



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 safe, 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.



PROTECT PUBLIC HEALTH. We provide clean drinking water and quality wastewater services that are essential for safeguarding public health.



PREVENT POLLUTION. 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.

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Introduction

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

Purpose of the Plan

This five-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, publicly owned special district governed by an elected five-member Board of Directors. We are focused on providing water, recycled water, and wastewater services to sustain our coastal lifestyle, health, and businesses while protecting the environment.

Founded in 1960 to Provide Water Service. 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 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 wastewater pipeline and pump collection system.

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 transitioned the military infrastructure into a comprehensive water and wastewater 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 Subbasin, part of the Salinas Valley Groundwater Basin. In concert with the Salinas Valley Basin Groundwater Sustainability Agency, the District has developed much-needed Groundwater Sustainability Plans. The two agencies have also partnered to manage the two Subareas within the Monterey Subbasin.

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 412 acre-feet that year.

Today, Marina Coast Water District is the Largest Public Water Utility in Monterey County. MCWD serves 41,000 people and ten land use jurisdictions (Marina, Seaside, Del Rey Oaks, Monterey, U.S. Army, Bureau of Land Management, State of California, County of Monterey, UC Santa Cruz, CSUMB). The District is located over 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 an advanced water recycling 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

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.

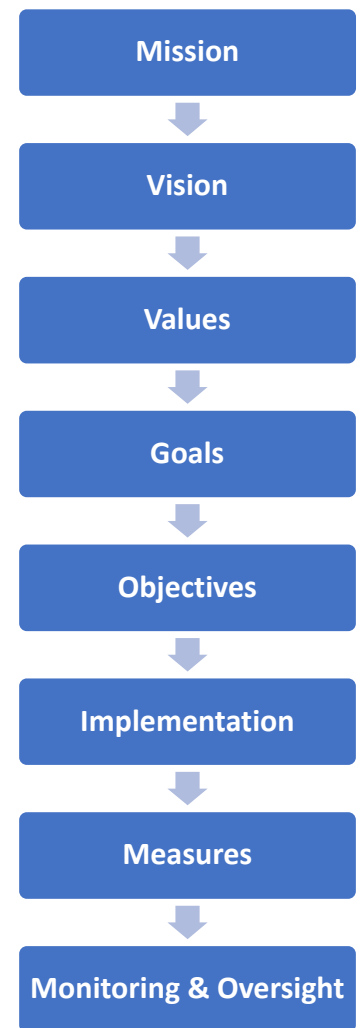
Goals. Goals describe broad, primary management, operations, and planning areas that must be addressed to accomplish the mission. Goals are not connected to timelines.

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

Mission

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

Vision

During the next five years, the District will:

- Be a regional leader and productive partner in providing sustainable water and wastewater services.

- Maintain reliable, productive facilities and properties.

- Secure strong, stable finances and affordable rates.

- Deliver excellent customer service.

- Hire and retain a qualified, high-performing Staff.

- Enhance service quality and effectiveness through innovation.

Values

The Marina Coast Water District Board and staff are committed to and guided by the following core values in everything we do:

- Teamwork.** We collaborate productively and value, respect, and celebrate each individual's uniqueness to better serve our customers.

- Professional Excellence.** We seek innovative ways to achieve goals, foster personal and District-wide growth and learning, and develop solutions that improve and enhance the District and its services.

- Customers First.** We regard each customer as an owner and commit to delivering exceptional service, upholding ethical standards, and maintaining transparent communication on their behalf.

- Accountability.** We take responsibility for our actions and work, and diligently manage District finances, facilities, and other resources to provide sustainable, quality, cost-effective services

- Leadership.** We lead by example, inspire through our actions, collaborate effectively, and advocate for our customers—internally, locally, and regionally.

Big Picture View of the Strategic Direction

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

Our Highest Priorities.

A Sustainable Water Supply Portfolio to Meet Long-Term Customer Needs. Historically, the District has relied on groundwater rights. Recently, the District developed new recycled water supplies, currently serving local golf courses. We remain committed to developing additional supplemental supplies and building a reliable, sustainable portfolio to meet long-term customer water supply needs.

An Effective, Funded Infrastructure Program to Deliver Quality Services. Many of the District's facilities were built decades ago, with some dating back 60 years or more. Portions of the District's facilities constructed in the Ord area are not only at or beyond their useful life but built by the Army to lower or incompatible engineering and safety standards. A top priority is to implement, refine over time, and fund long-term infrastructure maintenance, renewal, and replacement management programs that enable high-quality water, recycled water, and wastewater services to our customers.

Our Strategy

Water Supply Strategy is to evaluate and understand our current water supplies and options, seek opportunities for regional partnerships and state and federal funding, and pursue a diverse portfolio of sources for resilience and reliability.

The Infrastructure Strategy is to continue to undertake proactive, comprehensive, long-term planning and ensure there is adequate funding in place, including grants for infrastructure replacement and renewal.

Notable Changes Resulting From This Plan

Redouble the District's Focus on:

- Being a collaborative leader and partner by confidently and actively engaging across the region to build productive, mutually beneficial partnerships.
- Being a champion for our customers by using the full suite of authorities as a County Water District and the resources available to the District to provide the quality and reliable services our customers need and deserve.
- Carrying out needed outreach and engagement with both customers and stakeholders to build understanding and support for the District's priorities and programs.
- Seeking state and federal grant funding to decrease costs for our customers.
- Conducting a comprehensive analysis of all existing and potential new water supply sources and developing a prioritized and systematic plan for new water supplies.

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 Background. Marina Coast Water District (MCWD) and Marina Coast Water District Groundwater Sustainability Agency (MCWDGSA) are located over 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.

Strategic Challenge. Despite its existing and potential water resources, there are water supply challenges within the District and throughout the region. These include persistent delays in repairing the Nacimiento and San Antonio Dams, which could impact the groundwater basin; the impacts of the possible development of the CalAm water supply project adjacent to the District's service area; over-pumping of the Monterey and 180/400 subbasins in the Salinas Valley Groundwater Basin; 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 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 for the orderly expansion of the system.

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.

OBJECTIVE 1.4: Manage water rights to ensure sustainability and resilience.

OBJECTIVE 1.5: Work with other agencies to stimulate a long-term effort to maintain a healthy watershed.

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

Strategic Background. District Staff are highly qualified, well-trained, motivated, and respected by their peers internally and in other agencies. Similarly, the Board is fortunate to be comprised of directors with diverse perspectives who work together well and understand their roles.

Strategic Challenge. One global challenge for the District is growth. It currently has about 20,000 water and wastewater 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.

The board's role requires 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 2.

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 Background. The District's financial management and reporting are excellent. District revenue is adequate to meet identified needs, including funding to invest about \$187 million in needed facility upgrades in the coming five years.

Strategic Challenge. A notable financial hurdle for the District involves effectively allocating costs and monitoring finances across six distinct cost centers: Marina (comprising water and wastewater services), Ord (comprising water and wastewater 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 water and wastewater service areas when costs are within 10% across these service areas. 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 3.

OBJECTIVE 3.1: The District is unified under a single water, recycled water, and wastewater cost-of-service area as each enterprise's cost of service is within 10% of the corresponding enterprises.

OBJECTIVE 3.2: Finances are well managed to provide adequate revenue and avoid volatile rates.

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, reviewed, and updated on a scheduled basis.

OBJECTIVE 3.5: Grant funding is obtained to help limit costs and improve services for customers.

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

Strategic Background. The District's water and wastewater facilities function reliably due to rigorous maintenance and increasing investments in their renewal and replacement.

Strategic Challenge. However, there are a wide variety of facility and property-related challenges:

- The large number of aging facilities and substantial deferred maintenance in both the Ord and Marina areas.
- 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.
- MCWD is in the Bay Area Zone for prevailing wages, which substantially increases construction costs.
- The Ord area water and wastewater collection facilities, inherited from the Army, often lack proper documentation and do not meet District engineering, 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 property-related issues. For example, District Administrative Staff are not centrally operating in a single location but are scattered across three separate properties. Also, MCWD owns contaminated WWII-era buildings that need replacement, and the corporate yard is aged and inadequate for continued operational use.
- The District must also contend with general cyber threats and the targeting of water and wastewater utilities by various actors, including nation-states.

Strategic Response. The District will develop a comprehensive plan to guide the use of its properties and the renewal and replacement of facilities for timeliness, cost-effectiveness, and maximum long-term benefit. It will also continue to enhance its resilience to cyber threats.

The following objectives and implementation actions must be completed to fulfill Goal 4.

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

OBJECTIVE 4.2: The comprehensive, long-term facility plan is funded.

OBJECTIVE 4.3: Corrective and preventive maintenance is planned and proactively implemented on schedule for cost-effectiveness and the least disruption to regular operations.

OBJECTIVE 4.4: Capital improvement program renewal, replacement, and new development are planned with the longest reasonable time horizon and completed on schedule and budget.

OBJECTIVE 4.5: The District is prepared to mitigate and recover from unplanned events and will maintain cybersecurity.

GOAL 5. ENGAGEMENT: Communicate and Engage Effectively with Customers, Partners, and Stakeholders.

Strategic Background. MCWD actively conducts public outreach through various channels, including social media, e-newsletters, the website, press releases, and more. Additionally, District Staff and directors 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, and; 100% of customers who interacted with MCWD reported a positive customer service experience.

In addition, the Board and Staff have earned the respect of their peers in municipalities and utilities in the region.

Strategic Challenge. However, recognizing the evolving nature of customer expectations and circumstances, the District must continually work to communicate with and listen to customers in terms of both customer service questions and to build long-term understanding and support. Similarly, water, recycled water, and wastewater challenges can often best be solved through mutually beneficial partnerships, which, in turn, requires an ongoing commitment to building and maintaining good communication and strong working relationships with peer agencies and other 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 5.

OBJECTIVE 5.1: Customers understand 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: Customers understand and support the District and its activities.

OBJECTIVE 5.4: The District's Board and Staff develop and maintain productive, mutually beneficial collaborative partnerships with the County, municipalities, neighboring water providers, and other stakeholders.

GOAL 6. STEWARDSHIP: Resilient and Sustainable Facilities and Operations.

BACKGROUND/ CHALLENGE/ RESPONSE

Strategic Background. 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. It obtains electricity through 100% renewable sources.

Strategic Challenge. Marina Coast Water 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 and cause climate-related injustices in our community and region.

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. The District will also advocate for climate Justice in the community. Finally, 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 6.

OBJECTIVE 6.1: The District proactively decreases 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 advocates for Environmental Justice while optimizing resources to benefit all of the community.

OBJECTIVE 6.4: The District works with innovative research and resulting forecasts to improve resilience to the impacts of rising sea levels, storm intensification, coastal erosion, fires, and more.

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. Include accomplishment of strategic priorities in performance reviews for the General Manager, Leadership Team, Non-Management Staff, and collective bargaining units.

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

When an item fulfills a particular goal and objective it is noted in the staff report for the agenda item.

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

The General Manager will 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.

Staff will develop and track and the Board will review key performance measures to track progress on the Strategic Plan.

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.

The General Manager will update implementation-related tasks as appropriate.

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

MISSION	Marina Coast Water District delivers safe and environmentally sustainable water, recycled water, and wastewater services that meet community needs					
VISION	Be a regional leader and productive partner in providing sustainable water and wastewater services	Maintain reliable, productive facilities and properties	Secure strong, stable finances and affordable rates	Deliver excellent customer service	Hire and retain a qualified, high-performing Staff	
VALUES	Teamwork		Professional Excellence	Customers First	Accountability	Leadership
GOALS	1. WATER: Sustainable, Reliable, Affordable Water Supplies	2. PEOPLE: A High-Performing Board, Staff, and Organization	3. FINANCE: Stable and Secure Funding and Affordable Rates	4. INFRASTRUCTURE: Reliable, Cost-Effective, and Sustainable Facilities and Properties	5. ENGAGEMENT: Communicate and Engage Effectively with Customers, Partners, and stakeholders	GOAL 6. STEWARDSHIP: Resilient and Sustainable Facilities and Operations
OBJECTIVES	1.1: Water supplies meet long-term needs from a diverse, affordable, sustainable, and reliable portfolio of sources. 1.2: Water supply management and augmentation follow a comprehensive long-term strategy and plan for the orderly expansion of the system. 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. 1.4: Manage water rights to ensure sustainability and resilience. 1.5: Work with other agencies to stimulate a long-term effort to maintain a healthy watershed.	2.1: The District attracts, onboards, and retains high-performing Staff, and manages succession effectively. 2.2: Tools, systems, processes, policies, culture, and training are up-to-date and support the ability of Staff to perform efficiently and effectively. 2.3: Technology is used to improve the cost-effectiveness of Management, Administration, Operations, and Maintenance. 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. 2.5: The Board approves and updates, as appropriate, the strategy for major litigation.	3.1: The District is unified under a single water, recycled water, and wastewater cost-of-service area as each enterprise's cost of service is within 10% of the corresponding enterprises. 3.2: Finances are well managed to provide adequate revenue and avoid volatile rates. 3.3: The Board receives understandable, timely, and up-to-date financial reports on an approved schedule. 3.4: A full set of financial policies are in place, reviewed, and updated on a scheduled basis. 3.5: Grant funding is obtained to help limit costs and improve services for customers.	4.1: A comprehensive plan guides long-term, cost-effective renewal, replacement, usage, and development of District facilities and properties. 4.2: The comprehensive, long-term facility plan is funded. 4.3: Corrective and preventive maintenance is planned and proactively implemented on schedule for cost-effectiveness and the least disruption to regular operations. 4.4: Capital improvement program renewal, replacement, and new development are planned with the longest reasonable time horizon and completed on schedule and budget. 4.5: The District is prepared to mitigate and recover from unplanned events and will maintain cybersecurity.	5.1: Customers understand the services the District provides, where to learn more, and how to get their questions answered. 5.2: The District provides prompt, responsive service to customer needs and requests. 5.3: Customers understand and support the District and its activities. 5.4: The District's Board and Staff develop and maintain productive, mutually beneficial collaborative partnerships with the County, municipalities, neighboring water providers, and other stakeholders	6.1: The District proactively decreases its greenhouse gas emissions by following its climate action plans. 6.2: The District evaluates and considers actions that would increase energy independence and overall environmental sustainability within its service area and the region. 6.3: The District advocates for Environmental Justice while optimizing resources to benefit all of the community. 6.4: The District works with innovative research and resulting forecasts to improve resilience to the impacts of rising sea levels, storm intensification, coastal erosion, fires, and more.