



MARINA COAST WATER DISTRICT

11 RESERVATION ROAD, MARINA, CA 93933-2099

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DIRECTORS

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Agenda

**Special Board Meeting, Board of Directors
Marina Coast Water District**

and

**Special Board Meeting, Board of Directors
Marina Coast Water District Groundwater Sustainability Agency
Hybrid Meeting**

**920 2nd Avenue, Suite A, Marina, California
and Zoom Teleconference**

Monday, April 11, 2022, 6:30 p.m. PST

Due to Governor Newsom's Executive Order N-29-20 and recommendations on protocols to contain the spread of COVID-19, some staff and Board members will be attending the April 11, 2022 meeting in person and some remotely from various locations. Members of the public may not yet attend the Board meeting in person but can continue to attend remotely via Zoom conference. The public is strongly encouraged to use the Zoom app for best reception.

There may be limited opportunity to provide verbal comments during the meeting. Persons who are participating via telephone will need to press *9 to be acknowledged for comments. Members of the public participating by Zoom will be placed on mute during the proceedings and will be acknowledged only when public comment is allowed, after requesting and receiving recognition from the Board President. Public comment on the action item can also be submitted in writing to Paula Riso at priso@mcwd.org by 9:00 am on Monday, April 11, 2022; such comments will be distributed to the MCWD Board before the meeting.

This meeting may be accessed remotely using the following Zoom link:

<https://us02web.zoom.us/j/86470899979?pwd=QWozWVNOWTJQV290TkM3TjQ3b2hUZz09>

Passcode: 813999

To participate via phone, please call: 1-669-900-9128; Meeting ID: 864 7089 9979 Passcode: 813999

Our Mission: We provide our customers with high quality water, wastewater collection and conservation services at a reasonable cost, through planning, management and the development of water resources in an environmentally sensitive manner.

1. Call to Order

This agenda is subject to revision and may be amended prior to the scheduled meeting. Pursuant to Government Code section 54954.2(a)(1), the agenda for each meeting of the Board shall be posted at the District office at 11 Reservation Road. A complete Board packet containing all enclosures and staff materials will be available for public review on the District website, Thursday, April 7, 2022. Information about items on this agenda or persons requesting disability related modifications and/or accommodations should contact the Board Clerk 48 hours prior to the meeting at: 831-883-5910.

2. **Roll Call**
3. **Pledge of Allegiance**
4. **Workshop**

A. Strategic Planning Workshop:

The Board of Directors will continue discussion on the District's mission, vision and core values statements, review input gathered by the District's consultant regarding the District's future, and discuss a five year strategy for the District.

5. **Director's Comments** *Director reports on meetings with other agencies, organizations and individuals on behalf of the District and on official District matters.*

6. **Adjournment** *Set or Announce Next Meeting(s), date(s), time(s), and location(s):*

Regular Meeting: Monday, April 18, 2022, 6:00 p.m.

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 (3/7/DRAFT)

We are a public agency providing safe, affordable, reliable and sustainable water and wastewater services.

DISCUSSION NOTE:

"that provides"?

"planning and providing"?

Core Values

- **Customer Service:** We will demonstrate effective customer service.
- **Integrity:** We will provide our services in an open, honest, ethical and responsible manner.
- **Collaboration:** We will work together to achieve common goals.
- **Planning and Innovation:** We will engage in innovative planning to serve the public now and in the future.
- **Public Service:** We are in the business of supplying water resource services to all members of our community

Vision

MCWD IS A REGIONAL WATER RESOURCES LEADER

VISION QUESTIONS (FROM BRENT)

- *What does this take...cost?*
 - *What region are we asserting?*
 - *Earned, how? (innovative, expert, resource, knowledge)*
 - *How do you achieve this?*
 - *How will we recognize success?*
-

1.0 WATER RESOURCES

Our objective is to manage and protect our current water sources (recycled water, groundwater, water storage and the groundwater basin) and find alternative water sources. We will secure and protect our developed potable and recycled water sources sufficiently to supply current and future customers. Our water sources strategy is to work with local land use jurisdictions to determine what their ultimate and interim projected demands will be and explore alternative water sources such as desalination, surface water treatment and expanded recycled water use, to find the most efficient, and to secure cost effective water source portfolio. The following is a summary of the 5-Year strategic goals for this strategic element:

- 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.

1.1 WATER SUPPLY AUGMENTATION

- Develop a Water Supply Augmentation report

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:

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*
 - *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*
-

2 FISCAL HEALTH

Our objective is to manage public funds to assure financial stability, prudent rate management and demonstrate responsible stewardship. Our fiscal strategy is to forecast, control and optimize income and expenditures in an open and transparent manner. We will efficiently use our financial resources to assure availability to fund current and future demands. The following is a summary of the 5-Year strategic goals for this strategic element:

- 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 have adopted a new rate study, Master Plans, and Capacity Fees.
- We have sufficient reserves to meet District policy requirements.

2.0 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

2.1 ESTABLISH COST CONTROL GOALS FOR 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

2.2 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.

Our objective is to recruit and retain a highly qualified, diverse and inspired workforce that delivers the essential services of our mission statement to the public while providing outstanding customer service. Our strategy is to utilize sound policies and personnel practices, offer competitive compensation and benefits, employee tenure recognition, and provide opportunities for training, development, and professional growth while ensuring a safe and secure workplace. The following is a summary of the 5-Year strategic goals for this strategic element:

- We have Board policies and procedures with the aim of receiving the California Special District Association's (CSDA) "District of Distinction" Award.
- We have enhanced our Public Relations efforts in community outreach.
- 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.

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

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.)

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

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. INFRASTRUCTURE/FACILITIES

Our objective is to provide high-quality water (potable water and recycled water) distribution systems and an efficiently operating wastewater collection system to serve existing and future customers. Through the master planning process, our infrastructure strategy is to carefully maintain our existing systems and ensure future additions and replacements will meet District standards. The following is a summary of the 5-Year strategic goals for this strategic element:

- 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.

4.1 COMPLETE NEW FACILITIES –

- *Corp Yard*
- *Imjin Office Bldg Suite B*

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 REHABILITATE AND REPLACE DISTRICT ASSETS

- Develop necessary Asset Management planning tools
- Integrate Asset Management, CMMS and CIP functions

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

(Board not certain to keep this one. If it goes, the pieces may be incorporated into other buckets, and it'll be removed from the table in the back of the document.)

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

6.0 CLIMATE ACTION

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

- Our District explicitly incorporates consideration of carbon emissions in all aspects of planning, design and operation, and support the District's sustainability policy.
- Develop energy independence ie MCWD generation

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 IMPLEMENTATION -

Objective description and general approach:

Objective Goals and Deliverables for the Goal:

Objective estimated completion date:

Related metrics for deliverable tracking:

NO RELEVANT BOARD COMMENTS:

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

DRAFT

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 • Complete IOP Building 4.2 Rehabilitate and Replace District 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