



# MARINA COAST WATER DISTRICT

11 RESERVATION ROAD, MARINA, CA 93933-2099

Home Page: [www.mcwd.org](http://www.mcwd.org)

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

## DIRECTORS

GAIL MORTON  
President

JAN SHRINER  
Vice President

HERBERT CORTEZ  
BRAD IMAMURA  
THOMAS P. MOORE

## Agenda

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

**and**

**Special Board Meeting, Board of Directors  
Marina Coast Water District Groundwater Sustainability Agency  
920 2nd Avenue, Suite A, Marina, California**

Tuesday, June 18, 2024, 5:00 p.m. PST

**Staff and Board members will be attending the June 18, 2024 meeting in person. Members of the public may also attend the Board meeting in person. Public comment on the action item can be submitted in writing to Paula Riso at [priso@mcwd.org](mailto:priso@mcwd.org) by 5:00 pm on Monday, June 17, 2024; such comments will be distributed to the MCWD Board before the meeting.**

***Our Mission:** 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.*

- 1. Call to Order**
- 2. Roll Call**
- 3. Workshop**
  - A. Strategic Planning Workshop
- 4. Director's Comments**
- 5. Adjournment** *Set or Announce Next Meeting(s), date(s), time(s), and location(s):*

*Regular Meeting: Monday, July 15, 2024, 6:00 p.m.*

This agenda is subject to revision and may be amended prior to the scheduled meeting. Pursuant to Government Code section 54954.2(a)(1), the agenda for each meeting of the Board shall be posted at the District office at 11 Reservation Road, and 920 2nd Avenue, Suite A, Marina. A complete Board packet containing all enclosures and staff materials will be available for public review on the District website, Friday, June 14, 2024. 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: 831-883-5931.

**Marina Coast Water District  
Agenda Transmittal**

**Agenda Item:** 3-A

**Meeting Date:** June 18, 2024

**Prepared By:** Paula Riso

**Approved By:** Remleh Scherzinger, PE

**Agenda Title:** Strategic Planning Workshop

**Staff Recommendation:** The Board of Directors hold a Strategic Planning Workshop.

**Background:** *Strategic Plan, 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.*

**Discussion/Analysis:** The Board of Directors and management staff met on April 6, 2024 to begin/continue work on a 5-Year Strategic Plan. Everyone at the meeting worked hard on goals and objectives, and provided very informative and positive feedback for the facilitator to process and bring back for more refinement. At this meeting, the Board will continue refining the Strategic Plan for adoption at an upcoming Board meeting.

**Environmental Review Compliance:** None required.

**Legal Counsel Review:** Legal Counsel reviewed this item.

**Climate Adaptation:** Not applicable.

**Financial Impact:** \_\_\_\_\_ Yes        X   No      Funding Source/Recap: None

**Other Considerations:** None.

**Material Included for Information/Consideration:** Draft Strategic Plan.

**Action Required:** \_\_\_\_\_ Resolution      \_\_\_\_\_ Motion        X   Review

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Board Action

Motion By \_\_\_\_\_      Seconded By \_\_\_\_\_      No Action Taken \_\_\_\_\_

Ayes \_\_\_\_\_      Abstained \_\_\_\_\_

Noes \_\_\_\_\_      Absent \_\_\_\_\_

**DRAFT**



# **2024 STRATEGIC PLAN**

**MARINA COAST WATER DISTRICT**

Prepared by: Rauch Communication Consultants Inc.



## We Provide Quality Water and Wastewater Services



**DRINKING WATER.** We provide 1.15 billion gallons of high-quality drinking water per year.

**CONSERVATION SERVICES.** We help our customers use water efficiently through rebates and conservation programs.



### **WASTEWATER COLLECTION AND TREATMENT.**

We collect wastewater through a series of pipelines and pumps and are an owner and partner in Monterey One Water for treatment services.

**RECYCLED WATER.** We are a partner in the Pure Water Monterey treatment plant.



### **POLLUTION PREVENTION TO PROTECT PUBLIC HEALTH AND THE BAY.**

We help customers learn to avoid clogs and obstructions caused by fats, oils, and grease (FOG) and to keep toxics out of the Bay by safely disposing of hazardous waste such as syringes, medication, paint, batteries, and motor oil.



## **Board of Directors**

Gail Morton Esq., President

Jan Shriner, Vice President

Herbert Cortez MS, Director

Brad Imamura, Director

Thomas P. Moore, Ph.D., Director

## **Staff Leadership Team**

Remleh Scherzinger MBA, CSDM, P.E., General Manager

Mary Lagasca CPA, Director of Administrative Services

Garrett Haertel P.E., District Engineer

Derek Cray, Operations & Maintenance Manager

Patrick Breen, Water Resources Manager

Paula Riso, Executive Assistant/Clerk to the Board

## **Consultant**

Martin Rauch, Managing Consultant, Rauch Communications Consultants

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# Introduction

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

## Purpose of the Plan

This three-year Strategic Plan is the highest-level planning document for Marina Coast Water District (MCWD) and Groundwater Sustainability Agency and represents the Board's direction for the future. It clearly defines the District's mission, vision, and core values while establishing a comprehensive set of goals and objectives to guide decision-making.

The Plan is also a practical working tool, providing clear direction to Staff regarding the Board's goals, objectives, and priorities. The District will regularly refer to it as a guide to the District's actions during the period covered.

## Plan Development

**Background Research.** The consultant initiated the process by engaging in discussions with the General Manager and reviewing existing documents.

**Confidential Interviews.** The team carried out a series of confidential interviews. The goal was for the interviewees to candidly express their interests and perspectives on the District and its priorities. The interviewees included the Board of Directors, the Leadership Team (including the General Manager), and legal counsel.

**Strategic Planning Workshop.** The interviewees also participated in a workshop led by the consultant. At the workshop, the group reviewed the interview results, took part in exercises to assess the District's current state, identified issues and opportunities the District expects to confront in the future, and discussed priorities.

**Board and Staff Work.** Drawing from the interviews, workshop, and other information, the consultant, General Manager, and Leadership Team developed a draft Strategic Plan.

**Second Strategic Planning Workshop.** The draft was distributed to the Board and Leadership Team. At a second workshop, the participants reviewed, discussed, and refined the draft Plan, including the mission, vision, and values, and provided direction for additional changes.

**Implementation Phase.** The General Manager and Leadership Team will develop a work plan to implement the Strategic Plan in the coming years.

## **Founded 64 Years Ago to Serve Our Community**

*Marina Coast Water District is an independent special district governed by an elected five-member Board of Directors.*

**Founded in 1960 to Provide Water Service.** Established in 1961, The District's origin dates back to 1958 when a group of dedicated local citizens proposed creating a publicly owned water system. In 1960, this vision was realized as the Marina County Water District was formed through a vote by the 766 registered voters in the then-unincorporated city of Marina.

**Protecting the Community by Adding Sanitary Wastewater Services.** In 1970, responding to rising septic system failures and the community's growing sanitation needs, Marina voters approved the District's construction of a sewage treatment plant and disposal system. By 1993, the District became a member of the regional wastewater treatment plant while continuing to operate and maintain the sewer and pump collection system.

**The Ocean as a Water Resource.** In 1996, the District pioneered the first ocean water desalination facility in Monterey Bay. The facility ran successfully for five years, proving the concept and demonstrating that it could be done in an environmentally and resource-sensitive way.

**The Great Endeavor.** In 1996, the District assumed contract operation of the Fort Ord water and wastewater systems. After over two decades of custodial operations, the District successfully transitioned the Military infrastructure into a comprehensive utility system.

**Expanded role in Regional water.** In September 2016, the District again took a bold step to become the groundwater sustainability agency for the Monterey Sub Basin. In concert with the Salinas Valley Basin Groundwater Sustainability Agency, the District has developed the much-needed Groundwater Sustainability Plans for the 180/400 Sub Basin and the Monterey Sub basin. The two agencies have also partnered to manage the two sub areas within the Monterey Sub Basin.

**A New water supply.** In Partnership with Monterey One Water, the District developed and implemented an advanced water treatment system known as Pure Water Monterey. The Project began its first deliveries in 2022, and MCWD brought its first customer online in January of 2023 and delivered 412AF that year.

**Today, Marina Coast Water District is the Largest Public Water Utility in Monterey County.** The District is centered on all the major water resources in the region. With connections to the Peninsula and Salinas Valley, the District manages an extensive portfolio of groundwater rights, a desalination plant, and partners in a reclamation plant and aquifer storage and recovery facilities.

**Our Board and staff are committed to working collaboratively** with our urban and agricultural neighbors to sustain our shared water supply at a reasonable cost for generations to come.



# Strategic Framework

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*Marina Coast Water District built the Strategic Plan from a series of logical and integrated components described below.*

**Mission.** The mission statement explains why the organization exists and articulates its essential work in a brief sentence or two.

**Vision.** The vision articulates what the organization will become at a given time in the future. It is the strategic target that, when achieved, fulfills the organization’s mission. As such, it is at the heart of the strategic planning process.

**Values.** Values provide guidance when an organization is faced with challenging decisions that require trade-offs, help govern attitudes and behaviors, and generally remain constant over time. The Board sets values.

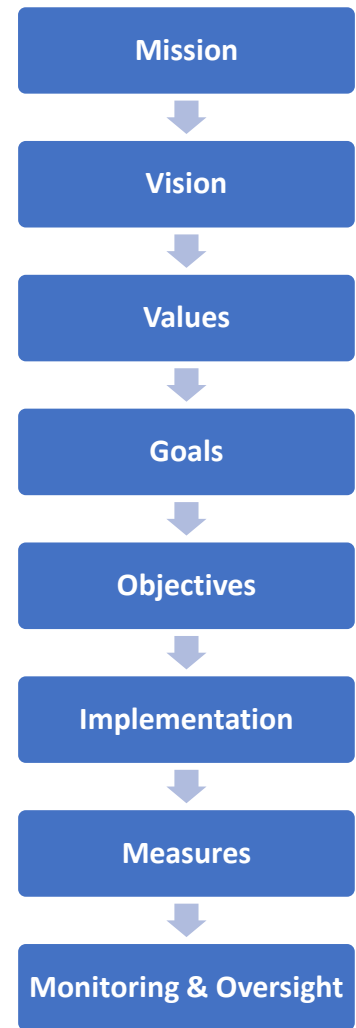
**Goals.** Goals describe broad, primary management, operations, and planning areas that must be addressed to accomplish the mission. Goals are not connected to timelines.

**Objectives.** Objectives are specific directions established by the Board, which expand upon and refine the goals. There may be multiple objectives for each goal. Objectives are related to goals but are more specific, measurable, and attainable, and have a time frame.

**Implementation Plan.** The Implementation Plan includes tasks/actions required to accomplish the mission, goals, and objectives through the annual budget process. The tasks/actions in the Plan are assigned to members of the Leadership Team and have timelines. There may be multiple tasks for each objective.

**Measures.** Staff developed measures to provide insights into progress in achieving the objectives. Progress will be tracked, analyzed, used to adjust course where appropriate, and reported to the Board.

**Reporting, Monitoring, and Oversight.** These are actions taken by the Board, Leadership Team, and Staff to ensure that the Plan is implemented and updated over time.



# **Mission, Vision, and Values**

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## **Mission**

Marina Coast Water District delivers safe, affordable, and environmentally sustainable water, recycled water, and wastewater services that meet community needs.

## **Vision**

During the next five years, the District will:

- Deliver reliable, affordable, and sustainable water and wastewater services.
- Be a regional leader and productive partner in water and wastewater services.
- Maintain reliable, productive facilities and properties.
- Ensure stable finances and affordable rates.
- Provide excellent customer service.
- Hire and retain a motivated, high-performing staff.
- Enhance service quality and effectiveness through innovation.

## Values

AT THE NEXT WORKSHOP, WE WILL UNDERTAKE AN EXERCISE TO IDENTIFY THE FINAL CORE VALUES. BELOW IS A LIST OF ALL THE VALUES WITHIN THE EXISTING VALUES STATEMENT AND VALUES MENTIONED IN THE COMMENTS RECEIVED BY EMAIL. THEY HAVE BEEN ARRANGED IN CATEGORIES BY THE CONSULTANT.

### **FISCALLY RESPONSIBLE**

Fiscally sound  
Fiscally sensitive  
Cost-Efficient

### **ENVIRONMENTAL AND SUSTAINABLE**

Environmentally and sustainable water quality and wastewater collections  
preserving and protecting our water resources and the environment

### **PROACTIVE**

Proactive

### **RELIABLE INFRASTRUCTURE**

Maintenance of infrastructure  
Infrastructure commitment  
Reliability in services

### **COMMUNICATE AND COLLABORATE EFFECTIVELY**

Responsive, open, and clear communication  
Ability to listen  
regional collaboration.

### **GOOD GOVERNANCE AND LOCAL CONTROL**

Local control  
Good governance  
Responsible governance

### **QUALITY SERVICE**

Promote accountability  
a value related to MCWD customers

### **SUPPORT STAFF**

a safe, supportive and collaborative work environment,  
Competitive wages  
Career opportunities

### **COMMITMENT TO EXCELLENCE**

[implementing in] anticipation of necessary changes  
[Not] satisfied with “its how we have always done it”  
Considering all options  
professional excellence  
Effective  
Gold standard  
Leading edge/cutting edge  
Technologically advanced  
Setting the standard  
Example others aspire to

# **Big Picture View of the Strategic Direction**

*Marina Coast Water District's highest priority, strategy, and new direction are summarized below.*

THIS SECTION OF THE PLAN WILL BE DEVELOPED AT THE SECOND WORKSHOP

## **Our Highest Priority**

x

## **Our Strategies**

x

## **Areas of New and Increased Focus**

x

# Priorities (Areas of Current Emphasis)

*In Workshop #1, participants were asked to identify the most crucial issues that the District needs to address in the coming years. The findings are summarized below. These areas of current emphasis are ordered from most Board votes to fewest. This exercise aimed to facilitate discussion and highlight current areas of focus, rather than to establish actionable quantitative priorities.*

THESE PRIORITIES (AREAS OF CURRENT EMPHASIS) ARE PRESENTED TO ASSIST WITH THE REVIEW PROCESS AND WILL BE DELETED IN THE FINAL VERSION.

CATEGORY	ITEM	Board Votes	Staff Votes	Total Votes
<b>Finance</b>	Transactions in-and-out are coherent, transparent, efficient, and reliable. There is a stable financial outlook with predictable, affordable rates.	15	5	20
<b>Water</b>	Adequate water to meet long-term needs from a diverse [and reliable] portfolio	13	13	26
<b>Infrastructure</b>	Operable, reliable, and cost-effectively meets all long-term service needs. Innovative maintenance and management of Infrastructure	11	9	20
<b>Regional Leader</b>	Engaged, effective, respected, and productive partner and leader that helps achieve mutual benefits for our customers and partners	6	4	10
<b>Staff</b>	Stable, qualified, and motivated workforce	5	7	12

## **Goals, Objectives, and Implementation Phase**

*These notes provide an introduction to the strategic goals and objectives in the following pages.*

**Key Areas of Change.** This Strategic Plan targets critical areas where the Board has indicated a need for change or greater clarity. While the District has many other existing and ongoing initiatives, programs, and actions, these are not included in this Plan.

**Priorities.** Actions marked with “(High)” denote high priority items, defined as essential or “must-do” actions. Some actions may be urgent in terms of timing but do not necessarily carry high priority.

**Timing.** Goals and objectives labeled “annually” or “ongoing” will be reported at least once a year, early in the budget season. This timing allows the General Manager to incorporate Board feedback into the preparation of the new fiscal year budget.

**Implementation.** Following the Board's review and approval of the goals and objectives, District staff will develop a plan to implement them.

## **GOAL 1. WATER: Sustainable, reliable, affordable water supplies**

**Strategic Challenge.** Marina Coast Water District (MCWD) and Marina Coast Water District Groundwater Sustainability Agency (MCWDGSA) are centered on all the major water resources in the region. MCWD has a broad water portfolio of groundwater rights, a desalination plant, and partners in a reclamation plant and aquifer storage and recovery facilities. The District has connections to the Salinas Valley and the Peninsula. However, there are water supply challenges. These include persistent delays in repairing the Nacimiento and San Antonio Dams, which could impact the groundwater basin, the impacts of the development of the CalAm water supply project adjacent to the District’s service area, over pumping of the 180/400 aquifer in the Salinas Valley, and the threat of seawater intrusion in the Basin, among others.

**Strategic Response.** The District will actively and creatively seek to collaborate with regional partners to develop and sustainably manage a diverse portfolio of water supplies to meet our shared needs. As a result of its geographic location, the District has potential access to a wide variety of new water supplies either on its own or with regional partners. These resources include additional groundwater, various forms of recycled water such as advanced treated direct and indirect potable reuse, desalinated seawater and brackish water, and surface water.

*The following objectives and implementation actions must be completed to fulfill Goal 1.*

OBJECTIVE 1.1: Water supplies meet long-term needs from a diverse, affordable, sustainable, and reliable portfolio of sources.

OBJECTIVE 1.2: Water supply management and augmentation follow a comprehensive long-term strategy and plan.

OBJECTIVE 1.3: The District actively engages in mutually beneficial partnerships with communities and water agencies across the region to protect, share, and sustainably manage our shared water resources.

## **GOAL 2. PEOPLE: A High-Performing Board, Staff, and Organization.**

**Strategic Challenge.** The District staff are highly qualified, well-trained, motivated, and respected by their peers in other agencies. Similarly, the Board is fortunate to be comprised of directors with diverse perspectives who work together well and understand their roles. One global challenge for the District is growth. It currently has about 20,000 water and sewer connections but expects to double in size to about 40,000 connections within 13 years. As it grows, The ongoing challenge of recruiting and retaining staff remains a pressing concern.

Also, many of the staff administrative and management tools need updating. For example, some software systems are under supported and underused, and the Enterprise Resource Planning system (ERP) requires a comprehensive update. Internal administrative processes, including purchase orders, purchasing policies, and contracts, need revision. Moreover, the absence of Standard Operating Procedures and outdated District policies, procedures, guidelines, and design requirements pose further challenges.

In terms of the Board's role, there is a need to engage in cultivating relationships with local, regional, and state stakeholders. This is particularly challenging for new Board members who often find it takes a long time to become oriented to the District's issues and be able to engage fully as productive members.

The District is involved in complex and costly legal issues that require ongoing evaluation and management of legal strategies.

**Strategic Response.** The District will continue progressing in efficiency and effectiveness by building out systems, policies, procedures, training, Standard Operating Procedures, improved use of technology, development of a strong culture, and more. Additionally, the District will enhance its capacity to recruit and retain necessary personnel. Professionalizing and systematizing the management, administration, and operations is also critical as the District grows. The Board will periodically self-evaluate and implement areas of improvement, such as improving the onboarding of new directors so they can engage more effectively in the shortest reasonable time frame.

*The following objectives and implementation actions must be completed to fulfill Goal 1.*

OBJECTIVE 2.1: The District attracts, onboards, and retains high-performing staff, and manages succession effectively.

OBJECTIVE 2.2: Tools, systems, processes, policies culture, and training are up-to-date and support the ability of staff to perform efficiently and effectively.

OBJECTIVE 2.3: Technology is used to improve the cost-effectiveness of Management, Administration, Operations, and Maintenance.

OBJECTIVE 2.4: The Board periodically self-evaluates and implements identified areas of improvement, enabling it to set clear and effective direction and provide effective monitoring and oversight.

OBJECTIVE 2.5: The Board approves and updates, as appropriate, the strategy for major litigation.



### **GOAL 3. FINANCE: Stable and Secure Funding and Affordable Rates**

**Strategic Challenge.** The District’s financial management and reporting are excellent, and it has adequate revenue to meet identified needs, including funding to invest about \$45 million in needed facility upgrades in the coming five years.

A notable financial hurdle for the District involves effectively allocating costs and monitoring finances across six distinct cost centers: Marina (comprising water and sewer services), Ord (encompassing water and sewer services as well), Groundwater Sustainability Agency and recycled water. This requires six separate accounts. Furthermore, escalating costs and the need to develop supplementary water resources while responsibly managing the groundwater basin will increase costs over time.

**Strategic Response.** The District plans to unify its service area when costs are within 10% across five service areas and accounts. The Board will prioritize maintaining affordable, predictable rates and seek substantial grant funding to minimize customer costs.

*The following objectives and implementation actions must be completed to fulfill Goal 1.*

OBJECTIVE 3.1: The District is unified under a single cost of service area as soon as each enterprise's cost of service is within 10% of the corresponding Enterprise's.

OBJECTIVE 3.2: Rates are affordable and predictable.

OBJECTIVE 3.3: The Board receives understandable, timely, and up-to-date financial reports on an approved schedule.

OBJECTIVE 3.4: A full set of financial policies are in place and reviewed and updated on a scheduled basis.

OBJECTIVE 3.5: Substantial grant funding helps limit costs for customers.

OBJECTIVE 3.6: All financial software systems are up-to-date and convenient methods are available for customers to pay their bills.

## **GOAL 4. INFRASTRUCTURE: Reliable, Cost-Effective, and Sustainable Facilities and Properties**

**Strategic Challenge.** The District’s water and sanitary sewer facilities generally function reliably due to rigorous maintenance and increasing investments in renewal and replacement. However, there are a wide variety of facility and property-related challenges:

- Many of these facilities have reached or exceeded their useful life.
- The renewal and replacement process has been slow for various reasons, including but not limited to the challenge of hiring engineers to oversee the work.
- The large number of aging facilities has also resulted in substantial deferred maintenance.
- MCWD is in the Bay Area Zone for prevailing wages, which substantially increases construction costs.
- The Ord area water and sewer collection facilities, inherited from the Army, often lack proper documentation and do not meet District quality and code standards.
- The extensive geographic spread of the Ord area necessitates more pipelines, pumps, and reservoirs per person, increasing costs.
- There are also a number of important property-related issues. For example:
  - District administrative staff is not centrally operating in a single location but scattered across three separate properties.
  - MCWD owns contaminated WWII-era buildings that need replacement, and the corporate yard is aged and inadequate for continued operational use.

**Strategic Response.** The District will develop a comprehensive plan to guide the use of its properties and the renewal and replacement of facilities for cost-effectiveness and maximum long-term benefit.

*The following objectives and implementation actions must be completed to fulfill Goal 1.*

OBJECTIVE 4.1: A realistically funded, comprehensive plan guides long-term, cost-effective renewal, replacement, usage, and development of District facilities and properties.

OBJECTIVE 4.2: Corrective and preventive maintenance is planned and proactively implemented on schedule for cost-effectiveness and the least disruption to regular operations.

OBJECTIVE 4.3: Capital improvement program renewal, replacement, and new development are planned with the longest reasonable time horizon and completed on schedule and budget.

## **GOAL 5. ENGAGEMENT: Communicate and engage effectively with customers, partners, and stakeholders.**

**Strategic Challenge.** MCWD actively conducts public outreach through various channels, including social media, e-newsletters, the website, press releases, and more. Additionally, District staff engage with water utilities, municipalities, and a wide array of local, regional, and state stakeholders. A quantitative customer survey conducted in 2023 revealed generally high satisfaction levels, with notable findings including:

- 92% of respondents rated the taste and quality of delivered water positively.
- 75% correctly identified MCWD as their water provider, indicating a 16% higher recognition rate compared to other communities.
- 85% expressed approval of MCWD's performance, surpassing the satisfaction rates of many other California water agencies by 20%.
- 100% of customers who interacted with MCWD reported a positive customer service experience.

In addition, the District believes that staff have generally earned the respect of their peers in municipalities and utilities in the region. However, historical issues appear to negatively impact the District's current reputation to some degree. Additionally, recognizing the evolving nature of customer expectations and circumstances, the District must continually work to foster communication and maintain strong relationships with its customers and stakeholders.

**Strategic Response.** The District views providing quality service and building understanding and garnering support from its customers as fundamental to its success. Additionally, it recognizes the importance of actively engaging and collaborating with neighboring entities across the region. Therefore, the District will continually refine and enhance its communication and engagement strategies at all levels.

*The following objectives and implementation actions must be completed to fulfill Goal 1.*

OBJECTIVE 5.1: The public understands the services the District provides, where to learn more, and how to get their questions answered.

OBJECTIVE 5.2: The District provides prompt, responsive service to customer needs and requests.

OBJECTIVE 5.3: The general public and stakeholders understand the District and its activities.

OBJECTIVE 5.4: OBJECTIVE 4.1: The District develops and maintains mutually beneficial collaborative partnerships with municipalities, neighboring water providers, and other stakeholders.

## **GOAL 6. SUSTAINABILITY: Resilient and Environmentally Thoughtful.**

**Strategic Challenge.** The District is actively implementing a robust climate action plan, and has already transitioned to 100% renewable energy, acquired two 100% electric, zero-emission vehicles, and purchased an electric forklift. While the District obtains its electricity through 100% renewable sources, the District remains challenged by escalating costs and diminishing reliability from Pacific Gas & Electric's (PG&E's) aging electrical distribution system.

Also of concern is the experience of communities that have faced fire and other emergencies losing internet connectivity either because it was destroyed or to reserve limited bandwidth for emergency responders. This has left utilities responsible for essential water and sanitation services that must operate around the clock without the necessary communication for their remote-dependent systems. Additionally, the District faces escalating climate impacts that may jeopardize its properties and facilities.

**Strategic Response.** The District will continue to implement its comprehensive climate action plan. It will conduct thorough assessments of its facilities and properties to identify climate-related risks. Additionally, the District will continue to invest in backup power solutions and explore opportunities for developing green power and storage independently or in collaboration with partners. Furthermore, it will assess the feasibility and advantages of establishing a fiber-optic communication network to enhance resilience for both the District and neighboring agencies, among other initiatives.

*The following objectives and implementation actions must be completed to fulfill Goal 1.*

OBJECTIVE 6.1: The District will proactively decrease its greenhouse gas emissions by following its climate action plans.

OBJECTIVE 6.2: The District evaluates and considers actions that would increase energy independence and overall environmental sustainability within its service area and the region.

OBJECTIVE 6.3: The District is prepared to mitigate and recover from unplanned events and maintain cybersecurity.

# **Monitoring, Reporting, Oversight, and Accountability**

## **Communicate With Staff**

Meet with all employees so all staff members understand the Plan and the parts they are responsible for, and report at least annually to the entire staff on the Plan's progress.

Display the mission, vision, goals, and objectives on posters, handouts, and business cards.

Incorporate the Mission, Vision, Goals, and Objectives in the employee handbook, orientation and training materials for new employees.

## **Clarify Roles and Expectations**

Integrate strategic responsibilities into job descriptions for the General Manager, Leadership Team, and Non-Management Staff so everyone knows what objectives or work plan initiatives and objectives they are responsible for driving forward or contributing to. Include accomplishment of strategic priorities in performance reviews for the General Manager, Leadership Team, and Non-Management Staff.

## **Cascade the Plan**

Cascade strategic objectives and initiatives from the District-wide level to departments/teams and individuals. Each identifies ways to contribute to the strategic initiatives, objectives, and goals by answering the question: how does my group or department unit support the strategy with a focus on appropriate objectives?

## **Allocate Resources to Meet Strategic Objectives**

The District's annual budget and hiring practices reflect strategic goals and objectives.

## **Board Oversight and Monitoring**

Staff reports in the agenda packet reference when an item fulfills a particular goal and objective.

The Board and its committees consider Strategic Plan goals and objectives when deliberating.

General Manager to provide the Board with a comprehensive report on the Strategic Plan's progress annually early in the budget development process.

Incorporate the Mission, Vision, Goals, and Objectives into orientation and training materials for the Board and Committee members.

## **Review and Update the Plan**

The Board holds a brief workshop early in each budget development process to review progress on the Strategic Plan and consider making appropriate adjustments to it.

General Manager will update implementation-related tasks as appropriate over time.

The Board undertakes a complete update of the plan every three to five years.

# Single-Page View of the Core Elements of the Strategic Plan

THIS WILL BE UPDATED WITH THE PROPER INFORMATION WHEN THE DOCUMENT IS FINALIZED

<b>MISSION</b>	Marina Coast Water District onsectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis				
<b>VISION</b>	Nostrud	Incididunt	Labore	Consectetur	Magna
<b>VALUES</b>	Lorem	Ipsum	Amet	Dolor	Adipiscing
<b>GOALS</b>	<b>1. STAFF:</b> Lorem ipsum dolor sit amet, consectetur adipiscing	<b>2. FACILITIES:</b> Lorem ipsum dolor sit amet, consectetur adipiscing	<b>3. ORGANIZATIONAL EXCELLENCE:</b> Lorem ipsum dolor sit amet,	<b>4. OUTREACH</b> Lorem ipsum dolor sit amet, consectetur adipiscing.	
<b>OBJECTIVES</b>	<p>1.1: Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla</p> <p>1.2: consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis</p> <p>1.3: Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo</p>	<p>2.1: Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo</p> <p>2.2: quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo</p> <p>2.3: consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis</p> <p>2.4: Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla</p> <p>2.5: Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do</p>	<p>3.1: Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis</p> <p>3.2: consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis</p> <p>3.3: Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla</p> <p>3.4: Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do</p>	<p>4.1: Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor</p> <p>4.2: Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla</p> <p>4.3: Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo</p>	



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