

INTRO Pieces

- Leaders Page
- TOC
- Message from GM
- Forward from Board Pres.
- District at a Glance (Fields of Service)
- Organizational Structure
- Community Profile??
- Process and Organization of MCWD Strategic Plan
- Overall Strategic Focus Areas

DRAFT

Mission - Current

We provide our customers with high quality potable and recycled water, wastewater collection and conservation services that are safe, affordable, reliable, and sustainable, through planning, management and the development of water resources in an environmentally sensitive manner.

Vision - Modified

In next 5 years, we would like to be able to say...

- We have Board policies and procedures with the aim of receiving the California Special District Association's (CSDA) "District of Distinction" Award.
- We enjoy a positive reputation with the public and other governmental agencies.
- We have enhanced our Public Relations efforts in community outreach.
- We lead the region in water quality, communications, water resources, conservation, and workforce development.
- We have evaluated and taken steps to fund, all District liabilities, infrastructure needs, water supply augmentation needs, and necessary groundwater sustainability plan projects and actions.
- We manage our existing assets through a capital improvement program that integrates the maintenance management plan, minimizes operational issues, and maximizes the value of our assets and reliability.
- Our office buildings are professional and sufficiently sized and equipped to support a productive staff.
- We have a Board room that is sufficiently sized and properly outfitted to conduct effective public meetings.
- Our District explicitly incorporates consideration of carbon emissions in all aspects of planning, design and operation, and support the District's sustainability policy.
- We have adopted a new rate study, Master Plans, and Capacity Fees.
- We have sufficient reserves to meet District policy requirements.
- We have an engaged, reliable, and productive workforce that is highly knowledgeable, well trained with a diversity of experience, and enjoys high morale.
- We have a formal workforce development and succession plan in place.
- We have a conservation program that meets State mandates.
- We have taken steps to protect the Salinas Valley groundwater basin and its subbasins from seawater intrusion.
- The Groundwater Sustainability Plan has been implemented and that projects and actions are underway to secure the sustainability of our water supply.
- We have established key performance indicators and level of service targets

Core Values - Current

- Customer Service: We will demonstrate outstanding customer service and respect for customers and one another.
- Integrity: We will provide our services in an honest, ethical and responsible manner.
- Teamwork: We will work together to share and achieve resources for a common goal and collaborate with one another.
- Innovation: We will share ideas and apply them to the District in order to further satisfy the needs and expectations of the customers.
- Transparency: We listen to our customers and communicate openly about our policies, processes, and plans for the future.

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- **Core Focus Areas** **(FROM STAFF MEETING 12/2021)-** *the following constitute the basis of the 2021-2027 Five year Strategic Plan (IN NO PARTICULAR ORDER) – (Please remember that these in yellow are just draft statements from me. Change and edit at will)*

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1.0 WATER RESOURCES

We will seek clarify District water rights, and work to establish MCWD as the leader on water in the region (Brent's starter language -typical throughout)

1.1 WATER SUPPLY AUGMENTATION (DESAL, IMPORT, SCALPING, INTER-CONNECTS, RECHARGE, INTER-BASIN TRANSFERS, ETC.) -

Objective description and general approach:

Objective Goals and Deliverables for the Goal:

Objective estimated completion date:

Related metrics for deliverable tracking:

RELEVANT BOARD COMMENTS:

- *develop additional water sources, prioritizing with greatest benefit to rate-payers and environment*
- *look into collaborations to mitigate coastal erosion*
- *Form MCWD groundwater sustainability agency and groundwater plan*
- *Continue PFAS-family determination*
- *Forget importing water from out of county idea*

1.2 CLARIFY AND CATALOG ALL WATER RIGHTS -

Objective description and general approach:

Objective Goals and Deliverables for the Goal:

Objective estimated completion date:

Related metrics for deliverable tracking:

RELEVANT BOARD COMMENTS:

- *Strategically prepare and assume leadership as a primary water purveyor of our five jurisdictions*
- *Secure completed and signed service agreements with all land use jurisdictions*
- *Establish MCWD as recognized THE Lead Agency for all water related and prime purveyor of water production, knowledge, strategy, infrastructure and conservation.*

- *Expand water knowledge in community and clarify the differences between public and private water.*
- *Clarify our position and policy regarding coexistence with CalAm*
- *Clarify our relationship with CSU Monterey and fair-rate deliberation/decisions*

1.3 PREPARE FOR IMPLEMENTATION OF DIRECT POTABLE REUSE

Objective description and general approach:

Objective Goals and Deliverables for the Goal:

Objective estimated completion date:

Related metrics for deliverable tracking:

RELEVANT BOARD COMMENTS:

- *Implement groundwater sustainability plans*
- *Continue with master plans for water, wastewater and recycled water for continued improvements and timely improvements*

2.0 FISCAL HEALTH

We will adhere to the highest financial standards and processes to conduct the Mission and positioning the District to protecting of water rates and demonstrate financial transparency.

2.1 SET GOALS TO ADEQUATELY POPULATE AND SUPPORT RESERVES – 100% FUNDED (CAP, OPS, ETC.) –

Objective deliverable for the Goal (2 paragraph max.)

Objective description and general approach:

Objective Goals and Deliverables for the Goal:

Objective estimated completion date:

Related metrics for deliverable tracking:

RELEVANT BOARD COMMENTS: N/A

2.2 SET GOALS TO CONTROL COSTS OF LEGAL SERVICES –

Objective description and general approach:

Objective Goals and Deliverables for the Goal:

Objective estimated completion date:

Related metrics for deliverable tracking:

RELEVANT BOARD COMMENTS:

- develop ways to translate legal jargon into understandable terminology

2.3 ESTABLISH TEN-YEAR FINANCIAL FORECAST –

Objective description and general approach:

Objective Goals and Deliverables for the Goal:

Objective estimated completion date:

Related metrics for deliverable tracking:

RELEVANT BOARD COMMENTS:

*- Developed additional sources of income to legally provide for low-income subsidies
(3)*

3.0 ORGANIZATIONAL HEALTH

We will do what's needed to foster employee retention and development and career growth while planning for the future personnel needs of the District.

3.1 PROVIDE BASIS POLICIES AND GOALS FOR AND PROVIDE ADEQUATE STAFFING (#'S RELATIVE, COMPENSATION, POLICY REGARDING %, COST OF LIVING IN ACCOUNT)

-

Objective description and general approach:

Objective Goals and Deliverables for the Goal:

Objective estimated completion date:

Related metrics for deliverable tracking:

RELEVANT BOARD COMMENTS:

- *Develop clarity of MCWD policies regarding employment diversity, equity and inclusivity*
- *Employee housing on District owned properties??*

3.2 IMPROVE OUR ABILITY TO INTERFACE WITH: (BENEFITS MANAGEMENT, TRAINING, INSURANCE/RISK MANAGEMENT, SOFT SKILLS TRAINING, SUPERVISOR TRAINING, ETC.)

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Objective description and general approach:

Objective Goals and Deliverables for the Goal:

Objective estimated completion date:

Related metrics for deliverable tracking:

RELEVANT BOARD COMMENTS: N/A

3.3 FOCUS ON LOCAL HIRING (FROM BOARD)

Objective description and general approach:

Objective Goals and Deliverables for the Goal:

Objective estimated completion date:

Related metrics for deliverable tracking:

RELEVANT BOARD COMMENTS:

- *Local mentoring for positions in the water field.*

4.0 FACILITIES

We will maintain proper facilities to best serve the District for our high service levels and response.

4.1 COMPLETE NEW CORPORATION YARD -

Objective description and general approach:

Objective Goals and Deliverables for the Goal:

Objective estimated completion date:

Related metrics for deliverable tracking:

RELEVANT BOARD COMMENTS: N/A

4.2 COMPLETE IOP BUILDING -

Objective description and general approach:

Objective Goals and Deliverables for the Goal:

Objective estimated completion date:

Related metrics for deliverable tracking:

RELEVANT BOARD COMMENTS: N/A

4.3 REHABILITATE VERTICAL ASSETS

Objective description and general approach:

Objective Goals and Deliverables for the Goal:

Objective estimated completion date:

Related metrics for deliverable tracking:

RELEVANT BOARD COMMENTS: N/A

4.4 REHABILITATE AND REPLACE HORIZONTAL ASSETS OF VERTICAL ASSETS

Objective description and general approach:

Objective Goals and Deliverables for the Goal:

Objective estimated completion date:

Related metrics for deliverable tracking:

RELEVANT BOARD COMMENTS: N/A

5.0 CUSTOMER SERVICE

We will work hard to make customer service our culture and prove it everyday to our external, internal customers and strategic partners.

5.1 REBRAND MCWD – OUTREACH AND GROW –

Objective description and general approach:

Objective Goals and Deliverables for the Goal:

Objective estimated completion date:

Related metrics for deliverable tracking:

RELEVANT BOARD COMMENTS:

- clarify message, socialize it, talk about it and train the “MCWD way”
- strengthen our image of being independent and publicly owned

5.2 MEETING BOTH INTERNAL AND EXTERNAL CUSTOMERS NEEDS AND EXPECTATIONS

Objective description and general approach:

Objective Goals and Deliverables for the Goal:

Objective estimated completion date:

Related metrics for deliverable tracking:

RELEVANT BOARD COMMENTS:

- develop local water and wastewater specific talks, conference or workshops to discuss and clarify situations, opportunities and solutions together.
- clarify and develop a standard for Board development and training
- publicly clarify fire-flow capabilities

5.5. DELIBERATELY DEVELOP STRONG REGIONAL PARTNERSHIPS

Objective description and general approach:

Objective Goals and Deliverables for the Goal:

Objective estimated completion date:

Related metrics for deliverable tracking:

RELEVANT BOARD COMMENTS: N/A

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6.0 CLIMATE ACTION

We will take systematic and practical actions regarding the effects of climate change with all District planning and operations.

6.1 COMPLETE PLAN AND BEGIN IMPLEMENTING CLIMATE ACTION AND SUSTAINABILITY PLAN -

Objective description and general approach:

Objective Goals and Deliverables for the Goal:

Objective estimated completion date:

Related metrics for deliverable tracking:

RELEVANT BOARD COMMENTS:

- *Incorporate climate action plan mitigation into all aspects of District decisions with net carbon goal of zero by 2040.*
- *Develop a survey regarding the climate action plan and develop next steps for implementation.*

7.0 PLANNING PROCESSES AND INFORMATION SYSTEMS

We will deliberately become the most highly regarded water purveyor in the region for both knowledge and well-reasoned water management and distribution.

7.1 AMEND MASTER PLAN -

Objective description and general approach:

Objective Goals and Deliverables for the Goal:

Objective estimated completion date:

Related metrics for deliverable tracking:

RELEVANT BOARD COMMENTS: N/A

7.2 CVRA -

Objective description and general approach:

Objective Goals and Deliverables for the Goal:

Objective estimated completion date:

Related metrics for deliverable tracking:

RELEVANT BOARD COMMENTS: N/A

7.3 PIPELINE FOR ANNEXATIONS - ?????

Objective description and general approach:

Objective Goals and Deliverables for the Goal:

Objective estimated completion date:

Related metrics for deliverable tracking:

RELEVANT BOARD COMMENTS: N/A

7.4 ENTERPRISE RESOURCES SYSTEM -

Objective description and general approach:

Objective Goals and Deliverables for the Goal:

Objective estimated completion date:

Related metrics for deliverable tracking:

RELEVANT BOARD COMMENTS: N/A

7.5 INTEGRATING ALL INFORMATIONAL TECHNOLOGIES - ADVANCED CMMS, FLEET, SCADA, ASSET MGMT.....

Objective description and general approach:

Objective Goals and Deliverables for the Goal:

Objective estimated completion date:

Related metrics for deliverable tracking:

RELEVANT BOARD COMMENTS: N/A

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Vision to Action Table		Proposed Completion Dates
Strategic Focus	Strategic Goals	
1.0 Water Resources	1.1 Water Supply Augmentation 1.2 Clarify and Catalog All Water Rights 1.3 Prepare for Implementation of DPR	
2.0 Fiscal Health	2.1 Set Goals to Support Financial Reserves 2.2 Establish Goals for Cost Control of Legal Expenses 2.3 Project 10-Year Financial Forecast	
3.0 Organizational Health	3.1 Provide Policies and Goals for Adequate Staffing Numbers 3.2 Improve Our Ability to Provide Proper Interfaces (Benefits, Training, Insurance/Risk Mgmt., Soft Skills and Supervisor Training) 3.3 Focus on Hiring Local	
4.0 Facilities	4.1 Complete New Corporation Yard 4.2 Complete IOP Building 4.3 Rehabilitate Vertical Assets 4.4 Rehabilitate and Replace Horizontal Assets	
5.0 Customer Service	5.1 Rebrand MCWD – Outreach and Grow 5.2 Meet Both Internal and External Customer Needs 5.3 Deliberately Develop Strong Regional Partnerships	
6.0 Climate Action	6.1 Complete and Begin Implementation of Climate Action and Sustainability Plan	
7.0 Planning, Processes and Information Systems	7.1 Amend Master Plan 7.2 CVRA 7.3 Pipeline for Annexations 7.4 Procure and develop New Enterprise Resource System 7.5 Integrate All Informational Technologies (CMMS, Fleet, SCADA, Asset Mgmt., Etc)	

Glossary of Acronyms

ACWA	Association of California Water Agencies
AWWA	American Water Works Association
BHI	BHI Management Consulting
BMPs	Best Management Practices
CAFR	Comprehensive Annual Financial Report
CDPH	California Department of Public Health
CII	Commercial, Industrial and Institutional
CIP	Capital Improvement Plan
CPA	Certified Public Accountant
CUWCC	California Urban Water Conservation Council
DMM	Demand Management Measures
DPR	
FY	Fiscal Year
HCF	Hundreds of Cubic Feet
HECW	High Efficiency Clothes Washer
GPS	Global Positioning System
LS	Lift Station
MGD	Millions of Gallons per Day
NIMS	National Incident Management System
OES	Office of Emergency Services
pH	Potential Hydrogen – ion activity in gram equivalents per liter to measure alkalinity/acidity
PFAS	
RWQCB	Regional Water Quality Control Board
SRF	State Revolving Fund
SCADA	Supervisory Control and Data Acquisition
SEMS	Standardized Emergency Management System
the District	Marina Coast Water District
WDRs	Waste Discharge Requirements
WWTP	Wastewater Treatment Plant