

# 2018

# YEAR IN REVIEW

Marina Coast Water District





# MISSION STATEMENT

The Marina Coast Water District provides 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.



## TO OUR CUSTOMERS,

On behalf of the Marina Coast Water District (MCWD), we are pleased to present the 2018 Year In Review. We share this with you as part of our ongoing commitment to communication, transparency and collaboration with our community. Together, we are accomplishing great things as we strive to achieve critical goals of conservation, protecting our groundwater and identifying new water sources while keeping your rates affordable.

It is our top priority to continue pursuing these goals as we provide you with exceptional customer service.

As we forge ahead, our strong partnership is more important than ever. As you will see in this report, we have embarked on monumental projects to identify and secure new water sources for the future. We're also fiercely committed to protecting our groundwater rights, as we continue to protect against the potential adverse impacts of the proposed Monterey Peninsula Water Supply Project desalination plant to your water supply.

This is our commitment to you, our ratepayers. Thank you for your ongoing support.

Sincerely,



**Keith Van Der Maaten**  
General Manager, MCWD

1960	1970	1991	1992–1997	1993	1994	1997	2001	2005	2006/2007	2012/2015	2017	2018
Formation of Marina County Water District	Construction of District’s sewage treatment plant	Established the first Water Conservation Commission in Monterey County	Operated the first Publicly Owned Recycled Water System in Monterey County	District enters into agreement to treat wastewater at the Regional Treatment Plant	Name change to Marina Coast Water District	Began serving the Ord Community  Began operation of 300 afy desalination plant  Closure of Fort Ord Military base	Transfer of title to water and sewer infrastructure and rights for Fort Ord from U.S. Army to MCWD	Inter-connected the Marina and Ord Water Systems, giving Ord access to the deep aquifer wells and Marina access to the water storage tanks	Began service to Seaside Highlands and Dunes commercial businesses  Marina and Ord water systems permits combined by State	Began service to East Garrison and Dunes Homes	Began service to Sea Haven Homes	Broke ground on RUWAP/ PWM recycled water project

# OUR STORY

In 1958, dedicated local citizens created the Marina Community Service Corporation to ensure their access to safe and affordable water. Two years later, the Marina County Water District was formed by a vote of the 766 registered voters in then unincorporated Marina. In 1966, voters also authorized the sale of water bonds totaling \$950,000 to acquire a privately-owned water company to serve the region. Eleven candidates vied for the Board seats in the first election. These dedicated directors, who were instrumental in the formation of the District, were Raymond S. Isakson, William Williams, George E. Boutonnet, Augusta J. Briley and Robert Workman.

As the area developed and grew in population, there was a need to address septic problems and sanitation services. In 1970, the District built a sewage treatment plant financed by \$1.3 million in sewer bonds. We operated the plant until 1993 when the Monterey Regional Water Pollution Control Agency began treating Marina’s wastewater at the regional plant. Though we stopped treating wastewater, we continued to operate and maintain Marina’s sewer conveyance system.

Throughout our history, we have remained committed to scientific research and the preservation of our most precious resource. As studies revealed seawater

intrusion in our main water source, the 180-foot aquifer, we stopped pumping in this aquifer near the coast (we still pump but inland in the 180-foot aquifer). Seawater was intruding because more water was being pumped out regionally, not just MCWD, than was being replenished naturally. So in 1983 we turned to another source, drilling three deep wells into the 900-foot aquifer. Groundwater continues to serve as the primary water source.

We also changed our name along the way. After 35 years as the Marina County Water District, the name was changed in 1994 to Marina “Coast” Water District. This was an effort to avoid potential confusion that we were part of the county government.

In 1997, we began operating a desalination plant that produced 13 percent of our water supply to supplement well water. The plant remained in service for several years until a sudden rise in electricity costs made it financially unfeasible to continue operating.

Also in 1997, the U.S. Army closed the Fort Ord Military base and contracted with MCWD to operate its water and wastewater systems. In 2001, they officially transferred the systems to us. Since we combined services and resources with the base, we have improved our water distribution and storage efficiency while decreasing operating costs.



# 01: WATER SOURCES

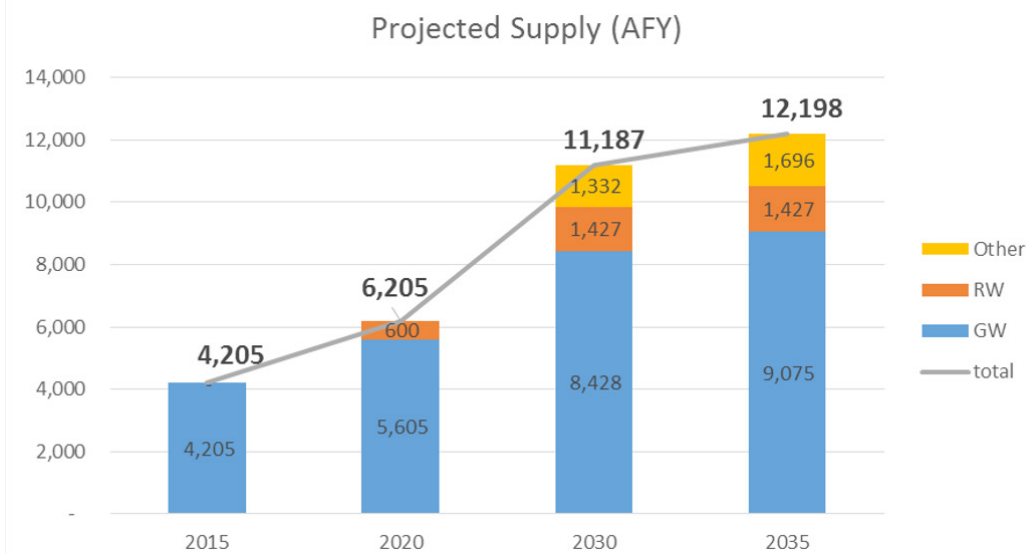
**Our objective is to manage and protect our current water source (groundwater) and find alternative water sources. We will secure and protect our developed potable water sources sufficiently to supply current and future customers. Our water sources strategy is to work with local land use jurisdictions 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 secure an efficient and cost effective water source portfolio.**

## Meet Your New Water Resources Manager, Patrick Breen

In September 2016, MCWD became a Groundwater Sustainable Agency. In March 2018, MCWD created a new Water Resources Department and promoted Patrick Breen as the new Water Resources Manager. Prior to his current role, Patrick served the last 6 years as MCWD’s Project Manager and served a major role in overseeing the Regional Urban Water Augmentation Project (RUWAP). Before coming to MCWD, Patrick spent more than a decade as a California Community College planning and development consultant, specializing in design and construction implementation. He graduated from California State University, Chico with a Bachelor of Science in Business, specializing in Production and Operations Management. A sixth generation Californian, Patrick was born and raised in Hollister. His family has farmed and cattle ranched in the Hollister area since arriving in 1848 after being

rescued in the Sierras as part of the infamous Donner Party. He grew up working on the ranch and enjoying the outdoors, hunting and fishing.

Patrick will develop and implement strategies related to water resource planning and policy. This will include a reliable future water supply that meets quality and regulatory compliance issues. He will plan, manage and oversee a comprehensive water conservation program and staff to assist in producing long-term water supply plans, including the Urban Water Management Plan, the Water Shortage Contingency Plan and the Districts’ Groundwater Sustainability Plan. The following chart from MCWD’s 2016 Urban Water Management Plan show the projected supply need for its service to the Ord and Marina Communities in acre-feet per year from today to 2035:



Patrick will be responsible for maintaining active liaisons with all local land-use jurisdictions, committees and regional partners with water-related interests. He will work closely with the staff engineers and consultant hydrogeologists and will be responsible for administering the agendas and priorities of the Water Conservation Commission.

## Water Conservation Commission Improvements and Water Conservation Programs

MCWD was the first agency in Monterey County to have a Water Conservation Commission. It began as a Water Conservation Task Force in 1990 and from that the Commission was created in 1991. After nearly 30 years, the Board of Directors and staff agreed that it was time to make important changes to the Commission. The size of the Commission was reduced, and the proceedings will now be held in a more formal venue. The Water Conservation Commissioners will provide valuable insight and advice to the Board that will advance the District’s leadership role in water conservation and promote innovative solutions to the water supply challenges we face in the Monterey Region. The five seats on the new Commission have terms of 24 months and will begin in January 2019. The following is a summary of the District’s current water conservation programs over the last year:

### Water loss/Management

- Water Loss Audit Completed in 2018 (for water use through 2017)
- 288 water meters were added to unmetered homes; Ongoing effort to replace older, failing meters

### WaterLink Retrofit Project

- 384 residential homes retrofitted (showerheads, faucet aerators); 279 homes retrofitted at Sun Bay Apartments, 73 homes retrofitted at Bay View Community
- Estimated savings: 4,847,232 gallons per year

### Rebate Programs

- 86 Clothes Washer Rebates (program modified to high efficiency washers)
- 474 Toilet Rebates, high efficiency (121 homes, 300 toilets in Hayes Park)
- 33 Landscape incentive projects completed
- 8 hot water pump rebates

### School Program

- New Water Conservation/Water Science Teacher hired
- 97 classroom presentations, reaching over 1,300 students and school staff.
- Expansion program into middle school

### Landscape Training Seminar for Landscape Contractors

- 65 Attendees from 17 landscape companies

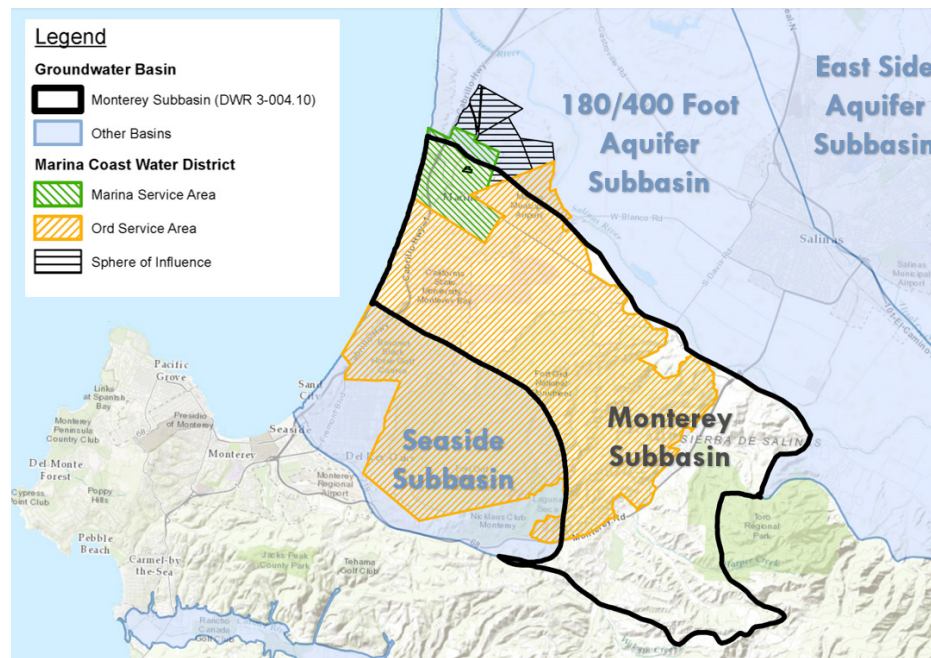
### Public/Private Water Conservation Events and Outreach

- MPUSD Job Fair
- CSUMB Events: Service Learning Fair, Internship Conference, Otter Expo
- Earth Day events: City of Marina Earth Day, DOD Center Earth Day, CSUMB Earth Day
- CSUMB Classroom visits (2 visits)
- Fort Ord Clean-up special events (2 events)
- East Garrison HOA meeting
- “Light of the Night” event
- Various Water Awareness Committee events: Monterey County Fair, Cutting Day, Farmer’s Markets
- Labor Day Festival
- Cars in the Park event
- Marina Farmer’s Markets (2 events)
- MRWMD Last Chance Mercantile - Earth Day
- Parking Day – City of Seaside
- Fire Prevention Day

### Groundwater Sustainability Plan Development

In 2015, the California Department of Water Resources granted MCWD exclusive Groundwater Sustainability Agency (GSA) status in portions of the Monterey Subbasin and the 180/400 Subbasin.

The responsibility of a GSA is to develop and implement a groundwater sustainability plan (GSP) to return the basin to sustainability. Becoming the exclusive GSA is part of MCWD's ongoing commitment to protecting ratepayers, defending groundwater rights, maintaining and improving infrastructure, and fulfilling its obligation to provide safe drinking water at affordable rates.



This past year, MCWD hired EKI as its GSA consultant. A kickoff meeting was held in September 2017 with various stakeholders interested in the development of our Groundwater Sustainability Plan (GSP). Additionally, MCWD organized a basin-wide meeting of all GSA's in the Salinas Valley Groundwater Basin and the Paso Robles Basin to foster collaboration and an awareness of grant funds that could be obtained. Over the past year, MCWD has made significant progress in developing its groundwater sustainability plan.

### Groundwater Sustainability Coordination Agreements

MCWD is committed to working with other GSAs and stakeholders in the region, including the Salinas Valley Basin Groundwater Sustainability Agency (SVBGSA). To promote collaboration, MCWD signed a Coordination Agreement in 2017 with the SVBGSA. We did this to facilitate a positive working relationship and streamline efforts and resources moving forward. As part of the agreement, both agencies joined forces to apply for grant funds. MCWD was subsequently awarded a \$1 million grant from the Department of Water Resources for the Development of the Monterey Subbasin GSP.

This strategic partnership with the SVBGSA will also be further enhanced by a refreshed relationship with the Monterey County Water Resources Agency. MCWD and the MCWRA have been discussing moving forward with a partnership to coordinate and share data for modeling of the Salinas Valley Aquifers to better understand the condition and dynamics of the aquifers to develop plans to maintain and enhance the primary water source for the Marina Coast ratepayer. Specifically, MCWD will be working with the SVBGSA and the MCWRA to finalize the development of United States Geological Survey model for the entire Salinas Valley.

MCWD is currently working on a framework agreement with the SVBGSA as part of the GSP development to further describe coordination of data sharing and other key elements of the GSP plans. Additionally, in August 2018 the District has renewed and increased efforts to obtain coordination in sharing of data and the use of the Salinas Valley Integrated Groundwater Model (SVIGM) with the Monterey County Water Resources Agency. MCWD offered to share the recently completed Stanford Aerial Electromagnetic Survey data and other data we have that MCWRA is not currently using in their models or basin analysis.

### MCWD, Fort Ord Reuse Authority, M1W Water Augmentation Agreement (MOU)

In 1998, MCWD entered the "Water/Wastewater Facilities Agreement" with Fort Ord Reuse Authority (FORA) to acquire, construct, operate and furnish water supplies and facilities to support the BRP economic redevelopment program. As part of the BRP, FORA determined that the redevelopment of the Ford Ord Community required additional water sources and facilities capable of delivering 2,400 acre-feet per year of water. This is in addition to the 6,600 AFY of groundwater rights that MCWD owns outright or manages on behalf of the Army for the Ord Community.

In 2016, MCWD and Monterey One Water entered into the "Pure Water Delivery and Supply Project" (Pure Water) agreement. MCWD secured the right to 1,427 acre-feet of Pure Water for augmentation of the Ord Community supply. For the remaining 973 acre-feet of water, a Memorandum of Understanding (MOU) was signed by MCWD, FORA and Monterey One Water. This is a three-party effort to study alternatives to supply the remaining water augmentation and share costs for this work. FORA staff requested that MCWD manage the planning process, and the effort kicked off in October 2018 with an estimated completion in mid-2019. In this study, we will thoroughly evaluate a number of options including conservation, desalination, storm water capture, aquifer storage and recovery and additional advanced treated recycled water. Over the last year, MCWD has been gathering data and developing technical information for each of these options. We plan to complete the study and develop the augmentation plan by June 2019.

### Regional Urban Water Augmentation Project (RUWAP)

Construction is underway on the Regional Urban Water Augmentation Project (RUWAP), a recycled water transmission and distribution system. RUWAP's ten-mile long pipeline will be owned, constructed, and operated by MCWD and will serve both the RUWAP and Monterey One Water's (M1W) Pure Water Monterey (PWM) Project. The District has been coordinating funding and construction of this important milestone with the FORA and M1W.

At final buildout, the RUWAP will provide 1,427 acre-feet per year (465 million gallons per year) of recycled water for use within the District and up to 3,700 acre-feet of Pure Water to the Monterey Peninsula. For phase 1 of the RUWAP, the pipeline will deliver 600 acre-feet of advance treated water to MCWD customers. This recycled water will be used for urban landscape irrigation instead of groundwater thereby reducing our reliance on groundwater and diversifying and expanding the District's water supply.

Since we broke ground in February of 2018, MCWD has completed construction of the pipeline and is now working on the storage tank. MCWD is currently working on the design of the distribution mains that will allow the District to deliver recycled water to its customers.

Funding for the RUWAP is through State Revolving Grants and Loans administered by the State Water Resources Control Board and capital contributions from FORA. MCWD's project cost share is \$10,513,217 for the treatment and transmission facilities and \$11,439,582 for the distribution facilities, or a total of \$21,952,745. Of those amounts, \$7,294,568 are grant funds, so the amount MCWD needs to pay back via loans to the State is \$14,658,177.



In accordance with the 1998 Water/Wastewater Facilities Agreement, FORA will contribute up to \$6 million for the project; \$4.3 million of which is a firm commitment with the rest depending upon FORA collecting additional funds. FORA's firm commitment amount reduces MCWD's net debt load for the entire project to \$10,358,177. This amount will be further reduced to \$8,628,177 if FORA provides the full \$6 million. The State loan has an interest rate of 1.8%. Payments on the State loan begin when the project is operational.

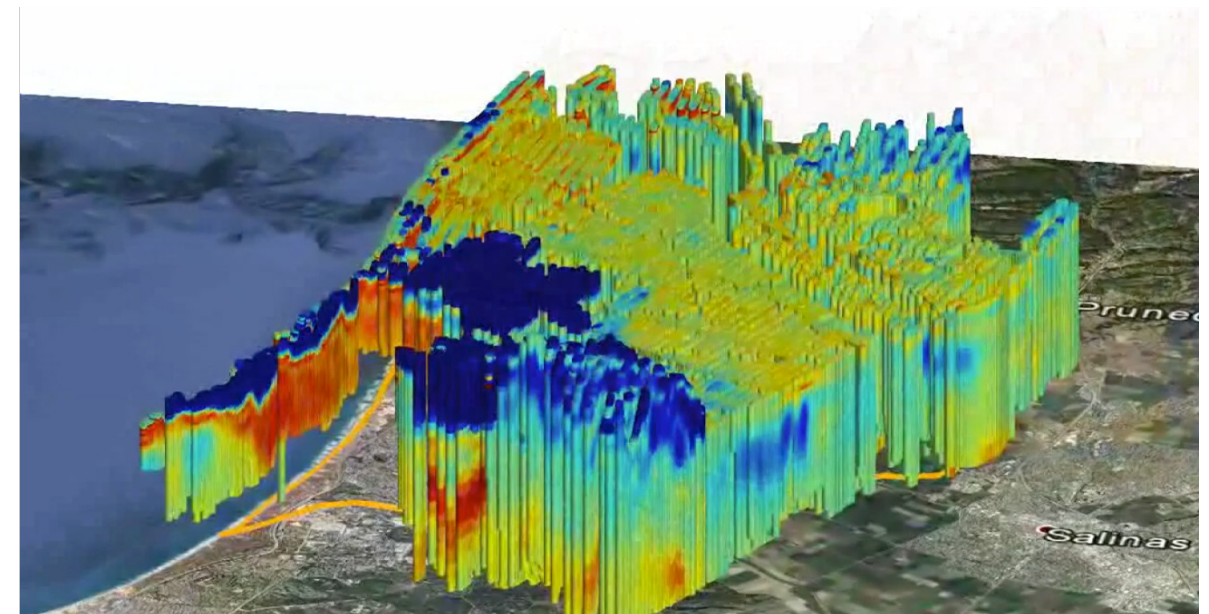
Required Disclosure: Funding for this [RUWAP] project has been provided in full or in part through an agreement with the State Water Resources Control Board. California's Clean Water State Revolving Fund is capitalized through a variety of funding sources, including grants from the United States Environmental Protection Agency and state bond proceeds. The contents of this document do not necessarily reflect the views and policies of the foregoing, nor does mention of trade names or commercial products constitute endorsement or recommendation for use.



Construction of the MCWD's RUWAP Transmission Pipeline that will serve both MCWD customers and M1W's Pure Water Monterey Project which was recently completed.

### **Stanford University Study and the Impact on the Proposed Desalination Plant**

As part of our ongoing commitment to research and innovation, MCWD partnered with Stanford University to conduct critical research and three-dimensional mapping of the northern portion of the Salinas Valley Groundwater Basin. The research team led by Dr. Rosemary Knight found that the basin contained significant freshwater and sources of recharge south of the Salinas River, contradicting previous beliefs and county studies indicating that this area was totally intruded by saltwater. More importantly, the study confirmed that the recharge in the area is acting as a barrier to prevent further seawater intrusion.



The Stanford Study has significant implications for Cal Am's proposed desalination plant. At minimum, the desal plant will pump over 15,000 acre-feet per year from groundwater wells located on the coast where the basin is most susceptible to seawater intrusion and right at the location of the existing barrier protecting the basin. Considering MCWD pumps just over 3,300 acre-feet per year, from wells further inland to serve its current customers, the amount pumped from the desal plant is substantial and at a location that would destroy the beneficial barrier that currently exists.

In addition to potentially destroying the barrier, data reveals that the desal plant will likely deplete and degrade MCWD's existing groundwater. Cal Am received permission from the California Coastal Commission to operate a test slant well. The test well intake is located in the same area where the Stanford University research revealed the presence of groundwater that is a suitable source of drinking water. Data consistently show that the test slant well is drawing groundwater from the protective barrier.

Desalination can be considered a viable water supply option provided that the costs to produce an acre foot of desalinated water is cost effective for the water utility and its customers. However, the substantial amount of pumping that would occur at the proposed source wells site for Cal Am's desalination plant endangers MCWD's groundwater supply. The Stanford University Study has confirmed the relatively good quality of groundwater south of the Salinas River, which must be protected and carefully managed to prevent saltwater intrusion.



# 02: 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.*

### Meet Your New Operations Manager, Derek Cray

In January 2018, MCWD hired a new Operations and Maintenance Manager, Derek Cray. He plans, organizes and provides administrative direction and oversight for all MCWD operations, maintenance and laboratory functions. He also handles the maintenance of water treatment and distribution and wastewater collections systems and related facilities. Derek ensures the reliable operation of all equipment, ensures conformance with applicable laws, regulations and MCWD policies. He also fosters cooperative working relationships with intergovernmental and regulatory agencies.







Derek comes to MCWD with 17 years of public service work in the cities of Turlock, Ceres and the South San Joaquin Irrigation District. He currently holds both a Water Treatment T5 and Water Distribution D5, along with certifications in Wastewater Collections and Backflow and he earned his Bachelor of Science in Business Management in 2016. Derek is a native of Turlock and spent his entire life there until making the move to join us here at MCWD. Derek has a true passion for water and he enjoys the challenges that this industry is constantly facing.

### Computer Maintenance Management System (CMMS)

To continue to move forward on increasing proactive maintenance and improve overall maintenance management effectiveness, MCWD's Computer Maintenance Management System (CMMS) went through a significant upgrade this last year, allowing staff to manage assets more efficiently. We now can create work orders, conduct daily site inspections, develop preventative maintenance programs, and track inventory. All of this can be accomplished in the field, through a tablet device utilizing GPS. This allows our operations and maintenance staff to reduce the hours they previously spent creating and completing work orders.

By replacing "pen and paper" rounds with the CMMS, MCWD is enhancing the quality of our data and reducing our carbon footprint. Our staff can also now pinpoint projects with precise accuracy.

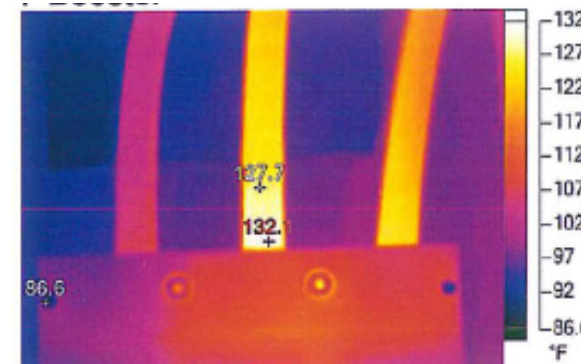
**The water and sewer systems that the District is responsible to operate and maintain that will benefit from the upgraded CMMS:**

-  8,162 service connections;  
34,980 population served
-  162 miles of water mains;  
150 miles of sewer mains
-  8 potable well sites;  
6 booster pump stations
-  8 storage reservoirs;  
5 pressure zones
-  20 Sewer lift stations
-  Gallons pumped in FY 17/18:  
1.11 Billion Gallons (3,407 Acre Feet)

### Motor Control Center Thermography Program

This year, all Motor Control Centers (MCCs) throughout the district were inspected and provided maintenance by Tesco. MCCs are a critical component of the water and wastewater system, providing the power and controls which operate the various pumps and motors. The maintenance procedure included thoroughly cleaning all MCCs and conducting thermal imaging for hot spots, verifying voltages and checking for loose connections. During the inspections, several deficiencies were found that have since been repaired to prevent potential system failures.

Below is a sample report that Tesco provided to MCWD. It includes a photo of a hot spot detected inside the MCC at a water pumping station.



F Booster Thermographic Image



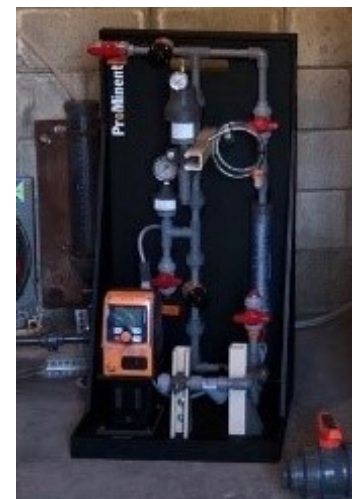
Visible Light Image

### Water Treatment Enhancements

Providing safe drinking water is our top priority and we continuously evaluate our procedures to utilize the most efficient and secure systems for the treatment of our supply. That is why we switched to a better process this past year. The previous treatment process was maintenance intensive and expensive to operate due to the power required to generate the chlorine on site. Our new system is far more efficient, replacing large chlorine generators with more modernized, smaller pumps and storage tanks. Below is a photo of all the old equipment required to generate chlorine compared to the new system which utilizes a small, smart pump skid:



Old Chlorine Generator



Pump Skid



**Replacement of Water Quality Analyzers**

In the past year, MCWD replaced aging chlorine analyzers with a more robust, membrane analyzer, which delivers a more accurate result and requires less maintenance. Also installed are new conductivity analyzers which will allow staff to monitor the aquifer more closely. These analyzers are connected into the District’s Supervisory and Data Acquisition (SCADA) which allow operators to accurately trend data and get notified on any significant changes that could impact water quality.

Below on the left is a picture of the old analyzer and on the right is its replacement:



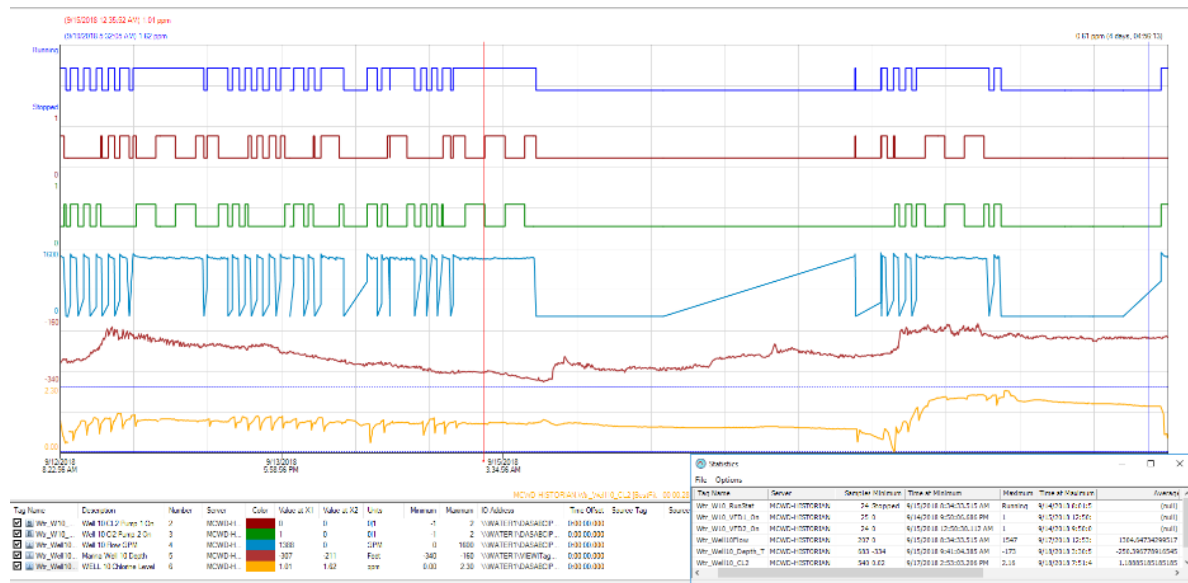
An old Water Quality Analyzer



The new Water Quality Analyzer

**SCADA Historian Server Installation**

The District installed a new Historian Server for its SCADA telemetry system. This server and associated software allow staff to review historical data more quickly and allows for customization and reporting. Operators can track various data fields such as chlorine residuals, pump starts or reservoir levels. All of which are represented visually on a graph for easy interpretation. These important tools allow the Operators to optimize both the water and wastewater systems. Below is an example of a MCWD’s Historical trend created by an Operator:



**Water/Sewer Master Plans**

Recognizing the importance of developing water system facilities for existing customers and to serve anticipated growth, MCWD initiated the preparation of sewer, water and recycled water master planning studies this past year. The sewer and water master plans will replace previous plans completed in 2005 and 2006. The recycled water master plan will be a new addition. These master plans will include a recommended schedule of facility improvements to meet the projected sewer, water, and recycled water needs in the Marina and Ord communities. Plans will also include a proposed capital improvement program with engineering estimates for the proposed infrastructure improvements over the next 30 years. The proposed project costs are used to develop the 5-year capital improvement project program and action plan for system expansion. The master plans are then used to assign costs to be covered by rates and costs to be recovered through capacity fees. The master plans and the Capacity Fee Study are expected to be completed by March 2019.

**Monterey Bay Military Housing Meter Project**

This year, staff finished the installation of 895 meters within the Monterey Bay Military Housing area. This was a collaborative project funded by the MBMH. This project started in June of 2015 and was completed August 8, 2018 well ahead of the State Law requiring all unmetered services to be metered by 2025. A total of 895 meters were installed for a total project cost of approximately \$786,000. The project was completed at a significant cost savings by doing the work with “in house” MCWD staff. At right is a picture of staff installing a residential meter for the project:



# 03: 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.*

**Rate Study**

MCWD recently completed a 5-year comprehensive Water and Wastewater Rate Study and Financial Plan to ensure that water and wastewater rates are reasonable and fair to our customers, to ensure they meet our prudent reserves goal by 2023, to have sufficient funds in our reserves to continue operations along with payment of annual expenditure and debt obligations, and to ensure that there will be adequate capital and other reserve funds.

Along with the study, MCWD conducted several community workshops to ensure public input and participation in the rate setting process. MCWD also conducted a formal Cost Allocation Plan, which was completed by Carollo



Engineers, documenting their review of how MCWD overhead costs are allocated among its four cost centers. The study determined that MCWD's approach not only meets State and Federal requirements, but also achieves best management principles of financial statements that are reasonable, consistent, repeatable and documented.

MCWD 2018-2019 water rates are among the lowest in the region. While MCWD's Marina wastewater rates are comparable to other's in the region, MCWD's Ord wastewater rates are higher than those in the region because: 1) the aged Ord system, inherited from the Army, is larger and has significantly greater annual operation and maintenance (O&M) costs, and 2) these capital and O&M costs are spread over a smaller customer base. As the Ord Community continues to develop, the costs will be spread over a larger customer base and the rates will stabilize and be more comparable to MCWD's Marina wastewater rates.

### **Grants and Low Interest Financing**

MCWD makes every effort to pursue grant funds and low-cost funding sources to keep rates as low as possible. This year we received two state loans from the Proposition 1/Clean Water Revolving Fund. This provided funding for the Regional Urban Water Augmentation Project's (RUWAP) recycled water transmission pipeline and distribution system. These are low interest loans (1.8%) totaling \$21.9 million with a grant component of \$7.2 million. In addition, MCWD became a Groundwater Sustainability Agency (GSA) and was awarded a \$1 million grant from the California Department of Water Resources through its Sustainable Groundwater Planning Grant Program, also funded through Proposition 1.

### **Certificate of Achievement for Excellence, 10 Years In-A-Row**

MCWD strives to assure financial stability through prudent rate management, controlling expenditures and optimizing income in an open and transparent manner. MCWD's 2017 Comprehensive Annual Financial Report (CAFR) was awarded the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA). The Certificate of Achievement is the highest form of recognition in governmental accounting and financial reporting. This marks the tenth consecutive award for MCWD, indicative of our efforts to be transparent and prudent with our financial reporting.



## 04: 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.*

### **News & Outreach – Protecting Our Water From Cal Am!**

Communication with our ratepayers is a key objective, and MCWD continues to engage in outreach efforts and community meetings to ensure transparency and collaboration with the community. Our rate setting process, for example, involved input from the community and a rate study to ensure that we set fair and fiscally responsible water rates.

We have also continued engaging the local press and statewide news media in an effort to highlight our leadership in water conservation and our investment in cutting-edge research to protect our water supply. In this past year, these outreach and public relations efforts have been more important than ever as we face Cal Am's proposed desalination plant. Our concerns center on the proposed location of Cal Am's source wells on the CEMEX property impacting our groundwater supply and those concerns have been documented on our local National Public Radio station, KION radio and Capitol Weekly, a statewide publication covering government, politics and water issues. Our work on RUWAP was also featured in local TV reports when we broke ground on construction in January of 2018.

### **Meetings with SWRCB, Regional Board, State Lands**

Unfortunately, the California Public Utilities Commission (CPUC) took a very narrow view of the Cal Am MPWSP project and its impact on our water supply when, in September 2018, the CPUC approved the desalination plant. The CPUC focused only on how the new supply could benefit growth to the Monterey Peninsula and its hospitality industries. In its decision, the CPUC completely ignored the basin impacts and water rights issues that affect the drinking water supply for the Marina and Ord Communities.

Over the last year, MCWD has had several meetings with representatives of the State Water Resources Control Board, the Central Coast Regional Water Quality Control Board, the State Lands Commission, and others to continue to ensure MCWD's drinking water supply is protected. These meetings were held to address the need to protect the Critically Overdrafted 180/400 Foot Aquifer Subbasin of the larger Salinas Valley Groundwater Basin from the saltwater intrusion that is expected to occur if the proposed Cal Am desalination plant source wells are built on the CEMEX property. Also, to address the fact that Cal Am does not have water rights to extract groundwater from the Critically Overdrafted Subbasin for its project. These discussions have been helpful in working towards regional solutions and will continue to be necessary if we are to eventually achieve a true regional solution to the entire region's water supply needs.

### **MCWD Partners with California State University Monterey Bay (CSUMB)**

For MCWD to complete construction of the RUWAP recycled water project pipeline, it was necessary to acquire easements from California State University Monterey Bay (CSUMB). Additionally, it has been necessary for MCWD to secure easements from CSUMB to construct critically necessary reservoirs for the District's distribution system.



In April, MCWD entered into an agreement with CSUMB which provided the easements for construction of the RUWAP pipeline and the reservoirs. As part of the Agreement, MCWD will provide 87 acre-feet per year of RUWAP water to the university. As a result of many meetings this past year in coming to agreement, CSUMB and MCWD are working together closely to ensure collaboration as we pursue our individual master plans.

**MCWD Collaboratively Interacts with Multiple Public Agencies**

MCWD works collaboratively with many agencies to provide the best service to our customers and to promote a regional problem solving approach that takes in the many varied interests and positions of our partners, interactors, and Non-Governmental Organizations (NGO). The following is a table listing those agencies:

Table of Public Agency Partners and Interactors		
City of Marina	California Public Utility Commission	Public Water Now
Monterey One Water	California Department of Water Resources	Citizens for Just Water
Fort Ord Reuse Authority	State Water Resources Control Board	Special Districts Association of Monterey County
Monterey Peninsula Water Management District	Monterey Bay National Marine Sanctuary	Water Ratepayers Association of the Monterey Peninsula
Monterey County Water Resources Agency	California Public Employee Retirement System	Association of California Water Agencies
Salinas Valley Basin GSA	U.S. Environmental Protection Agency	California Special Districts Association
Seaside County Sanitation	U.S. Geological Survey	Stanford University
Monterey County LAFCO	California State Lands	
City of Seaside	Central Coast Regional Water Quality Board	
County of Monterey		
City of Monterey		
City of Del Rey Oaks		
Monterey Peninsula Unified School District		
CSU Monterey Bay		

**Social Media Presence**

Social media platforms including Facebook, Instagram and Twitter provide MCWD engaging channels to interact with customers and community stakeholders and provide water conservation resources and information. The District has continued to expand its use of social media to communicate with our customers and community over the past year. Through these social media communications, MCWD generates more than 5,000 impressions and 100 engagements organically on a monthly basis. Specific activities and content for each channel include:



**MCWD Facebook Page**

MCWD manages a fan page on the Facebook platform. The page allows fans to keep up-to-date on what MCWD is doing, provides water conservation tips, and highlights office culture and events MCWD and community partners are hosting.



**MCWD Twitter Page**

Twitter is a real-time information network that connects users to the latest regional water stories, ideas, opinions and news. Users are able to get real time updates by following @MarinaCoastH2O or monitoring the hashtag #FutureH2O.



**MCWD Instagram Page**

Instagram is an extremely visual social network. Content includes pictures and videos from events and throughout the district, as well as tips on water conservation.

MCWD adopted a Social Media Policy in August 2018.

# 05: 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.*

**Meet your new Human Resources/Risk Administrator, Rose Gill**

In the past year, MCWD hired a new Human Resources/ Risk Administrator. Rose Gill joins the Marina Coast Water District with 25 years’ experience in Human Resources and Risk Management. Rose’s experience includes 10 years of public sector service at the Salinas Valley Solid Waste Authority after her family relocated to Marina from Fresno. While at the SVSWA, Rose introduced many new programs such as succession

planning, an organizational strategic plan and, while there, the Authority was awarded the “Best Place to Work” for Monterey County. Rose has also worked for Westlands Water District and the Home Depot in Fresno. Rose earned a Bachelor of Science degree in Organizational Behavior from the University of San Francisco and a Master’s in Business Administration from CSU Monterey Bay.

**New Programs for Staff Development**

MCWD rolled out several new programs this year to promote the growth and development of our staff. The programs include:

- **Employee Cross Training Program** - This is designed to transfer institutional knowledge between positions by teaching employees to do multiple jobs so they can shift gears as needed. This type of training will help develop a well-rounded team of individuals who can use their varied skills for whatever purpose is most urgent at that moment.
- **New Employee Performance Evaluation** - MCWD revamped employee performance competencies to increase engagement and drive business outcomes. The new evaluation standards provide opportunity for impactful dialogue to advance employee careers and strengthen relationships with management.
- **Employee Development Program** - We created a new pathway to set clear expectations for performance and growth. Our employee development plan also serves as a retention tool, incentivizing top employees with career development opportunities.

**Classification and Compensation Study**

MCWD completed a classification and compensation study this past year. The purpose of the classification review process was to ensure that: (i) classification descriptions reflect level and scope of work performed, current operations, responsibilities, duties, qualifications, regulatory requirements, and technology; (ii) class descriptions are legally compliant; and (iii) the District has adequate career paths and a classification system that fosters career



growth and service within the organization. The compensation review process evaluated the current employee benefit and compensation plan for the District's classifications against local, regional, and statewide markets and comparable employers; and provided recommendations for adjustments.

The study's recommended changes resulted in equitable, competitive and legally defensible classification and pay practices that enriches the attraction and retention of qualified individuals as well as enhances opportunities for growth and professional development.

### ***MCWD is an Important Local and Regional Employer***

MCWD plays a very important role in the local and regional job market in supporting the local economy. Fourteen of MCWD's 38 employees live in the District service area and 37 of 38 employees live in the Monterey Bay region.

## **06: ADMINISTRATION 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.***

### ***Meet Your Information Technology Administrator, John Bardos***

MCWD created the Information Technology Administrator position to help provide improved customer service, innovative maintenance management and better overall management. "If you can't measure it, you can't manage it." Complex, integrated applications that often aren't fully utilized to their potential can limit the District in best management practices with customer service, development management, project management, maintenance management, assets and financial reporting. John Bardos was hired to address this.

John has a rich Information Technology background having run a successful consulting practice for 20 years. When he joined MCWD, he updated our computer systems to enhance our efficiency and

customer service. This included a large upgrade of the Esri and Cityworks systems, providing an up-to-date platform to fully implement a Computer Maintenance Management System and related business processes. Now, our operations and maintenance staff can use mobile devices in the field for asset and work order management. John also upgraded the MCWD phone system, networking, and meter reading systems.

John has been an employee of UC Santa Cruz for nearly 30 years as a Physical Education Instructor teaching Racquetball Classes, organizing the Racquetball Club, and coaching the Racquetball Team.

### ***Annexation and FORA Transition***

MCWD's current jurisdictional boundaries encompass 3.2 square miles, and its sphere of influence encompasses an additional 2.4 square miles.

MCWD has filed an application with the Monterey County Local Agency Formation Commission (LAFCO) to annex 8,869 acres of the Ord Community where it already provides water service or where the applicable land use jurisdiction has entitled the property to receive water service. MCWD has provided water service and wastewater collection systems to the Ord Community since 1997. FORA evaluated regional water providers and selected MCWD as the water service provider for the Fort Ord Community. However, until the annexation process is completed, these customers have not been able to vote in District elections or to serve on the District's Board of Directors. That's why MCWD has pursued the annexation. MCWD is working towards a public hearing at LAFCO in early 2019 with the objective of getting the annexation approved in the summer of 2019.

Over the years we've made significant investment in the Ord Community including upgrading the former Army infrastructure to California standards, expanding facilities to accommodate Fort Ord's economic redevelopment, adding staff and equipment, adopting redevelopment standards and procedures, and preparing master plans and water supply project studies. Annexation is the next logical step. Because of the existing significant differences in the capital and operations and maintenance costs between the Central Marina and Ord Community cost centers, those cost centers shall remain separate after annexation.

### ***Service Agreements for the Post-FORA Era***

Once FORA sunsets, MCWD will continue to provide water and wastewater services to the Ord Community for the economic redevelopment of Fort Ord as envisioned in the Base Reuse Plan. MCWD has commenced discussions with various Fort Ord land use jurisdictions to get their input and to stimulate constructive discussions on a post-FORA water and wastewater service agreement for each jurisdiction.

Currently the draft discussions include preserving current water and recycled water allocations, processes for annexing territory into MCWD not included in the current annexation, processes for development of new water sources, and processes for ensuring ongoing coordination. There remains uncertainty on whether FORA will be extended beyond its 2020 statutory sunset date, but whether FORA is extended or not, these service agreements will provide a solid foundation for MCWD water and wastewater services to these jurisdictions moving forward.

### ***MCWD's 5-year strategic plan summary***

All the efforts described in this report serve to support the District's 5-year Strategic Plan and the goals within that plan that were established by the Board of Directors. While the Year in Review Report is organized to include efforts under each objective that it most applies to, in many cases, the efforts serve to meet many objectives and don't just fit into one category. Below is a summary table of the District's goals and how each of the efforts described in this report support all the Strategic Plan elements:



Strategic Plan Element		Associated Efforts in the Year in Review Report
<b>1.0 Water Sources</b>		
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 secure an efficient and cost effective water source portfolio.		
1.1	Work with local land use jurisdictions to clearly establish and determine current and future water use.	<ul style="list-style-type: none"> <li>• Groundwater Sustainability Plan Development</li> <li>• MCWD, FORA, M1W Three Party Augmentation Agreement</li> <li>• Construct RUWAP</li> <li>• Stanford Study</li> <li>• New Water Resources Manager</li> <li>• Water Conservation Commission Improvements</li> <li>• Water Conservation Programs</li> <li>• Replacement of Water Quality Analyzers (to track aquifer water quality)</li> </ul>
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.	
1.7	Review and update our water conservation program.	

<b>2.0 Infrastructure</b>		
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.		
2.1	Improvements and expansion plans for existing water delivery and wastewater collection systems.	<ul style="list-style-type: none"> <li>• Upgraded Computerized Maintenance Management System</li> <li>• New Operations and Maintenance Manager</li> <li>• Implement New Motor Control Center Thermography Program</li> <li>• Perform Water Treatment Enhancements</li> <li>• New water quality analyzers and SCADA Historian</li> <li>• Complete Monterey Bay Military Housing Meter Installation Project</li> <li>• Develop Water and Sewer Master Plans</li> <li>• New Information Technology Administrator</li> <li>• RUWAP</li> <li>• Completed Water Loss Audit in 2018 (for water use through 2017)</li> </ul>
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 District's geographic information system	
2.5	Continue the development of the CMMS System.	
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.		
3.1	Five-year financial plan and rate study.	<ul style="list-style-type: none"> <li>· Achieved Comprehensive Annual Financial Report Award</li> <li>· Completed Rate Study</li> <li>· Obtained SRF grants, DWR grants, and SRF low interest Loans</li> </ul>
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 Certificate of Achievement in Financial Reporting 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.		
4.1	Develop a Strategic Communications Plan focused on community outreach	<ul style="list-style-type: none"> <li>· Groundwater Sustainability Coordination Agreements</li> <li>· CSUMB Easement Agreement</li> <li>· MCWD, FORA, M1W Three Party Augmentation Agreement</li> <li>· Meetings with Regional Board, State Water Resources Control Board, and State Lands Commission</li> <li>· RUWAP</li> <li>· Social Media Presence and New Releases</li> <li>· Stanford Study</li> <li>· Hired New Water Resources Manager to serve as liaison to regional water supply meetings</li> <li>· Monterey Bay Military Housing Meter Project</li> </ul>
4.2	Develop a Strategic Communications Plan and Communicate with our strategic partners.	
4.2	Adopt a plan for technology use in public affairs.	
4.3	Establish clear standards for the construction process.	

5.0 Organizational Health and 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.		
5.1	Recruit and retain a high performing, engaged workforce.	<ul style="list-style-type: none"> <li>· Hired new Human Resources/Risk Administrator</li> <li>· Hired new Information Technology Administrator</li> <li>· Hired new Operations and Maintenance Manager</li> <li>· Hired new Water Resources Manager</li> <li>· Completed Compensation Study</li> <li>· Implemented new Programs for Staff Development</li> </ul>
5.2	Establish a workforce succession plan.	
5.3	Develop a knowledge transfer program.	
5.4	Conduct periodic compensation studies.	
5.5	Revise and update Employee Handbook	
5.6	Establish and develop an employee professional development plan.	
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.		
6.1	Annexation of the Ord Community	<ul style="list-style-type: none"> <li>· Submitted LAFCO Annexation Application for the Ord Community</li> <li>· Hired new Information Technology Administrator</li> <li>· Upgraded Computerized Maintenance Management System</li> <li>· Implement SCADA historian</li> </ul>
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 District of Transparency	
6.7	Incorporate appropriate technology into the District's daily functions.	
6.8	Update strategic plan annually.	

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# LEADERSHIP

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*MCWD is governed by a five-member Board of Directors elected by the voters to serve four-year terms. The following is the 2018 Board of Directors and MCWD management team:*

## 2018 Board of Directors

**Dr. Thomas P. Moore**  
President

**Jan Shriner**  
Vice-President

**William “Bill” Lee**  
Director

**Howard Gustafson**  
Director

**Herbert Cortez**  
Director

## MCWD Management Team

**Keith Van Der Maaten**  
General Manager

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**Mike Wegley**  
District Engineer

**Jean Premutati**  
Human Resources/Customer Relations  
Manager, Jan – Aug 2018.

**Rose Gill**  
Human Resources/Risk Administrator

**Derek Cray**  
Operations and Maintenance Superintendent

**Kelly Cadiente**  
Director of Administrative Services

**Patrick Breen**  
Water Resources Manager

### Administration & Customer Service

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**Hours:** Monday – Friday, 8 a.m. to 5:30 p.m.

### Engineering, Operations & Maintenance

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Marina, CA 93933

(831) 384-6131

**Hours:** Monday – Friday, 8 a.m. to 5:00 p.m.