



MARINA COAST WATER DISTRICT

11 RESERVATION ROAD, MARINA, CA 93933-2099

Home Page: www.mcwd.org

TEL: (831) 384-6131 FAX: (831) 883-5995

DIRECTORS

THOMAS P. MOORE
President

JAN SHRINER
Vice President

HERBERT CORTEZ
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MATT ZEFFERMAN

Agenda

Regular Meeting

Water Conservation Commission

MCWD Board Room, 11 Reservation Road, Marina, CA

Thursday, October 10, 2019, 5:30 PM

This meeting has been noticed according to the Brown Act rules. The Water Conservation Commission meets regularly on the first Thursday of each month. The meetings normally begin at 5:30 p.m. and are held at the District Office at 11 Reservation Road, Marina, California.

Water Conservation Commission Mission Statement:

To provide input to the Board of Directors on matters pertaining to the preservation of the District's water resource through conservation, technological improvements and policy.

Commission Members

Shawn Storm, P.E., Chair Audra Walton
Phil Clark, Vice Chair Sarah Babcock
Bill Huynh
Jan Shriner (MCWD Board Liaison)

1. **Call to Order**
2. **Roll Call**
3. **Pledge of Allegiance**
4. **Oral Communications** Any person wishing to address the Commission on matters not appearing on the Agenda may do so at this time. Please limit your comment to three minutes. The public may comment on any other item(s) listed on the Agenda at the time the item(s) is considered by the Commission.
5. **[Consent Calendar](#)**
 - A. **[Approve the September 5, 2019 Meeting Minutes](#)**

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 Commission shall be posted at the District offices at 11 Reservation Road. The agenda shall also be posted at the following locations, but those locations are not official agenda posting locations for purposes of section 54954.2(a)(1): City of Marina City Hall, and, Marina Library. A complete Commission packet containing all enclosures and staff materials will be available for public review on Thursday, October 3, 2019. Copies will also be available at the Commission meeting. 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.

6. Staff Reports

A. [Review and Discuss a Proposed Draft Ordinance Amending the District Code, Chapter 3.36, to Update the Water Conservation Requirements for New Construction, Renovations, and Properties upon Change of Ownership or Use](#)

B. [Review and Discuss Marina Coast Water District Strategic Plan](#)

7. Commission Member Requests for Future Agenda Items

8. Commissioner's Comments

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

Regular Meeting: Thursday, November 7, 2019, 5:30 p.m.,
MCWD Board Room, 11 Reservation Road, Marina, CA

Marina Coast Water District
Water Conservation Commission
Agenda Transmittal

Agenda Item: 5

Meeting Date: October 10, 2019

Prepared By: Paula Riso

Approved By: Patrick Breen

Agenda Title: Consent Calendar

Staff Recommendation: The Water Conservation Commission approve the Consent Calendar as presented.

Background: *5-Year Strategic Plan Mission Statement – 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.*

Consent calendar consisting of:

A) Approve the September 5, 2019 Meeting Minutes

Discussion/Analysis: See individual transmittals.

Environmental Review Compliance: None required.

Other Considerations: The Commission can approve this item, or they can pull the item for discussion.

Material Included for Information/Consideration: Draft minutes of September 5, 2019.

Action Required: _____Resolution __X__Motion _____Review

Commission Action

Motion By_____ Seconded By_____ No Action Taken_____

Ayes_____ Abstained_____

Noes_____ Absent_____

Marina Coast Water District
Water Conservation Commission
Agenda Transmittal

Agenda Item: 5-A

Meeting Date: October 10, 2019

Prepared By: Paula Riso

Approved By: Patrick Breen

Agenda Title: Approve the September 5, 2019 Meeting Minutes

Background: *5-Year Strategic Plan, Mission Statement – We Provide 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.*

Discussion/Analysis: The draft minutes of September 5, 2019 meeting are provided for the Commission's review and approval.

Environmental Review Compliance: None required.

Financial Impact: ___ Yes __X__ No Funding Source/Recap: None

Other Considerations: The Commission can suggest changes/corrections to the minutes.

Material Included for Information/Consideration: Draft minutes of the September 5, 2019 meeting.

Action Required: ___ Resolution __X__ Motion ___ Review

Commission Action

Motion By _____ Seconded By _____ No Action Taken _____

Ayes _____ Abstained _____

Noes _____ Absent _____

Draft Minutes
Water Conservation Commission

September 5, 2019

1. Call to Order:

The meeting was called to order at 5:30 p.m.

2. Roll Call:

Commission Members Present:

Shawn Storm, P.E. – Chair
Phil Clark – Vice Chair
Bill Huynh
Sarah Babcock

Commission Members Absent:

Audra Walton

Staff Members Present:

Patrick Breen, Water Resources Manager
Paul Lord, Water Conservation Specialist
Paula Riso, Executive Assistant/Clerk to the Board

Audience Members:

None.

3. Pledge of Allegiance:

Chair Storm led the Pledge of Allegiance.

4. Oral Communications:

No comments were made.

5. Consent Calendar:

A. Approve the August 1, 2019 Meeting Minutes:

Chair Storm asked for item 7-B to read that he suggested to increase adoption of the program by only giving rebates to washers with a 2.9 or less water factor and increase the rebate to \$250. Vice Chair Clark asked for clarification of the voting of item 6-A on page 2 of the minutes. Chair Storm made a motion to approve the August 1, 2019 meeting minutes with the amendment. Commissioner Babcock seconded the motion.

Agenda Item 5-A (continued):

The motion was passed by the following vote:

Commissioner Walton	-	Absent	Vice Chair Clark	-	Yes
Commissioner Huynh	-	Yes	Chair Storm	-	Yes
Commissioner Babcock	-	Yes			

6. Action Item:

A. Consider Approval of Proposed Landscape Incentive Program Changes:

Mr. Lord introduced this item and reviewed the proposed changes made at the last meeting. There were questions on some of the language regarding requirements for landscapes over 1,000 square feet. Mr. Lord commented that the District made the requirements the same as the State to minimize confusion. Chair Storm inquired on his suggested requirement for rainwater catchment rebates for storage over 250 gallons to be connected to an inside toilet. Mr. Lord said he did not add that into the program because it has not been approved for indoor use by the County. He added that once the County approves rainwater catchment for indoor use, he will bring it back for more discussion. Martin's Irrigation Supply kindly provided samples for discussion.

Commissioner Babcock made a motion to approve the proposed landscape incentive program changes. Vice Chair Clark seconded the motion. The motion was passed by the following vote:

Commissioner Walton	-	Absent	Vice Chair Clark	-	Yes
Commissioner Huynh	-	Yes	Chair Storm	-	Yes
Commissioner Babcock	-	Yes			

7. Staff Reports:

A. Continue the Review and Discussion about the High-Efficiency Clothes Washer Rebate Program:

Mr. Lord introduced this item. There was discussion on the cost of water per acre foot depending on the amount of rebate; whether or not to offer rebates for higher water use washers; and, if the program should be eliminated altogether. The High-Efficiency Clothes Washer Rebate Program continuation will be discussed further when budget discussions are held. Chair Storm encouraged staff to look into targeting multi-family homes to change out washers.

B. Review the Water Shortage Contingency Plan:

Mr. Lord introduced this item explaining that the Plan was developed as an Emergency Response Plan in the event of an emergency or disaster. Mr. Breen added that the Plan was for the water “demand” side, not the “supply” side, so in an emergency, the Plan sets the guidelines for customers to adhere to.

Agenda Item 7-B (continued):

There was discussion on “water shortage” vs “demand reduction”; landscape watering; watering with recycled water; and, golf course watering. This Plan will be reviewed again when the Urban Water Management Plan is being updated.

8. Commission Member Requests for Future Agenda Items:

Chair Storm said he will send a list of his requests. Mr. Breen said Ordinance Code 3.36 would be discussed in October. Other requested items: the Board’s Strategic Plan regarding the WCC goals; reduction goals; water loss audit; and, approaching Campus Town and Seaside Senior Living Center regarding using reclaimed water.

9. Commissioner’s Comments:

Chair Storm commented that KWAV is running commercials by SaveOurWater.com that encouraged removal of sprinkler lawns, and he thanked Vice Chair Clark for his support at the Monterey County Fair.

Vice Chair Clark commented that the Water Awareness Committee called MCWD Paul’s city.

Chair Storm commented that this was the ninth meeting and thanked the Commissioners for making this Commission a priority.

10. Adjournment:

Chair Storm thanked staff, the Commission, and the public for their time and contributions. He noted the next meeting was scheduled for Thursday, October 3rd at 5:30 p.m. The meeting was adjourned at 7:24 p.m.

Marina Coast Water District
Water Conservation Commission
Staff Report

Agenda Item: 6-A

Meeting Date: October 10, 2019

Prepared By: Paul Lord

Approved By: Patrick Breen

Subject: Review and Discuss a Proposed Draft Ordinance Amending the District Code, Chapter 3.36, to Update the Water Conservation Requirements for New Construction, Renovations, and Properties upon Change of Ownership or Use

Summary: The Land Use Jurisdictions served by the Marina and Ord Community Water Systems project a significant amount of New Development in the immediate future. Many older structures have existing water fixtures that are inefficient and wasteful. Projected water demand exceeds the amount of water resources currently available to the District. In addition, District wells, constructed in the Salinas Groundwater Basin coastal aquifer systems, are threatened by seawater intrusion. Updates to the water conservation requirements for new construction, renovations, and properties upon change of ownership or use will help reduce overall water demand at select properties throughout the service area.

The proposed modifications to the District Code include the following items for all New Construction. The proposed, lower flow rates of the devices mentioned below are equal to those required in the 2016 California Plumbing Code and the 2016 California Green Code (Standards for New Construction).

- A. *Ultra-High Efficiency Toilets (UHET's)* – State that there is an option to install these water efficient toilets that have a flush volume of 1.1 GPF or less.
- B. *WaterSense Certified Showerheads* – Require that all showerheads installed be EPA WaterSense certified, lowering the flow rate from no more than 2.5 GPM to no more than 2.0 GPM.
- C. *High Efficiency (HE) Clothes Washing Machines* – To help simplify the District Code, remove the requirement that HE clothes washers be required in New Construction. Stating this requirement is unnecessary. All new clothes washers sold in California after January 2018 and provided to new homeowners as an option when they purchase a new home, will have a water use factor acceptable to the District.
- D. *Landscaping* – Change the title of the District document Developers shall refer to when installing new landscaping. The title *Standard Specifications of Landscaping and Irrigation Systems* would be replaced with *Design Criteria for Landscaping and Irrigation*.

Following are proposed modifications to the District Code that affect all new additions, renovations, or remodels that involve any plumbing fixture additions and require District review and approval. Again, the proposed, lower flow rates of the devices mentioned below are equal to those required in the 2016 California Plumbing Code and the California Green Code (Standards for New Construction). The new requirements, applying to larger landscapes that are renovated, would bring old landscape irrigation systems up to the standards found in the *Updated Water-Efficient Landscape Ordinance* (December 2015). The proposed modifications are:

- A. *High Efficiency Toilets (HET's)* – Eliminate the stated option allowing the installation of ULFT toilets that have a flush volume greater than 1.28 gallons per flush. ULFT toilets are no longer sold in California.
- B. *Ultra-High Efficiency Toilets (UHET's)* – State that there is an option to install these water efficient toilets that have a flush volume of 1.1 GPF or less.
- C. *WaterSense Certified Showerheads* – Require that all showerheads installed or replaced be EPA WaterSense certified, lowering the flow rate from no more than 2.5 GPM to no more than 2.0 GPM.
- D. *Lower Flow Faucets* – Add a new requirement that all existing faucets that remain at a property be replaced or retrofitted to a defined, efficient flow rate.
 - Lavatory faucets in common and public use areas – 0.5 gallons per minute
 - Guest room and residential lavatory faucets – 1.2 gallons per minute
 - Metering faucets – 0.2 gallons per minute
 - Kitchen faucets – 1.8 gallons per minute
- E. *Irrigation System Upgrades* – Require dedicated landscape water meters or submeters, isolation valves, pressure regulation, weather-based irrigation controllers, and master shut-off valves for landscapes that are being rehabilitated, are associated with the permitted work, and have an aggregate landscape area equal to or greater than 2,500 square feet.

For all renovations or remodels that do not require plan checks by the District, but do involve a change in a showerhead, the modified District Code would state that the showerhead be WaterSense certified.

To improve the water use efficiency of existing hotels/motels and apartment buildings, the District Code would be modified to lower the flow rate of showerheads installed (proposed modification “C” above), and add a requirement that existing faucets also be retrofitted to the defined flow rates previously described as proposed modification “D”. The retrofitting of toilets at these properties would be done voluntarily or when the property is sold.

When a property is to be sold, or has a change of use, the modified District Code would require the retrofitting of toilets, showerheads, and faucets as previously described as proposed modifications “A, B, C and D”. This proposed modification to the District Code is of significance because of several factors as listed below:

- Most properties sold, or that have a change in use, will be required to perform some retrofitting. This is primarily due to the new, proposed requirement to retrofit or replace faucets that have flow rates exceeding the defined, efficient flow rates. It is estimated that a household’s annual interior water use can be reduced by 3.2%, or 1,720 gallons through this type of retrofitting. The District would provide several types of free faucet aerators to customers in support of this type of retrofitting.
- The retrofitting to High Efficiency or Ultra-high Efficiency toilets would be the costliest retrofitting to perform, ranging somewhere between \$100 out-of-pocket cost for a single toilet and approximately \$1,000 out-of-pocket cost for three or four toilets. The District currently provides a rebate of up to \$125 per toilet to support this type of retrofitting.

An average of 138 properties are inspected each year to verify that retrofitting is performed upon sale or change of use. Of all the toilets inspected in the years 2014-2017, 891 toilets, or 67%, were found to have a flow rate that exceeds the new proposed flow rate. Therefore,

it is estimated that approximately 223 toilets each year would need to be replaced as a requirement of our Water Conservation Certification Program.

By retrofitting toilets to this proposed standard, it is estimated that a household's interior water use can be reduced by 5.3%, or 2,876 gallons annually.

- It is estimated that approximately 85% of the properties inspected annually for the Water Conservation Certification would have to retrofit to the lower flowing WaterSense Certified Showerheads. Most showerheads are found to be several years old, having a flow rate of 2.5 GPM or higher. The District currently provides free WaterSense labeled showerheads to many customers in support of this type of retrofitting. Staff has already budgeted and purchased additional WaterSense showerheads to meet any additional demand.

By retrofitting showerheads to this proposed standard, it is estimated that a household's interior water use can be reduced by 3.4%, or 1,831 gallons annually.

In addition to the changes listed above for properties sold or having a change of use, staff proposes a change to the Integrated Water Factor listed for clothes washers that exist in commercial, institutional, and industrial structures. Previously, the Integrated Water Factor listed for residential type clothes washers was incorrectly used. The new, more rigorous requirement for commercial type clothes washers is an Integrated Water Factor of 8.8.

The draft of the proposed changes to the District Code, last presented to the District's Board of Directors in October of 2017, is attached for review.

MARINA COAST WATER DISTRICT

ORDINANCE NO. ~~XX40~~ **XX41**

AN ORDINANCE AMENDING ~~Ordinance 40 to~~ CHAPTER 3.36
OF THE
DISTRICT CODE

Be it ordained by the Board of Directors of
Marina Coast Water District
as follows:

Section 1. Authority. This ordinance is enacted pursuant to Sections 375, 375.5 and 30000 and following of the California Water Code.

Section 2. Findings.

A. This ordinance is considered for action by the Board of Directors at a regularly scheduled and noticed meeting. The agenda was posted in accordance with County Water District law with opportunity for public review in advance of the meeting and public comment during consideration of the ordinance by the Board. The District has followed the procedures for notice, public participation and adoption set forth in Section 375 of the California Water Code.

B. The protection, conservation, and replenishment of the underground water supplies is one of the main functions of a County Water District. (Atchinson Etc. Ry Co. V. Kings Co. Water District, (1956) 47 Cal. 2d 140, 146). The District has the power to perform all acts necessary to carry out fully the provision of the County Water District Law (Water Code 31001), may establish rules and regulations for the distribution and use of water (Water Code 31024), may undertake a water conservation program to reduce water use (Water Code 31035), may commence and maintain actions and proceedings to prevent interference with or diminution of any natural subterranean supply of water which may (a) be used or useful for any purpose of the District, (b) be of common benefit to the land or its inhabitants, or (c) endanger the inhabitants or land (Water Code 31082), and may by ordinance require water conservation and prevent water waste (Water Code 31029.1). The ordinance may provide that violation of the ordinance is an infraction or nuisance, may provide for the recovery of costs to eliminate or mitigate the nuisance and may establish civil penalties to be assessed by a court against persons found to have committed a nuisance. (Water Code 31029.1).

Wasteful water use practices in the area served by the District constitute a potential threat to, and an unacceptable diminution of the District's underground water supplies. The prevention of water waste is an economically and environmentally feasible way to protect, conserve and prevent unacceptable diminution of the District's underground water supplies.

D. Contamination, seawater intrusion, or failure of the water system infrastructure may lead to a potable water shortage emergency in the District's groundwater supplies.

E Based upon the above findings, the District legal counsel advises, and the Board finds, that actions taken pursuant to this ordinance are categorically exempt from CEQA according to 14 California Code of Regulations 15301 and 15307.

Section 3. Purpose Of Ordinance. The purpose of this ordinance is to amend the District Code, Chapter 3.36 to update the water conservation requirements for new construction, renovations, and properties upon change of ownership or use.~~to include water conservation requirements for New Construction and provide a revised Water Shortage Contingency Plan.~~

Section 4. General Provisions. Chapter 3.36 of the District Code is hereby amended as follows:

(i)Chapter 3.36

WATER CONSERVATION

Sections:

- 3.36.010 Purpose.**
- 3.36.020 Application.**
- 3.36.030 Mandatory restrictions on water waste.**
- 3.36.035 Water Shortage Contingency Plan**
- 3.36.040 Enforcement and administration.**
- 3.36.050 Violations and notices.**
- 3.36.060 Nuisances, abatement, injunctive relief.**

3.36.010 Purpose.

The purpose of this chapter is to establish standards and procedures for water conservation, to reduce or eliminate the waste of water in the District, and enable implementation of the District's Water Shortage Contingency Plan. (Amended during 3.02 supplement: Ord. 25 § 3, 1993; Resolution No. 2005-40 amended the WSC Plan.)

3.36.020 Application.

A. This chapter shall apply within the District, and compliance with the provisions of this chapter shall be a condition of water service within the District and in all areas outside the District to which the District provides water service.

B. The District shall work cooperatively with the Fort Ord Reuse Authority and other land use jurisdictions within the Ord Community Service area including the Cities of Seaside, Del Rey Oaks, Marina, and Monterey; and UCMBEST; CSUMB; US Army; and the County of Monterey to facilitate the adoption of ordinances and regulations to conserve water, including inspection of installations made pursuant to this chapter. (Ord. 25 § 5, 1993)

C All references to *Standard Specifications* contained in this chapter shall refer to the latest versions of the *District Standard Plans And Specifications For Construction Of Domestic Water, Sewer, And Recycled Water Facilities and Procedures, Guidelines And Design Requirements*.

3.36.030 Mandatory restrictions on water waste.

A. Repair of Plumbing, Sprinkler and Irrigation System. Any owner, manager, or person responsible for the day-to-day operation of any premises shall within seventy-two (72) hours after such person first learns of such leaks, breaks, or defects, initiate steps to repair any leaking, broken or defective water pipes, faucets, plumbing fixtures, other water service appliances, sprinklers, watering or irrigation systems, or distribution systems which cause or may cause water waste and shall thereafter diligently and promptly pursue such repair work to completion, unless a variance is obtained from the District.

B. Watering/Irrigation.

1. No person shall water grass, lawns, groundcover, shrubbery, and open ground between the hours of 10 AM and 5 PM except as provided below:

a. Persons may water between the hours of 10 AM and 5 PM using any of the following three methods:

- i. Drip irrigation;
- ii. By hand, using a bucket; and/or
- iii. By hand, using a hose with an automatic shutoff nozzle.

b. The General Manager may grant an administrative variance for methods other than those included in “a” above if:

i. The person requesting the variance is now using, or will use as a condition to the granting of the variance, water-conserving irrigation practices approved by the General Manager that minimize water evaporation losses, and that assure that no substantial amount of water is permitted to run off the area of application. Recycled Water use shall be in accordance with *Chapter 4.28 Recycled Water*.

ii. As a condition of granting a variance, the General Manager may require the water user to post, at locations conspicuous to view, notices of the variance.

c. In lieu of granting a variance, the General Manager may, at his/her discretion, refer a variance request directly to the Board for its decision.

2. No person shall allow grass, lawns, groundcover, shrubbery, and open ground to be watered at any time while it is raining.

3. No person shall use, suffer, or permit the use of water for agricultural irrigation in a manner or to an extent which substantially conflicts with or deviates from best management practices in the County of Monterey or which allows water to run to waste.

C. Washing of Vehicles. No person shall use a water hose to wash any car, truck, boat, trailer, bus, recreational vehicle, camper, aircraft, tractor, or any other vehicle, or any portion thereof, unless the hose is equipped with an automatic shutoff nozzle.

D. Cleaning of Structures. No person shall use water through a hose to clean the exterior of any building or structure unless such hose is equipped with a shutoff nozzle.

E. Cleaning of Surfaces. No person shall use water through a hose to clean any sidewalk, driveway, roadway, parking lot, or any other outdoor paved or hard surfaced area, except where necessary to protect public health or safety. The use of water from a bucket for cleaning food, grease, oil, or other stains or spillage from surfaces is permissible.

F. Water Spillage. No person shall cause, suffer, or permit water to spill into streets, curbs, or gutters. No person shall use any water in any manner that results in runoff beyond the immediate area of use. Every person is deemed to have under his/her control at all times his/her water distribution lines and facilities, and to know the manner and extent of his/her water use and excess runoff.

G. Swimming Pools and Spas. No person shall empty and refill a swimming pool or spa except to prevent or repair structural damage or to comply with public health regulations. All pools and spas shall be covered to prevent evaporative losses when not in use.

H. Fountains. No person shall use water to operate or maintain levels in decorative fountains, unless such water is recirculated in the fountain.

I. Visitor-Serving Facilities. The owner and manager of each hotel, motel, restaurant, convention and other visitor-serving facility shall ensure that such facility displays, in places visible to all customers, placards or decals approved by the District, promoting public awareness of the need for water conservation and/or advising the public that waste of water is prohibited.

J. Public And Quasi-Public Entities. All public and quasi-public entities shall display, in visible locations in all restrooms, kitchens, and dining areas, placards or decals approved by the District, promoting public awareness of the need for water conservation and/or advising the public that waste of water is prohibited. Placement of placards or decals by a quasi-public entity of a type not specifically mentioned in this chapter shall not be required unless the General Manager gives written notice to the entity that this chapter is applicable to the entity so notified and that placement of placards or decals is required.

K. Restaurants. Restaurants in the District shall not serve water to restaurant customers, except upon request of the customer.

L. Commercial Car Washes. No person in charge of the operation of any commercial car wash facility shall suffer or permit the washing of any boat or vehicle in such facility or on its premises, other than by the following methods.

1. Use of mechanical automatic car wash facilities utilizing water recycling equipment;
2. Use of a hose that operates on a timer for limited time periods and shuts off automatically at the expiration of the time period;
3. Use of a hose equipped with an automatic shutoff nozzle; and/or

4. Use of bucket and hand washing.

M. Construction.

1. No potable water may be used for compacting or dust control purposes in construction activities where there is a reasonably available source of recycled or other non-potable water approved by the California State Department of Health Services and appropriate for such use.

2. All water hoses used in connection with any construction activities shall be equipped with an automatic shutoff nozzle when an automatic shutoff nozzle can be purchased or otherwise obtained for the size or type of hose in use.

N. Use of Hydrants. No person may tap into any fire hydrant for any purpose other than fire suppression or emergency aid, without first obtaining written approval from the District Engineer or his/her designee.

O. Agricultural Dust Control. No potable water may be used for dust control purposes in agricultural activities where there is a reasonably available source of recycled or other non-potable water appropriate for such use.. Recycled Water use shall be in accordance with *Chapter 4.28 Recycled Water*.

P. Maintenance/Training. No person shall use water for routine water system flushing for normal maintenance, routine sewer system flushing for normal maintenance, and/or fire personnel training except as approved in advance in writing by the General Manager, District Engineer, or his/her designee.

Q. Indiscriminate Use. No person shall cause, suffer, or permit the indiscriminate running of water not otherwise prohibited above which is wasteful and without reasonable purpose.

R. Public Health and Safety. These regulations shall not be construed to limit water use which is immediately necessary to protect public health or safety.

S. New Construction.

1. In all New Construction, the following applies:

a. Only High Efficiency Toilets (HET's) or Ultra-High Efficiency Toilets (UHET's) that meet the District's *Standard Specifications* shall be installed. Dual flush toilets qualify as HET's.

b. There shall be one control valve, or one set of hot and cold valves required for each Low Flow Showerhead which shall have be- a maximum flow rate of not more than 2.0 gallons per minute at 80 psi. Showerheads shall be certified to the performance criteria of the U.S. EPA and WaterSense Specification for Showerheads, defined to provide no more than 2.5 gallon per minute.

c. A Hot Water Recirculation System or Point-of-Use Hot Water Heater shall supply water to hot water fixtures further than ten linear feet of pipe away from the hot water heater.

d. All urinals installed will be Zero Water Use Urinals, in that they shall not use water to flush waste.

~~e. All residential units equipped with clothes washer connections shall have installed High Efficiency (HE) Clothes Washer(s) meeting District Standard Specifications.~~

2. All New Construction shall conform ~~with~~ to the District's *DESIGN CRITERIA FOR LANDSCAPING AND IRRIGATION SYSTEMS* Standard Specifications for Landscaping and Irrigation Systems and the requirements of the State of California Model Landscape Ordinance, Title 23, Division 2, California Code of Regulations Chapter 2.7 or applicable local ordinances superseding the state ordinance.

T. New Additions, Renovations, or Remodels. This sub-section includes but is not limited to projects in which the replacement or addition of plumbing-fixtures is included.

1. All new additions, renovations, or remodels that involve any plumbing fixture additions and require District review and approval must install:

a. ~~Ultra Low Flow Toilets (ULFT), High Efficiency Toilets (HET's), or Ultra-High Efficiency Toilets (UHET's)~~, or zero water use urinals (in place of water use urinals); and,

b. ~~Low Flow Showerheads~~ having a maximum flow rate of not more than 2.0 gallons per minute at 80 psi. Showerheads shall be certified to the performance criteria of the U.S. EPA and WaterSense Specification for Showerheads; with a maximum flow capacity of 2.5 gallons per minute; and,

c. New additions, renovations, or remodels must also include the replacement or retrofitting of all existing toilets and showerheads with low flow WaterSense showerheads, ULFT's or HET's or ULFT's; and,

d. Faucets shall be replaced or retrofitted to flow at the following maximum flow rates:

i. Lavatory Faucets in Common and Public Use Areas – 0.5 gallons per minute

ii. Residential Lavatory Faucets – 1.2 gallons per minute

iii. Metering Faucets – 0.2 gallons per minute

iiii. Kitchen Faucets – 1.8 gallons per minute; and,

e. Dedicated landscape water meters or submeters, isolation valves, pressure regulation, weather-based irrigation controllers, and master shut-off valves for landscapes that are being rehabilitated, are associated with the permitted work, and have an aggregate landscape area equal to or greater than 2,500 square feet.

2. ~~All renovations/remodels that do not require plan checks by the District, but do involve a change in a toilet must replace at least that toilet with an ULFT or a HET. All renovations/remodels that do not require plan checks by the District, but do involve the change of a showerhead must replace at least that showerhead with a Low Flow WaterSense certified showerhead.~~

U. Retrofitting Existing Hotels/Motels and Apartment Buildings. All existing hotels/motels, and apartment buildings shall, within six and twelve (12) months, respectively, following the effective date of the ordinance codified in this chapter, be retrofitted with Low Flow WaterSense certified showerheads. Faucets shall be replaced or retrofitted to flow at the following maximum flow rates:

- i. Lavatory faucets in common and public use areas – 0.5 gallons per minute
- ii. Guest room and residential lavatory faucets – 1.2 gallons per minute
- iii. Metering faucets – 0.2 gallons per minute
- iiii. Kitchen faucets – 1.8 gallons per minute

V. Retrofitting Upon Change of Ownership or Use.

1. Upon change of ownership or use, All existing single-family and multi-family residential structures shall, at the time of ownership change, be retrofitted, if not already so, with HET's, ULFT's, or ULFT's with a maximum tank size, flush volume, or flush system volume of 1.6 gallons per flush. Low Flow and WaterSense certified sShowerheads. Faucets shall be replaced or retrofitted to flow at the following maximum flow rates:

- i. Lavatory faucets in common areas – 0.5 gallons per minute
- ii. Residential lavatory faucets – 1.2 gallons per minute
- iii. Residential kitchen faucets – 1.8 gallons per minute with a maximum flow capacity of 2.5 gallons per minute shall be installed.

2. Upon change of ownership or use, aAll existing commercial, institutional, and industrial structures shall, at the time of ownership change or change of use, be retrofitted, if not already so, with HET's or ULFT's with a maximum tank size, flush volume, or flush system of 1.6 gallons per flush. and Low Flow WaterSense certified sShowerheads, with a maximum flow capacity of 2.5 gallons per minute shall be installed. All urinals shall be retrofitted to zero water use urinals. High eEfficiency cClothes wWashing mMachines, using a maximum of 8.85 gallons of water per cubic foot of laundry, shall also be utilized installed. Faucets shall be replaced or retrofitted to flow at the following maximum flow rates:

- i. Lavatory faucets in common and public use areas – 0.5 gallons per minute
- ii. Lavatory faucets – 0.5 gallons per minute
- iii. Metering faucets – 0.2 gallons per minute
- iiii. Kitchen faucets – 1.8 gallons per minute

~~-All urinals will be retrofitted to zero water use urinals.~~

W. Metering.

1. All water use shall be metered unless it is used by authorized persons for public health and safety issues or if that use is otherwise recognized by the District.

2. New Construction.

a. Newly constructed multifamily dwelling units, including condominiums, and detached units (carriages houses/granny units) will be metered individually as of the effective date of the ordinance codified in this chapter.

b. Newly constructed motel/hotel units of less than one thousand (1000) square feet will be exempt from the requirement to individually meter.

c. Newly constructed hotel/motel units greater than or equal to one thousand (1000) square feet shall be separately metered.

d. Newly constructed time-share units will be separately metered.

3. Conversion of Existing Structures. The following existing units shall be individually metered upon conversion:

a. Multifamily units converted into condominiums or timeshare units;

b. Motel/hotel units converted into multifamily units, time-share units or condominiums;

c. Time-share units converted into multifamily units, condominiums or motel/hotel units;

d. Condominium units converted into multifamily units, time-share units or motel/hotel units.

4. Other Multifamily Water Uses. All other uses within multifamily dwelling complexes, such as irrigation systems and laundry rooms, shall be metered separately, subject to the approval of the District Engineer or his/her designee.

5. Meter Location. Meters shall be located at the property boundary or the public utility easement. Exact meter locations are subject to District Engineer approval or his/her designee.

6. Meter Type and Size. The District shall approve the size and type of meters required. The Owner shall pay for the meters and construct their connections in accordance with the District's *Standard Specifications*. (Ord. 33 § (4)(B)—(F), 1998; Ord. 25 § 6, 1993)

3.36.035 Water Shortage Contingency Plan

The District maintains a Water Shortage Contingency Plan in conformance with the Water Code Section 10632. Provisions of that Plan will be enforced through this Chapter.

3.36.040 Enforcement and administration.

The General Manager and all officers and employees of the District, including all exofficio officers and employees, shall enforce all the provisions of this chapter. The General Manager

shall implement and administer this chapter. The General Manager shall report to the Board of Directors all factors which affect the implementation of this chapter and shall maintain a separate file of violations of this chapter and a file of any requests for variances from this chapter. (Ord. 25 § 7, 1993)

3.36.050 Violations and notices.

A. If any person fails or refuses to comply with this chapter, the General Manager or his/her agent shall provide that person with written notice of the violation and an opportunity to correct the noncompliance. The written notice shall:

1. Be posted or presented at the site of the noncompliance;
2. State the time, date, and place of violation;
3. State a general description of the violation;
4. State the means to correct the violation;
5. State a date by which correction is required; and,
6. State the possible consequences of failing to correct the violation.

7. A copy of the written notice shall be mailed to the address of the violation, to the party who is billed for the water, or to the Owner of the property, as appropriate.

B. Each person who receives a written notice of violation shall pay to the District an administrative fee of one hundred dollars (\$100.00) for the first notice, two hundred dollars (\$200.00) for the second notice, and five hundred dollars (\$500.00) for each additional violation within one year. To encourage cooperative water conservation, the General Manager may waive payment of the fee for the first or second notice.

C. If a person fails to correct the violation within the time specified in the written notice, the General Manager shall take one or more of the following actions:

1. Give the person one or more additional written notices of the violation;
2. Refuse to initiate water service to the site of the violation, if water service has not yet begun or has been discontinued;
3. Terminate water service to the site of the violation, in accordance with the District's ordinances and procedures for terminating water service;
4. Abate the violation as a nuisance in accordance with Section 3.36.060 of this chapter;
5. Impose a use fee of four (4) times the regular water rate for each unit (hcf) of water that the District estimates is wasted. (Ord. 25 § 8, 1993)

3.36.060 Nuisances, abatement, injunctive relief.

A. Any violation of this chapter is declared to be a public nuisance.

B. The District may summarily abate the public nuisance and the District's attorney may, upon order of the Board of Directors, bring civil suit or other action to enjoin or abate the nuisance.

C. In a civil proceeding brought to abate a nuisance or to obtain injunctive relief under this chapter, any person who creates or maintains a public nuisance in violation of this chapter shall be liable for the costs of abatement, including but not limited to the following:

1. Costs of investigation;

2. Costs of labor and parts to repair any affected water system or premises, to bring such water system or premises into compliance with this chapter, or to install facilities necessary to assure compliance with this chapter;

3. Court costs;

4. Attorneys fees and costs, including the fees and costs of experts employed by the attorney; and,

5. Costs of monitoring compliance.

D. If any person causes, suffers, or permits a public nuisance to continue after written notice is given to such person by the District directing such person to cease the nuisance, and such continuation goes beyond the time set for abatement in the notice, then such person shall be liable to the District for the following:

1. The costs of abatement set forth above;

2. Any other costs of enforcement imposed by the court; and

3. A civil penalty of fifty (50) percent of those costs (subsections (D)(1) and (2) of this section), payable to the District. (Ord. 25 § 9, 1993).

E. This does not preclude the District from taking action against individuals for unauthorized taking of water under Penal Code Section 498.

a. Effective Date. This Ordinance shall take effect immediately upon adoption,

b. Publication and Posting. Within 10 days after adoption, the District shall publish, in a newspaper published in Monterey County and circulated within the district, the full text of this ordinance with the names of those directors voting for and against adoption, and shall post in the district office a certified copy of the full text of this ordinance as adopted along with the names of those directors voting for and against adoption.

c. Notice of Exemption. The Secretary is authorized and directed to give due notice of exemption of this ordinance from the provisions of CEQA, pursuant to Title 14, California Code of Regulations, section 15062.

d. Existing Charges. Existing fees and charges in effect when this ordinance is adopted shall remain in effect unless specifically changed by this ordinance.

e. Severability. If any section, subsection, sentence, clause, or phrase of this ordinance is for any reason held to be unconstitutional or invalid, or superseded by some other provision of law, such provisions shall be severed from and shall not affect the validity of the remaining provisions of this ordinance. The Board hereby declares that it would have passed this ordinance and each section, subsection, sentence, clause, or phrase thereof irrespective of the fact that any other part thereof be unconstitutional or invalid, or superseded by some other provision of law. The parts of this ordinance which are not unconstitutional, invalid, or superseded shall remain in full force and effect and shall be enforced according to their terms.

f. Interpretation. Words and Phrases used in this ordinance shall be read conjunctively with and shall have the same meaning as in prior District ordinances and the District Code, unless specifically changed by this ordinance or unless the context requires some other construction. If there is any inconsistency between this ordinance and prior provisions, this ordinance shall control.

Marina Coast Water District
Water Conservation Commission
Staff Report

Agenda Item: 6-B

Meeting Date: October 10, 2019

Prepared By: Patrick Breen

Approved By: Patrick Breen

Subject: Review and Discuss the Marina Coast Water District Draft Strategic Plan

Summary: The Water Conservation Commission is requested to review and discuss the draft Marina Coast Water District Strategic Plan.

This latest version of the plan has not been formally approved by the MCWD Board as of this date. The proposed changes contained within are in a “track changes” format for the Commission’s review.

The Commission is requested to review the Water Sources portion of the plan and specifically Objective 1.7 and Objective 2.6 of the plan that addresses Water Conservation.

The plan is formatted with a narration of the strategic plan objective/element and then a chart that details the actions being taken to meet the objective.

The Commission can discuss the objectives and actions with staff and provide recommendations.

DRAFT

We provide our customers with high quality 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.

Marina Coast Water District Strategic Plan

August 19, 2019



Contents

Mission Statement	2
Vision Statements	2
Core Values	3
Board of Directors	3
District Management	3
Strategic Elements	3
1.0 Water Sources	4
2.0 Infrastructure	4
3.0 Fiscal Planning	5
4.0 Strategic Partners and Public Affairs	5
5.0 Organizational Health & Personnel	5
6.0 Administrative Management	6
Strategic Action Plan by Objective	0
1.0 Water Sources	0
2.0 Infrastructure	1
3.0 Fiscal Planning	2
4.0 Strategic Partners and Public Affairs	3
5.0 Organization	4
6.0 Administration	5
APPENDIX	0
Description of Plan Elements	1
Strategic Planning Definitions	1
Glossary of Acronyms	2
Original Strategic Plan Development	2
Strategic Plan Maintenance	3

Mission Statement

We provide our customers with high quality 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 Statements

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

- We have Board policies and procedures with the aim to receive a California Special District Association's (CSDA) "District of Distinction" Award.
- We have annexed the ORD-Ord community while preserving the separate cost center concept and have taken all remaining actions to conclude FORA's involvement in the water and wastewater management for the Former Fort Ord.-
- We have an engaged, reliable and productive workforce that is robust and enjoys high morale with low turnover.
- We are ~~are looking toward to the future as~~ leaders in the region in water quality, communications, water resources, conservation and workforce development.
- We enjoy a positive reputation with the Public and other governmental agencies.
- We have evaluated and have taken steps to fund, all real and likely District liabilities, infrastructure needs, water supply augmentation needs, and necessary groundwater sustainability plan projects and actions.
- We are managing our existing assets through a capital improvement program and through a maintenance management plan that optimizes useful life, minimized operational issues, and maximizes the value of our assets.
- Our office buildings are professional and sufficiently sized to support a productive staff and we now have our own Board room that is sufficiently sized and properly outfitted for the District to conduct effective public meetings.
- Our District facilities are models of energy efficiency (limit carbon emissions), are well taken care of, and support the Districts' "Green" policies.
- We have adequate reserves for repair and replacement of our infrastructure.
- We have adopted a new rate study, Master Plans, and Capacity Fees -
- We have a formal workforce development and succession plan in place.
- We have ~~a~~ strong and robust water conservation programs, meeting State mandates.
- We have taken steps to protect the Salinas Valley groundwater basin from seawater intrusion, have an approved Groundwater Sustainability Plan, and have implemented projects and actions to secure a long term sustainable water supply.
- We have eEnhanced our Public Relations efforts in community outreach.
- We have established key performance indicators and level of service targets.

Core Values

We are fiercely dedicated to the following core values and, the Board of Directors, will use them as decision filters. Primarily, we will examine if what we do is effective and cost efficient while ensuring it helps us in the long term.

Our values will support our commitment to maintenance of our infrastructure to protect the ratepayers of today and in the future as well as support our commitment to reliability in the services we provide.

Our purpose is responsive, open and clear communication to our customers while maintaining environmentally and sustainable water quality and wastewater collections. We will support local control, good governance and promote accountability will considering all options and assure that we are proactive.

Finally, we will provide our employees a safe, supportive and collaborative work environment, job satisfaction, competitive wages and career opportunities.

Board of Directors

Thomas P. Moore, President

Jan Shriner, Vice President

Herbert Cortez, Director

Peter Le, Director

Matt Zefferman, Director

District Management

Keith Van Der Maaten, General Manager

Michael Wegley, District Engineer

Rose Gill, Human Resources/Risk Administrator

Derek Cray, Operations and Maintenance Manager

Kelly Cadiente, Director of Administrative Services

Patrick Breen, Water Resources Manager

Strategic Elements

Strategic Elements represent the vital areas of the District's operation and management. They assure that the implementation of work to be performed in support of the Mission and Vision are comprehensive in nature and properly cover the District in all areas. Strategic elements are derived from the foundational Mission and Vision statements of the District. They are linked to action and results through the Strategic Goals written in each area and the Strategic [Work-Action](#) Plan. Within the five-year period covered by this Strategic Plan, these Elements assure that all aspects of District operations are well supported and moving forward in a way that reflects Board priorities and creates balanced implementation. The Strategic [Work-Action](#) Plan that contains

the supportive actions ~~and initiatives organized and prioritized by year within the planning period,~~ is presented along with each Strategic Goal within this Strategic Plan, and is also consolidated in tabular form in Table 1 Strategic Plan “At a Glance” (pgs. 28-30). Business Plans and Employee Goals are not a part of the Strategic Plan; these are developed on a one to two-year timeframe with tasks and are handled within the management structure of the District. The Strategic Elements are as follows:

1.0 Water Sources

2.0 Infrastructure

3.0 Fiscal Planning

4.0 Strategic Partners and Public Affairs

5.0 Organizational Health/Personnel

6.0 Administrative Management

1.0 Water Sources

Our objective is to manage and protect our current water source (groundwater) and find alternative water sources. We will secure and protect our developed potable 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 recycled water, 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:

- 1.1 Work with local land use jurisdictions to clearly establish and determine current and future water use.
- 1.2 Establish the difference between available groundwater and ultimate water demands.
- 1.3 Determine the growth rate or timeline of when additional water sources will be needed.
- 1.4 Establish a prioritized list of available alternative water sources.
- 1.5 Develop an alternative water sources work plan that will carry us from inception to development.
- 1.6 Establish goals and objectives that promote protecting our current groundwater sources from seawater intrusion and other forms of contamination.
- 1.7 Review and update our water conservation program.

2.0 Infrastructure

Our objective is to provide a high-quality water distribution system 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:

- 2.1 Improvements and expansion plans for existing water delivery and wastewater collection systems.
- 2.2 Develop an office/corporation yard Facilities Master Plan.
- 2.3 Develop and implement an Asset Management Plan.
- 2.4 Continue the development of the District's Geographic Information System.
- 2.5 Continue the development of the District's Computer Maintenance Management System (CMMS).
- 2.6 Leak audit and detection.

3.0 Fiscal Planning

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:

- 3.1 Five-year Financial Plan and Rate Study.
- 3.2 Regular financial updates to policymakers and managers.
- 3.3 Best Accounting Practices.
- 3.4 Close and audit financial statements in a timely manner.
- 3.5 Obtain the [CAFR Comprehensive Annual Financial Report \(CAFR\) Certificate of Achievement for Excellence in Financial Reporting Program](#) annually from the Government Finance Officers Association.
- 3.6 Fiscal reserves management for the maintenance/replacement/expansion of the District's infrastructure.

4.0 Strategic Partners and Public Affairs

Our objective is to build our relationship with the public and local agencies. Our strategy in the areas of strategic partners and public affairs is to communicate in a positive way, including active listening and encouraging open discussions. The following is a summary of the 5-Year strategic goals for this strategic element:

- 4.1 Develop a Strategic Communications Plan and Communicate with the Public.
- 4.2 Develop a Strategic Communications Plan and Communicate with our Strategic Partners.
- 4.3 Adopt a plan for technology use in public affairs.
- 4.4 Establish clear standards for the construction process.

5.0 Organizational Health & Personnel

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, 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:

- 5.1 Recruit and retain high-performing, engaged personnel.
- 5.2 Establish a workforce succession plan.
- 5.3 Develop a knowledge transfer program.
- 5.4 Conduct periodic compensation studies.
- 5.5 Establish and develop an employee professional development plan.
- 5.6 Revise and update our Employee Handbook
- 5.7 Revise employee performance evaluations

6.0 Administrative Management

Our objective is to create, maintain and implement policies and procedures to ensure sound management of the District. We will also maintain and use appropriate technology to maintain efficiency and redundancy. Our strategy will be to conduct periodic review, refinement and implementation of policies and procedures and ensure that staff has the direction and tools necessary for successful operations throughout the District. The following is a summary of the 5-Year strategic goals for this strategic element:

- 6.1 Annexation of the Ord community.
- 6.2 Routinely review policies and procedures.
- 6.3 Encourage Board development.
- 6.4 Conduct new Board member orientation program.
- 6.5 Digitize District records.
- 6.6 Achieve the CSDA District of Distinction award.
- 6.7 Incorporate appropriate technology into District's daily functions.
- 6.8 Update Strategic Plan Annually.

Strategic Action Plan by Objective

1.0 Water Sources

#	Strategic Objective/Elements	Specific Action(s) to Meet Objective	Status
1.1	Work with local land use jurisdictions to clearly establish and determine current and future water use.	"Post FORA" Service Agreements	In progress
		Water Use and Allocation Reports	In progress
		Routine meetings with MCWD and LUJ staff	Ongoing
1.2, 1.3, 1.4, 1.5, 1.6	(1.2) Establish the difference between available groundwater and ultimate water demands.(1.3) Determine the growth rate or timeline of when additional water sources will be needed. (1.4) Establish a prioritized list of available alternative water sources. (1.5) Develop an alternative water sources work plan that will carry us from conception to development. (1.6) Establish goals and objectives that promote protecting our current groundwater source from seawater intrusion and other forms of contamination.	180/400 Subbasin GS Plan	In progress
		Monterey Subbasin GS Plan	In progress
		Three Party MOU Project	In progress
		Aerial Electromagnetic Survey (AEM) Projects	In progress
		Resolution Agreement(s) on MCWD wastewater Rights	In progress
		Comprehensive Water Supply Investigations (outside of GS Plan)	In progress
		FY 2019-20 Water, Wastewater, and Recycled Water Master Plans	In progress
1.7	Review and update our water conservation program.	Water Conservation Commission (WCC) Improvements	In progress
		Establish Water Resources Division	Complete
		Water Conservation Programs and Funding Plan from the WCC	In progress
		Recommended Ordinances/Resolutions updates from WCC	In progress

2.0 Infrastructure

#	Strategic Objective/Elements	Specific Action(s) to Meet Objective	Status
2.1, 2.1.1, 2.1.2	(2.1) Improvements and expansion plans for existing water delivery and wastewater collection systems. (2.1.1) Existing Infrastructure Plan. (2.1.2) Future Infrastructure Plan.	Annual Capital Improvement Program Plan (CIP)	Ongoing
		Backup Generator Project Plan (Emergency)	In progress
		Regional Urban Water Augmentation Project (RUWAP) Plans	In progress
		Seaside/MCWD Storage Agreement	In progress
		CSUMB Service Agreement	In progress
		CSUMB Easements	Complete
		FY 2019-20 Water, Wastewater, and Recycled Water Master Plans	In progress
2.2	Develop an office/corporation yard facilities master plan.	Office Space Plan	Not Started
		Facilities Master Plan	Not Started
2.3	Develop and implement an asset management plan.	Maintenance Management Plan	Ongoing
		Computerized Maintenance Management System (CMMS)/Accounting Asset List Update	Not Started
		Asset Mgmt. Plan Implementation (operations)	Ongoing
		Asset Mgmt. Plan Implementation (engineering)	Ongoing
2.4	Continue the development of District's geographic information system	GIS database and integration enhancement Plan	Not Started
2.5	Continue the development of the CMMS System.	CMMS enhancement Plan	Not Started
		Add Engineering and Development Projects to the CMMS	Not Started
2.6	Leak audit and detection.	Annual Leak Detection Audits	Ongoing
		Water Conservation Commission Plan for Water-Loss reduction solutions	Not Started

3.0 Fiscal Planning

#	Strategic Objective/Elements	Specific Action(s) to Meet Objective	Status
3.1	Five-year financial plan and rate study.	Rate Study	Complete
		Master Plan Capacity Fees	In progress
3.2	Regular financial updates to policymakers and managers.	Quarterly Financial Reports to the Board	Ongoing
		Comprehensive Capacity Fee Report	Not Started
		"Non-Developer Paid" Capacity fee Report (Parker Flats, etc.)	In progress
3.3	Best accounting practices.	Procurement Policy	Complete
		Investment Policy	Complete
		Debt Policy	Complete
		Reserve Policy	Complete
3.4	Close and audit financial statements in a timely manner.	Annual Audit	Ongoing
3.5	Obtain the Certificate of Achievement in Financial Reporting annually from the Government Finance Officers Association.	Comprehensive Annual Financial Report (CAFR) Certificate of Achievement for Excellence in Financial Reporting Program Award	Ongoing
3.6	Fiscal reserves management for the maintenance/ replacement/ expansion of the District's infrastructure.	State Revolving Funds (SRF) Financing (grants and loans) for RUWAP	In progress
		Department of Water Resources Grant Funds for Groundwater Sustainability Agency	In progress
		Water Infrastructure Improvements for the Nation (WIIN) Grant Funds	In progress
		State Water Resources Control Board (SWRCB) Injection Project (recycled water) Grant Funds	In progress
		Armstrong Ranch Utilization Plan	Not Started

		Obtain Bond financing for CIP needs	In progress
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4.0 Strategic Partners and Public Affairs

#	Strategic Objective/Elements	Specific Action(s) to Meet Objective	Status
4.1, 4.2	(4.1) Develop a Strategic Communications Plan focused on community outreach (4.2) Develop a Strategic Communications Plan and Communicate with our strategic partners.	Establish Public Outreach Position (or hire firm)	In Progress
		Monterey Peninsula Water Supply Project (MPWSP) Outreach (PWM Expansion Outreach)	In Progress
		Strategic Communications Plan and outreach Update	Not Started
4.2b	Adopt a plan for technology use in public affairs.	Technology Use Plan Update	Not Started
		Social Media Policy	In Progress
4.3	Establish clear standards for the construction process.	Procedures, Guidelines, and Design Requirements Document Update	Not Started

5.0 Organization

#	Strategic Objective/Elements	Specific Action(s) to Meet Objective	Status
5.1	Recruit and retain a high performing, engaged workforce.	Hire for Openings as needed	Ongoing
		Employee Contracts	Complete
		Quarterly All Hands Meetings	Ongoing
		Leadership Training Program	In Progress
		Wellness Program	Ongoing
		Employee Newsletters	Ongoing
		Cyber Security Training	Ongoing
		Building Security	Complete
		Internship Program	Ongoing
5.2	Establish a workforce succession plan.	Work Force Succession Plan	In Progress
5.3	Develop a knowledge transfer program.	Cross Training/Shadow Program Plan	Ongoing
5.4	Conduct periodic compensation studies.	Compensation Study	Complete
5.5	Revise and update Employee Handbook	Employee Handbook	Complete
5.6	Establish and develop an employee professional development plan.	Professional Development Plans	In Progress
5.7	Revise employee performance evaluations	Updated Employee Evaluation Forms	In Progress

6.0 Administration

#	Strategic Objective/Elements	Specific Action(s) to Meet Objective	Status
6.1	Annexation of the Ord community.	LAFCO approved Annexation	Complete
		Complete FORA transition	In Progress
		Seaside County Sanitation District/South Boundary Road Resolution Proposal	In Progress
		Annexation Outreach	In Progress
6.2	Routinely review policies and procedures	Develop Comprehensive Policy List	Not Started
		Ordinance and Resolution Process Recommendation	Not Started
6.3	Encourage Board development.	Board Development Plan	Not Started
6.4	Conduct new Board member orientation program.	New Board Member Orientation Packet	Ongoing
6.5	Digitize district records.	Document Retention Policy	In Progress
		Laserfiche Scanning Project	In Progress
6.6	Achieve the District of Transparency	Plan to Achieve District of Transparency	Not Started
6.7	Incorporate appropriate technology into the District's daily functions.	Hire IT Administrator to incorporate appropriate technology	Complete
6.8	Update strategic plan annually.	Strategic Plan Update	Ongoing

APPENDIX

Description of Plan Elements

A Strategic Plan is a top-level planning document for an organization to set clear direction over all operational aspects of its mission. It serves as a framework for decision making over a five-year period. It is a disciplined effort to produce fundamental decisions that shape what a District plans to accomplish by selecting a rational and balanced course of action. The District's Mission, Core Values, Vision, and the overall structure of this Strategic Plan were developed by the Board in workshop settings. Within the framework of that structure and the business environment, strategies and goals were developed to sustain and improve the District over the next five years. At its highest level, this Strategic Plan seeks to strengthen and build upon opportunities while addressing areas of concern all aimed toward forecasting an optimized future condition.

This plan also identifies actions, activities, and planning efforts that are currently underway which are needed for continued success in operations and management of the District, and provides for periodic reviews and updates.

Strategic Planning Definitions

Mission Statement: A declaration of the District's purpose, which succinctly describes why the District exists. All activities of the District should be in support of the Mission Statement. The District's Mission statement also reflects the values to which the District Board is dedicated. The Board of Directors adopts the Mission Statement. The Mission Statement is reviewed annually but is intended to be constant over the long term.

Vision Statement: A statement that articulates where the District wants to be over the life of the Strategic Plan. It outlines at the highest level the key changes that must be achieved by the Strategic Plan. The Vision creates and drives strategy and tactics identified elsewhere in the Strategic Plan. The Board of Directors adopts the Vision Statement. The Vision Statement will be reviewed annually and will typically change more frequently than the Mission Statement to reflect the direction the Board wants to take the District over the five-year time horizon of the Strategic Plan.

Core Values: These are the values to which the Board of Directors is fiercely dedicated. They are anchored in community values and are used by the Directors as decision filters for the myriad of decisions in the future.

Strategic Elements: The broad and primary areas of District operations, planning, and management that are addressed and supported by the Strategic Plan goals. These essentially serve as the outline and organization of the Strategic Plan. The Board of Directors reviews and endorses the Strategic Elements. The Strategic Elements are reviewed annually but are intended, absent major new issues facing the District, to be relatively constant over the life of the five-year Strategic Plan.

Objective/Strategy statement: A concise statement associated with each Strategic Element that describes what the Objective for that Element is and how it will be achieved.

Strategic Goals: The goal statement is supported by a narrative that more fully explains the nature of the goal and the issues that the goal intends to address. The Strategic Goals are prepared by District staff and accepted by the Board. The Strategic Goals may

change from year-to-year when the annual assessment is made of the progress on each Strategic Element. The Strategic goals define the line between policy (Board responsibility) and implementation (staff responsibility) and as such are a collaborative effort of both the Board and staff.

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
FY	Fiscal Year
HCF	Hundreds of Cubic Feet
HECW	High Efficiency Clothes Washer
GPS	Global Positioning System
LS	Lift Station
GSA	Groundwater Sustainability Agency
MGD	Millions of Gallons per Day
MOW	Monterey One Water, previously Monterey Regional Water Pollution Control Agency
NIMS	National Incident Management System
OES	Office of Emergency Services
RWQCB	Regional Water Quality Control Board
SGMA	Sustainability Groundwater Management Act
SRF	State Revolving Fund
SCADA	Supervisory Control and Data Acquisition
SEMS	Standardized Emergency Management System
WDRs	Waste Discharge Requirements
WWTP	Wastewater Treatment Plant

Original Strategic Plan Development

In FY 2013, the District retained the services of BHI Management Consulting (BHI) to facilitate and coordinate the development of the District's five-year Strategic Plan. BHI first gathered input from the Public, through a public workshop, District Board members, staff and employees in a number of meetings to allow direct and "ground level" input to the Board during deliberations in a number of planning workshops. At each meeting the District Mission and 5-year Vision were discussed.

The Board supported this process as a way to allow all to participate in the foundation of the Strategic Plan. A Board strategic planning public workshop was conducted in April 2013. With the Board at this workshop, senior District staff also attended. The Board reviewed all inputs prior to working on Mission, Vision, and Core Values for the District and strategic elements for the strategic plan. The Board developed a new Mission statement of the District and created a new Vision statement for the District. The Board also identified the six strategic elements around and within which to organize implementation actions that will support the Mission and assure success of the Vision. Core Values then must be well understood and respected in the plan for implementing the Vision.

Following the Board workshop, key members of District staff, worked with BHI to develop the Strategic Element objective and strategy statements and Strategic Goals, Actions and Tactics that support each element to make the Board's Vision reality within the 5-year timeframe. Using this process, this Strategic Plan was assembled in a way that provides assurance of success for the Board's Vision and Strategy for the District over the next five years. This Plan was then vetted with the Board in another workshop to assure that the implementation proposed by BHI and staff would indeed meet with their understanding and acceptance regarding the Vision success.

Strategic Plan Maintenance

A key part of the Strategic Planning process is to conduct an annual review to update the Plan. These reviews allow for regular maintenance of the Plan so it reflects the actual progress and conditional needs of the District. The reviews will be documented and followed up with either a Plan supplement or an updated Plan. A five-year planning horizon will be maintained with each review effort developing a new fifth year of actions, projects, and initiatives.