCAL GOVERNANCE AND RELATIONSHIPS WITH OTHERS.

- There are always pressures from outside to do this or that and it is distracting. Need to square away relationships so our status is accepted and we have positive relationships.

WATER QUALITY

- Dealing with water quality issues at the airport.

PARTICIPATION IN SAM

- Changeover of SAM representatives and staff causes a challenge with maintaining a historical view and continuity.
- Changeovers also provide an opportunity to develop relationships with new people.
- Ever rising regulations increases costs and complexity.

STAFFING

- Having a small staff makes it difficult to have adequate breadth of expertise and depth to schedule efficiently and provide backup

DROUGHT AND CLIMATE CHANGE

- Our water supply independence is a good thing. Hetch-Hetchy crosses major faults.
- But we have to ensure groundwater is maintained for future.
- Need conservation strategy.
- Needs plan for managing wells.

OUTREACH

- We have made progress but need to communicate more with the public.
- We have work to do to build positive public understanding.
- If we could provide funding, the hospital and school could probably reduce use more.

CONSIDER BEING A CSD

- There are a range of possibilities: internet income, solar power to reduce costs, develop recycled water, etc.

COMMUNITY SUSTAINABILITY

- There are limited resources.
- Ensuring growth is managed by land use authorities (County). Districts position is that it should provide services to approve growth and not be dragged into land use.

2. PLAN DEVELOPMENT: Priority Issues

The group was asked to identify the five most important issues that MSWD must resolve in the coming years. The results are shown below, with 1 being the highest priority. Priorities are important since in practice it is not possible to accomplish everything at once and that there are limits on time, money and personnel resources.

HIGHEST PRIORITY ISSUES	
Avg. 1 1, 1, 1	Water Rate Structure and Rates. Need adequate rates to cover expenses, encourage well connections, and resolve the deficit.
Avg. 1.5 1, 2	Finances, Rates and Economic Health. Determine if we can encourage voluntary connections and help improve income and reserves.
Avg. 2 1, 2, 3	Well Connections. The sooner the District can resolve well connection issues the better. Bringing in Pillar Ridge and new well conversions lowers costs for all. Need to integrate new customers well.
Avg. 2 1, 3	Infrastructure Planning based on a long-term replacement model. Since we provide a service from source to release, we should be able to undertake long-term, informed planning based on lifecycle costs.
Avg. 2.5 2, 2, 3, 3	Developing and maintain the sources and quality of water. Need to improve our portfolio of water sources (more varied wells), improve redundancy, and maintain the watershed.
Avg. 2 2	Community Sustainability Plans. What are our long-term demographics? Be prepared for growth or decline, changes in income, age, needed services, etc.
Avg. 2.7 1, 3, 4	Communication: Need to develop a marketing and public relations plan. Public needs to understand what we are doing and we need to hear from them.
Avg. 3.3 3, 4, 4, 4, 4, 5	Effective Intergovernmental Relationships. Establishing our primacy for carrying out our mission. Develop better, more positive intergovernmental relationships with others.
Avg. 4 4	Smarter Wastewater Treatment. The current system works, but could it be better or lower cost? What are best long term options for upgrades or changes that provide lowest lifecycle cost?
Avg. 5 5, 5	Internal Operations and Administration. Do we need to develop a needs assessment, evaluate staffing, internships, training for staff?
Avg. 5.5 5, 6	Regional and Local Emergency Plans. The long sewage pipe to Half Moon Bay is at risk. Recycling? (5, 6)

2. PLAN DEVELOPMENT: Input from Community Forum

Montara Water and Sanitation District reached out to obtain public input through direct one-on-one interviews, by asking for input via advertisements, press and web coverage, and by holding a community forum. About 70 members of the public participated in the meeting.

PUBLIC INPUT FROM THE FINAL COMMUNITY FORUM QUESTION IS SUMMARIZED BELOW:

“Five, ten or more years into the future, if you were granted power over the District, what three things would you change or keep the same.”

Note: topics with zero votes were nominated by the group but received no votes.

Total Votes	Priority Topic
35	No Consolidation
21	Develop Community Parks District
20	Develop our own internet service
18	Infrastructure Development
16	Water Quantity
11	Water Quality
9	Water Conservation Education
8	Keep (happy with) Staff
7	Lower Rates
6	Disaster Preparedness Ed.
4	SAM: Cost Control/more accountability
3	Bring back senior discount from Recology
1	Garbage Sustainability
0	Storm Water Usage
0	Cell Tower for better service
0	Compost Program Initiated
0	Drought Management
0	Improve sewer system
0	More press releases/outreach
0	Governance Quality



View of a postcard used to advertise the community forum.

3. STRATEGIC PLAN: Mission

A good mission statement should accurately explain why your organization exists and what it hopes to achieve in the future. It articulates the organization's essential work. The Board drafted and approved the following mission statement:

To sensitively manage the natural resources entrusted to our care, to provide the people of Montara - Moss Beach with reliable, high-quality water, wastewater, and trash disposal at an equitable price, and to ensure the fiscal and environmental vitality of the district for future generations. Be open to providing other services desired by our community.

3. STRATEGIC PLAN: Vision for the Future

A critical responsibility of the Board of Directors is to identify a vision for the District's future and then set goals and objectives to achieve it. This is the heart of the governance role, and starts with creations of a vision statement. The following vision statement was developed:

The Vision for the Montara Water and Sanitary District Board of Directors is:

Trusted and proven to cost-effectively provide our customers with the services they need.

3. STRATEGIC PLAN: Values

VALUES are what we consider important—what we believe is right and wrong. The Board is responsible for identifying values and being the guardian of values. Effective organizations identify and develop a clear, concise and shared meaning of values/beliefs, priorities, and direction so that every employee understands and can contribute in the right way. If defined, disseminated and followed, values will impact every aspect of the organization.

The following values emerged from the workshop discussion.

The values can be written as simple statements or posed as questions to help make difficult decisions.

Value Statements:	Values Posed as Questions
<i>To be trusted by the community</i>	<i>Will it enhance customers' trust in the District?</i>
<i>Represent and serve our community</i>	<i>Will it enable the District to better represent and serve our community?</i>
<i>Local control</i>	<i>Will it increase local control?</i>
<i>To provide quality services</i>	<i>Will it improve service quality?</i>
<i>To be responsive to the community and its changing needs</i>	<i>Will it result in better responsiveness to the community and its changing needs?</i>
<i>To be open and available to the public we serve</i>	<i>Will it make the District more open and available to the public we serve?</i>
<i>To use customer funds sustainably</i>	<i>Will it be cost-effective over time?</i>

3. STRATEGIC PLAN: Strategic Goals and Objectives

The goals and objectives are presented on the following pages. They, along with the mission, vision and values represent the core strategic direction provided in this plan.

GOAL 1. 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.

#	Objectives
1.1	The District will proactively protect and improve water quality and supply, where needed.
1.2	The District will ensure permanent water independence.
1.3	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.

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.

#	Objectives
2.1	Staff will develop core messages and obtain board approval for them.
2.2	Staff will design and implement communication that is consistent with Board-approved messaging.
2.3	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.)

GOAL 3. RATES AND FINANCE

Use the longest possible outlook for planning revenue needs, finances and rates. Base planning and decisions on a long-term, proactive understanding of finances, capital facility planning and operational and regulatory needs.

#	Objectives
3.1	Costs will be allocated through rates that are fair; and will be developed after evaluating all reasonable options beyond tiers, including how well connection options will influence rates.
3.2	Adopt and update new Rates by FY 2015/16.
3.3	Rates will be sustainable, steady, defensible, understandable and fair.
3.4	Use the longest reasonable outlook for planning infrastructure replacement needs, while recognizing that infrastructure planning is in flux.
3.5	Enable effective Board and public oversight of finances through effective and understandable financial reporting.
3.6	Develop a well conversion program that will promote voluntary conversions and the necessary incentives and communication tools to make it happen.

GOAL 4. GOVERNMENTAL RELATIONS

Promote collaborative relationships and partnerships

#	Objectives
4.1	Enhance board and staff relationships with other agencies (board work plan).
4.2	Enhance dialog with other agencies about collaborative opportunities for local parks, etc.

GOAL 5. ADDITIONAL SERVICES

Be open to providing additional services that are needed and desired within our service area.

#	Objectives
5.1	Be responsive to community desires for new services and take a leadership role in considering whether to provide additional services.
5.2	Examine each opportunity on a case-by-case basis. Evaluate and make clear any impact on quality, availability or cost of existing services.
5.3	Seek to provide services collaboratively when mutually beneficial partnerships can be found.

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.

#	Objectives
6.1	Develop and implement a plan for retaining institutional knowledge.
6.2	Develop, follow and appropriately update procedures for Administration, Human Resources, and Management.
6.3	Emergency planning should be appropriately updated with documented procedures and methods in place for coordinating with others.

GOAL 7. BUILD AND MAINTAIN FACILITIES THAT ARE RELIABLE, ENVIRONMENTAL AND EFFICIENT

Plan, provide for and maintain District facilities and other physical assets to achieve long-term, reliable, environmentally sound, and efficient District operations.

#	Objectives
7.1	Manage the wastewater system with the objective of zero spills and zero permit violations.
7.2	Asset Management - Consider lifecycle costs in all facility construction, upgrades, maintenance and management decisions and activities. Continue with water and focus attention on sewer.
7.3	Creatively seek opportunities to maintain or improve quality while lowering costs.

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 decisions, (f) future rather than past or present, and (g) proactivity rather than reactivity.

#	Objectives
8.1	The Board will invest in itself and its members' training and governance capacity.
8.2	Continued Board development is to include orientation of new board members, and periodic consideration of Board governance effectiveness, including enhancing communication between Board members and between the Board and general manager

4. WORK PLAN: Staff Work Plan

The following pages contain the staff work plan, a linked series of actions developed by staff that, when accomplished, will meet the mission, vision, goals and objectives identified by the Board of Directors. The work plan is organized in a table format with the following features:

Priorities:

There are two kinds of priorities assumed in this work plan: 1) Importance; and 2) Time. It is possible for a priority to be critical in importance but not due for a long time. Conversely a priority may have low importance but be due promptly. The 1-3 numbering system incorporates a bit of both. The timing column indicates due dates. The numbering system is as follows:

1. Critical project that must be accomplished on Time.
2. Important project that can be delayed if needed to complete a #1 priority project.
3. Desirable project that can be delayed or cancelled to complete a #1 or #2 priority project.

1	No.	P.	Action	Lead	Comments	Timing	%	Status
2	1.0.0		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				
3	1.1.0		The District will proactively protect and improve water quality and supply, where needed.	Obj				
4	1.1.1	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
5	1.1.2		See 1.2.1	NA		NA		
6	1.1.3	2	Continue to establish groundwater level and stream-gauging programs to improve understanding of District's hydrology.	Clemens	With Balance Hydrologic	Dec-15		Annually
7	1.1.4	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		
8	1.1.5	3	Develop groundwater sustainability agency.	Clemens	Obtain Board approval, start negotiating w/ stakeholders by Dec-15	Dec-15		Due complete by 2022. Make annual status report
9	1.2.0		The District will ensure permanent water independence.	Obj				
10	1.2.1	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
11	1.2.2	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. Extension can be requested	Dec-15		Deadline 2015
12	1.2.3	2	Negotiate extension to drill further exploratory wells after April 2015.	Clemens		Mar-15		Start negotiations before April
13	1.2.4	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
14	1.3.0		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				
15	1.3.1	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
16	1.3.2	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
17	2.0.0		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				
18	2.1.0		Staff will develop core messages and obtain board approval for them.	Obj				
19	2.1.1	NA	See 2.2.1 and 2.2.2	Martin		May-15		
20	2.2.0		Staff will design and implement communication that is consistent with Board-approved messaging.	Obj				
21	2.2.1	1	Develop an Outreach Plan and budget for Board approval.	Martin	Consultant Support	May-15		Start in March
22	2.2.2	2	Implement Outreach Plan.	Clemens	Consultant Support	Jun-15		See Plan
23	2.2.3	2	Prepare and distribute initial newsletter, future editions depending on Outreach Plan.	Martin	Consultant Support	Apr-15		Start Now?
24	2.3.0		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				

24	No.	P.	Action	Lead	Comments	Timing	%	Status
25	2.3.1	NA	See 2.2.1 and 2.2.2 above	Clemens	Consultant	May-15		
26	2.4.3	3	Complete under construction areas of website	Martin		Apr-15		April
27	3.0.0		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				
28	3.1.0		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				
29	3.1.1	1	Complete Water Rate Study.	Clemens	With Bartle Wells	Apr-15		Effective July-15
30	3.2.0		Add and update new rates by FY 2015/16	Obj		FY 15/16		
31	3.2.1	1	Implement annual solid waste rate changes in accordance with the franchise agreement	Clemens		Dec-15		
32	3.2.2	1	Evaluate Sewer Service Charges and implement necessary rate increases or proposition 218 processes.	Clemens	With Bartle Wells	Apr-15		Annually. Effective July-15
33	3.3.0		Rates will be sustainable, steady, defensible, understandable and fair.	Obj				
34	3.3.1	2	See 3.1.1, 3.2.2, and 3.2.1.	Board		NA		
35	3.4.0		Use the longest reasonable outlook for planning infrastructure replacement needs, while recognizing that infrastructure planning is in flux.	Obj				
36	3.4.1	3	Include in the Capital Improvement Program (CIP) future anticipated replacement cost for the upcoming 10 years and evaluate funding possibilities.	Tanya + Pippin		Jun-15		
37	3.5.0		Enable effective Board and public oversight of finances through effective and understandable financial reporting.	Obj				
38	3.5.1	2	Complete bi-annual finance review by Finance Committee and Board.	Clemens	With Peter	Mar-15		
39	3.5.2	2	Identify key financial highlights and summarize for Board review.	Clemens	Clemens discuss with Board in budget season.	Apr-15		Based on Board Input
40	3.6.0		Develop a well conversion program that will promote voluntary conversions and the necessary incentives and communication tools to make it happen.	Obj				
41	3.6.1	2	Evaluate the possibility of well conversion loan program based on existing models.	Clemens	With Bartle Wells + Schricker	Oct-15		Share with public
42	3.6.2	3	Consider other strategies to increase voluntary well conversions.	Clemens		Oct-15		Share with public
43	4.0.0		Goal 4 - Government Relations: Promote collaborative relationships and partnerships.					
44	4.1.0		Enhance Board and staff relationships with other agencies (Board Work Plan).	Obj				
45	4.1.1	3	General Manager will develop tangible opportunities for Directors to assist with inter-agency collaboration.	Clemens		Ongoing		
46	4.1.2	3	Include suggestions for Boardmember engagement in the community and region in future Board agendas as opportunities arise.	Pres.		Mar-15		
47	4.1.3	3	Promote staff-level collaboration on inter-agency projects by setting up meetings with local agencies that are critical to project success.	Clemens		Timing		
48	4.2.0		Enhance dialog with other agencies about collaborative opportunities for local parks, etc.	Obj				
49	4.2.1	1	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
50	4.2.2	3	See 5.1.2 and 5.3.1					
51	5.0.0		Goal 5 - Additional Services: Be open to providing additional services that are needed and desired within our service area.					
52	5.1.0		Be responsive to community desires for new services and take a leadership role in considering whether to provide additional services.	Obj				

52	No.	P.	Action	Lead	Comments	Timing	%	Status
53	5.1.2	3	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
54	5.2.0		Examine each opportunity on a case-by-case basis. Evaluate and make clear any impact on quality, availability or cost of existing services.	Obj				
55	5.2.1	2	When opportunities for providing additional services are presented or discovered, each will be considered by a case-by-case basis.	Clemens	Board Support	NA		
56	5.3.0		Seek to provide services collaboratively when mutually beneficial partnerships can be found.	Obj				
57	5.3.1	3	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
58	6.0.0		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.					
59	6.1.0		Develop and implement a plan for retaining institutional knowledge.	Obj				
60	6.1.1	1	Complete Salary Study and evaluate implementation strategies for retaining staff, including implementation of effective qualitative strategies, including employee incentives.	IEDA	With Clemens	Apr-15		
61	6.1.3	2	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		
62	6.2.0		Develop, follow and appropriately update procedures for Administration, Human Resources, and Management.	Obj				
63	6.2.1	2	Review and update Employee Manual.	IEDA	With Clemens	Mar-16		
64	6.2.2	3	Review and update all District policies and procedures and suggest additions and updates.	Clemens		Aug-16		
65	6.3.0		Emergency planning should be appropriately updated with documented procedures and methods in place for coordinating with others.	Obj				
66	6.3.1	2	Update the existing Emergency Response and Recovery Plan (ERRP) to maintain a relevant emergency planning document.	Clemens		Aug-15		Every five years
67	6.3.2	3	Become a leader and a hub for local utility emergency planning.	Clemens	Need Board support	Nov-15		Annual update
68	6.3.3	2	Update drought contingency plan.	Clemens		May-16		Every five Years
69	7.0.0		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.					
70	7.1.0		Manage the wastewater system with the objective of zero spills and zero permit violations.					
71	7.1.1	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
72	7.1.2	2	Implement improvements at wastewater lift stations to improve reliability and mitigate overflows.	Pippin		Jun-15		Annually. Review with budget
73	7.1.3	3	Evaluate other methods for the reduction of inflow and infiltration (I&I).	Pippin		Jun-15		Annually. Review with budget
74	7.2.0		Asset Management - Consider lifecycle costs in all facility construction, upgrades, maintenance and management decisions and activities. Continue with water and focus attention on sewer.	Obj				
75	7.2.1	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
76	7.3.0		Creatively seek opportunities to maintain or improve quality while lowering costs.	Obj				
77	7.3.1	3	Research grant opportunities for installation of energy efficient technologies.	Tanya	with Pippin and Clemens	Jun-15		Annually. Review with budget

77	No.	P.	Action	Lead	Comments	Timing	%	Status
78	8.0.0		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) proactivity rather than reactivity	Goal				
79	8.1.0		The Board will invest in itself and its members' training and governance capacity.	Obj				
80	8.1.1	2	Board consider need for additional training	Board		Oct-15		
81	8.2.0		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				
82	8.2.1	2	Board will evaluate its own governance effectiveness, including its communciation with the GM and consider changes.	Board		Feb-16		Annually
83	8.2.2	2	Initiate discussion about selection and preparation of officers early in the year.	Board		Oct-16		Annually
84	8.2.3	2	Board will review strategic plan annually	Board		Feb-16		Annually

5. EXPECTATIONS AND RESULTS: Achieving Expectations

At the beginning of the first workshop, participants were each asked to share their expectations for the process—the expectations of individual participants are listed below. One goal of this process was to meet these expectations and we believe that we did.

- Keep open minds and clearly elaborate goals
- Bring the Board together on a well thought out course
- Achieve a full sharing of ideas, identify challenges and provide direction
- Get to know individual thoughts and perspectives
- No expectations
- Identify strengths and weaknesses. Set goals and priorities. Develop a vision that we can jointly work on
- Ultimately develop a plan to meet our needs for water, sewer, and garbage, in a way that is affordable and sustainable.

5. EXPECTATIONS AND RESULTS: Ensuring Results

In order to ensure that the plan is implemented and results are achieved, the District plans to take the following steps:

- Publish the Mission, Vision, Values Goals and Objectives on posters and handouts, and display them around the District.
- Incorporate the Mission, Vision, Values, Goals and Objectives into the employee handbook, as well as orientation and training materials for new employees.
- Actively implement the Work Plan by the management team.
- Incorporate Strategic Plan monitoring by Board committees as appropriate and provide a semi-annual report to the entire Board on progress.
- Review and update the Strategic Plan annually and roll it forward.



**Montara Water
and Sanitary District**
Serving the Community of Montara and Moss Beach



Montara Water and Sanitary District
2015 STRATEGIC PLAN

Prepared by:



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