

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

January 29, 2020



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Mission Statement

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 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 an engaged, reliable and productive workforce that is robust and enjoys high morale with low turnover.
- We are 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 have our own Board room that is sufficiently sized and properly outfitted for the District to conduct effective public meetings.
- Our District explicitly incorporates consideration of carbon emissions in all aspects of planning, design and operation, 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 Water Conservation Commission that focuses on providing input to the Board of Directors on matters pertaining to the preservation of the District's water resource through conservation, technological improvements and policy.
- We have 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 enhanced our Public Relations efforts in community outreach.
- We have established key performance indicators and level of service targets.

Core Values

- **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.

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 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 Action Plan that contains the supportive actions is presented along with each Strategic Goal within this Strategic Plan. 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 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:

- 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 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:

- 2.1 Improvements and expansion plans for existing water (potable water and recycled 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.
- 2.7 Explore use of new technology

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 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.
- 3.7 Implement new technology to improve efficiency

4.0 Strategic Partners and Public Affairs

Our objective is to build our relationship with the State, Federal, Regional, SVBGSA and Local public and non-profit 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 and schedule regular meetings. 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.
- 4.5 Annual in review

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, 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:

- 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, update 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 Additional annexations
- 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	Cancelled
		Aerial Electromagnetic Survey (AEM) Projects	Complete
		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 including updates to Hot Water Recirculation section	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
		Develop a plan for expanded use of new Technology to improve efficiency	
2.2	Develop an office/corporation yard facilities master plan.	Office Space Plan	In Progress
		Facilities Master Plan which will include a Plan on reducing Carbon Emission	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	In Progress
		"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	Complete

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)	Deferred
		Monterey Peninsula Water Supply Project (MPWSP) Outreach (PWM Expansion Outreach); Outreach to promote Regional Solutions to Water Supply issues	In Progress
		Strategic Communications Plan and outreach Update	Not Started
		Provide an Annual Year in Review Report	
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	Ongoing
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	Complete

6.0 Administration

#	Strategic Objective/Elements	Specific Action(s) to Meet Objective	Status
6.1	Annexation of the Ord community.	LAFCO approved Annexation for existing service areas.	Complete
		Annexation of new development(s) as needed (in a timely manner)	
		Complete FORA transition including Service Agreements (as necessary) and Receiving Payments due to MCWD under the RUWAP Reimbursement Agreement	In Progress
		Seaside County Sanitation District/South Boundary Road Resolution Proposal	In Progress
		Annexation Outreach	Deferred
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
		Comprehensive Update to the Board Procedures Manual	In Progress
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
GSP	Groundwater Sustainability Plan
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
SVBGSA	Salinas Valley Basin Groundwater Sustainability Agency
SGMA	Sustainability Groundwater Management Act
SRF	State Revolving Fund
SCADA	Supervisory Control and Data Acquisition
SEMS	Standardized Emergency Management System
SWRCB	State Water Resources Control Board
WDRs	Waste Discharge Requirements
WIIN	Water Infrastructure Improvements for the Nation
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.