



2024 Board of Directors Retreat

Annual Strategic Work Plan for 2024

March 14, 2024



Goal 1: Reliable Water Supply

Provide a high quality, reliable and resilient water supply now and for the future.

Five-Year Objectives:

1. Reduce Potable Water Use
2. Augment Existing Water Supply
3. Preserve and Enhance Existing Partnerships
4. Provide High-Quality Water to Customers



Goal 1 - Objective 1: Reduce Potable Water Use

Reduce water use and water waste by 800 acre feet in the next five years to conserve our resources and ensure we meet or exceed the statewide indoor residential water use target of 47 gallons per capita per day by 2025 and are on track to meet water use objectives established for the District by 2030.

- ✓ a. Identify and implement water efficiency concepts and strategies, including those concepts and strategies that target high water users, in the Water Efficiency Master Plan to achieve short-term and long-term goals.
- ✓ b. Enhance incentives, education, and outreach to our customers that effectively reduce water use.
- ✓ c. Implement the recommendations from the District's water loss control and leak detection program update, using most current industry practices and leveraging innovative technologies.
- ✓ d. Participate in and support the development of regulations and legislation that drive water efficiency through participation in industry associations.
- ✓ e. Identify opportunities for partnerships in testing new technologies or theories to reduce water use.
- ✓ f. Review a range of policy options to further advance water efficiency.

| 5 YR ACTION ITEMS | WORK PLANNED IN YEAR 1 | MILESTONE | W/IN BUDGET OR FUNDS NEEDED |
|---|--|--|--------------------------------|
| a. Water Efficiency Concepts and Strategies Toward Short and Long-Term Goals | Complete WEMP and begin implementation. | Publish by Q2 | Within budget |
| b. Water Efficiency Incentives, Education and Outreach | Evaluate incentive offerings and revise to align with WEMP. | By Q2 | Within budget |
| | Implement seasonal water efficiency campaign strategies targeted to higher water users using creative collateral, customer success stories, point-of-service displays, and events. | Q1-Q4 | Within budget |
| c. Implementation of Water Loss Control and Leak Detection Program Recommendations | Complete water loss study and begin implementation of selected actions. | By Q4 | Additional funds may be needed |
| d. Industry Association Participation | Participate in the Water Research Foundation’s Residential End Use Study. | By Q4 | Within budget |
| e. Partnerships To Test Technologies/Theories | Prepare for AMI deployment: <ul style="list-style-type: none"> • Pilot testing. • AMI Program Manager. | Begin pilot Q3; AMI Program Manager Q2 | Additional funds may be needed |

| 5 YR ACTION ITEMS | WORK PLANNED IN YEAR 1 | MILESTONE | W/IN BUDGET OR FUNDS NEEDED |
|-------------------------|--|-----------|-----------------------------|
| f. Policy Review | Review the effectiveness of the District's Graywater Ordinance, water efficient fixture standards, and water efficient landscape ordinance and provide alternatives for Board consideration. | Q2 | n/a |
| | Align Water efficient Landscape Ordinance with the State rulemaking currently underway. | Q3 | n/a |

Goal 1 - Objective 2: Augment Existing Water Supply

Fully implement the Strategic Water Supply Roadmap's short-term actions and make progress on long-term, cost-effective projects to meet demand during a four-year drought with no more than 25 percent mandatory conservation (Water Shortage Contingency Plan Stage 3).

- ✓ a. Fully Implement the Strategic Water Supply Roadmap short-term actions to augment the water supply by increasing resilience by up to 2,700 acre-feet (AF):
 - Reduce water use and waste by 800 AF.
 - Complete electrification of Soulajule Pump Station - 420 AFY.
 - Complete Phoenix to Bon Tempe pumping - 260 AFY.
 - Complete Optimization of Sonoma Water Supply - 2,000 AFY.
 - Complete Stream release automation.

- ✓ b. Implement the Strategic Water Supply Roadmap medium term projects to obtain up to 5,000 AFY of additional water supply and provide an update for achieving the Roadmap longer term goal of 12,000 AFY to 20,000 AFY water supply:
 - Complete feasibility report for brackish desalination and begin next steps.
 - Monitor technological advances in desalination processes and track the development of projects to understand costs and alternate project approaches.
 - Continue to seek funding to offset the cost of recycled water projects and monitor progress on potable reuse projects and technology.
 - Select the preferred Marin-Sonoma Regional Water Conveyance project alternative and begin the next steps.
 - Select the preferred Local Storage Improvement project alternative and begin the next steps.
 - Provide ongoing progress updates on Roadmap projects.

| 5-YR ACTION ITEMS | WORK PLANNED IN YEAR 1 | MILESTONE | W/IN BUDGET OR FUNDS NEEDED |
|---|--|--|---------------------------------------|
| <p>a. Roadmap Short-Term Actions</p> | <ol style="list-style-type: none"> 1. Water Efficiency actions outlined in Objective 1. 2. Begin design and CEQA for SoulaJule to Nicasio pipeline. 3. Design for SoulaJule electrification. 4. Design/bid Phoenix to Bon Tempe Lake. 5. Complete stream release project. | <ol style="list-style-type: none"> 1. Q1-Q4 2. Q4 3. Q4 4. Q3 5. Q4 | <p>Within budget</p> |
| <p>b. Roadmap Medium Term Projects and Longer-Term Goal Update</p> | <p>Select preferred alternative for Conveyance and begin 30% design.</p> | <p>Preferred alternative selection by Q3; Award of contract for 30% design by Q4</p> | <p>Additional funds may be needed</p> |
| | <p>Select preferred alternative for Local Storage and begin 30% design.</p> | <p>Preferred Alternative Selection by Q3; Award of contract for 30% design by Q4</p> | <p>Additional funds may be needed</p> |
| | <p>Complete feasibility analysis for Petaluma River Desal.</p> | <p>By Q3</p> | <p>Additional funds needed</p> |

Goal 1 - Objective 3: Preserve and Enhance Existing Partnerships

Work towards regional approaches to increase the resiliency of our water supply.

- ✓ a. Develop partnerships to support recycled water projects.
- ✓ b. Renew agreement with Sonoma Water to ensure continued access to supplemental water supply.
- ✓ c. Enhance relationships with Sonoma Water and the other cities and agencies that depend on Sonoma Water for water supply to develop and support regional water supply projects.
- ✓ d. Seek support from State and Federal agencies for the development of Regional Water Supplies.

| 5-YR ACTION ITEMS | WORK PLANNED IN YEAR 1 | MILESTONE | W/IN BUDGET OR FUNDS NEEDED |
|---|--|---|-----------------------------|
| a. Recycled Water Project Partnerships | Continued relationship building work with North Bay Water reuse authority. | Ongoing | Within budget |
| b. Sonoma Water Agreement Renewal | Key terms agreed to and signed. | Key terms agreed to by Q2; Signed by Q4 | TBD |
| c. Relationship Building for Regional Water Supply Projects | Strategic meetings with Sonoma Water and contractors for regional water supply planning. | Ongoing | n/a |
| d. State And Federal Support for Regional Supply Development | Receive first tranche of WRDA funding for Soulajule water supply project. | TBD | TBD |

Goal 1 - Objective 4: Provide High-Quality Water to Customers

Cost effectively manage our water system to ensure water quality is protected from the source to our customers.

- ✓ a. Develop Reservoir Management Plans for Alpine, Bon Tempe, Kent, Nicasio and Soulajule that include water quality objectives and algae management strategies.
- ✓ b. Develop improvements to water treatment options for removal of taste and odors in drinking water and other improvements to water quality.
- ✓ c. Ensure that the Water Quality Lab is accredited to The NEALAC Institute's (TNI) latest accreditation standard for compliance analyses.
 - d. Develop and apply lessons learned from other agencies regarding impacts to water quality from wildfires.
 - e. Participate in the development of regulations that are appropriately protective of public health and the environment through participation with industry groups and associations.

| 5-YR ACTION ITEMS | WORK PLANNED IN YEAR 1 | MILESTONE | W/IN BUDGET OR FUNDS NEEDED |
|---|---|-----------|--------------------------------|
| a. Reservoir Management Plans | Review industry best practices for reservoir management plans. | By Q4 | N/A |
| b. Water Treatment Option Improvements | Pilot study to replace ammonia with liquid ammonium sulfate to improve safety protocols and cost-effectiveness. | By Q4 | Additional funds may be needed |
| c. Water Quality Lab TNI Accreditation | Achieve new TNI accreditation for lab. | By Q4 | Funds budgeted |

Goal 2: Resilient Water System

Invest in and maintain a resilient water system through effective infrastructure management and planning.

Five-Year Objectives:

1. Infrastructure Condition Assessment
2. Capital Planning
3. Capital Project Delivery
4. Operations and Maintenance
5. Energy Planning
6. Emergency Response Readiness



Goal 2 - Objective 1: Infrastructure Condition Assessment

Strengthen the District's infrastructure risk assessment process to prioritize investments in the replacement, rehabilitation, and/or repair of its infrastructure.

- ✓ a. Complete above-ground facility condition assessment.
Pump stations: 30 evaluated, 67 remain.
Tanks: 99 evaluated, 31 remain.
- ✓ b. Review for greater robustness and transparency, the ongoing prioritization process of pipeline replacement jobs through criteria, including assessment of age, leak history, probability and consequence of failure, and material type.
- c. Perform condition assessments for large infrastructure such as dams and treatment plants.
- ✓ d. Complete Facilities Master Plan assessing workplace infrastructure including administration building, corporation yard, and watershed facilities to identify the needs to be incorporated into the capital planning effort.
- ✓ e. Identify above-ground infrastructure hardening needs that provide a greater level of protection against wildfire and incorporate them into the capital planning and prioritization efforts.
- ✓ f. Identify single points of failure throughout the water system and incorporate them into the capital planning and prioritization efforts.
- ✓ g. Review industry standard security measures across the water system and identify needs for improvement and incorporate them into the capital planning and prioritization efforts.
- ✓ h. Complete the Water System Master Plan and utilize the information to identify opportunities to simplify the system by reducing the number of tanks and pump stations.

| 5-YR ACTION ITEM | WORK PLANNED IN YEAR 1 | MILESTONE | W/IN BUDGET OR FUNDS NEEDED |
|--|--|--------------------------|-------------------------------|
| a. Above Ground Facility Assessment | Initiate condition assessment process for remaining tanks and pump stations. | Begin in Q4 | Funds needed (Est. \$300,000) |
| b. PRP Prioritization Process Review | Refine and bring to Board an updated process for prioritization. | Begin in Q3; to Board Q4 | n/a |
| d. Workplace Facilities Plan | Complete facilities plan. | By Q3 | TBD |
| e. Above-Ground Infrastructure Hardening | Identify needs to be included into the capital planning effort. | Complete by Q3 | n/a |
| f. Water System Single Points of Failure Assessment/CIP Incorporation | Begin assessment to integrate into CIP effort. | Begin in Q4 | n/a |
| g. Water System Security Measures | Develop facility security standards that will be used to evaluate the Above Ground Condition Assessment infrastructure and identify security needs to be prioritized in the capital planning effort. | Begin in Q4 | n/a |
| h. Water System Master Plan | Complete and use information from the WSMP to identify and prioritize infrastructure capital replacement projects. | Complete in Q3 | Within budget |

Goal 2 - Objective 2: Capital Planning

Collaborate with the Capital Steering Committee to identify infrastructure projects evaluated through the condition assessment process and establish an associated timeline to implement the projects based on the projected capital budget.

- a. Incorporate data from “Objective 1 – Infrastructure Condition Assessment,” along with other District planning efforts, into District-wide capital planning to develop infrastructure investment scenarios for 10- and 30-year horizons.
- ✓ b. Continue to identify grant opportunities to offset costs borne by ratepayers.
- c. Evaluate bond funding opportunities for large capital projects that provide generational value.

| 5-YR ACTION ITEM | WORK PLANNED IN YEAR 1 | MILESTONE | W/IN BUDGET OR FUNDS NEEDED |
|--|---|----------------|-----------------------------|
| <p>b. Project Grant Opportunities</p> | <p>Continue to identify grant funding opportunities that are a fit for the District's capital projects.</p> | <p>Ongoing</p> | <p>n/a</p> |

Goal 2 - Objective 3: Capital Project Delivery

Incorporate innovative processes and staffing solutions into our execution of future infrastructure projects to maximize the use of staff time, reduce costs, and streamline implementation of an increased capital project workload.

- ✓ a. Assess resource needs to meet the increased capital improvement program, including leveraging District staff with support from external engineering consultant firms.
- b. Establish on-call contract(s) to provide expedited repairs on projects too large for District crews but too small for standard design, bid, and build workflows.
- ✓ c. Execute on-call contracts with engineering firms to streamline consulting work without having to execute multiple contracts for the same type of work, i.e., geotechnical and electrical engineering.
- d. Review and update necessary sections of the District's contract specifications to the most current industry standards.
- e. Explore the opportunity for innovative approaches to project implementation, including design-build options for larger capital projects.
- ✓ f. Continue working with local municipalities to achieve a more cost-effective approach to paving restoration requirements.

| 5-YR ACTION ITEM | WORK PLANNED IN YEAR 1 | MILESTONE | W/IN BUDGET OR FUNDS NEEDED |
|---|---|----------------|-----------------------------|
| a. Resource Needs Assessment | Develop resourcing plan for enhanced CIP, including reallocation of existing positions leveraged with external support. | Complete by Q2 | n/a |
| c. On-Call Engineering Firm Consulting Contracts | Execute on-call engineering contracts for specialty support. | Complete in Q3 | Funds needed (est. \$3M) |
| f. Paving Restoration Requirements | Complete pavement assessment criteria with paving expert and begin discussions with neighboring jurisdictions. | Ongoing | Within budget |

Goal 2 - Objective 4: Operations and Maintenance

Evaluate the District's operations and maintenance program to ensure that staff has the knowledge and skill sets to efficiently operate and maintain our system.

- a. In recognition of a significant staff turnover in Operations, develop a focused training plan for the Division to ensure effective operation and maintenance of our system.
- ✓ b. Establish standard operating procedures to support training and provide for transfer of institutional knowledge.
- ✓ c. Encourage staff involvement in industry associations to provide learning opportunities.
- d. Review the organizational structure of Operations, including classifications, to ensure the most effective utilization of District resources.
- ✓ e. Identify opportunities to implement technological advancements in equipment and practices to improve efficiencies.

| 5-YR ACTION ITEM | WORK PLANNED IN YEAR 1 | MILESTONE | W/IN BUDGET OR FUNDS NEEDED |
|--|--|---|-----------------------------|
| b. Standard Operating Procedure Development | Review/update or develop SOPs. Select 10 of the highest priority SOPs to update this year. | Complete in Q4 2024 | Budgeted |
| c. Learning Through Industry Associations Involvement | Reinstate the “Pipe Tapping Team” to compete at state and regional conferences. Offer opportunities for staff to engage and learn through industry associations. | Compete at regional AWWA conference. Staff attending conferences. | TBD |
| e. Efficiency Improvements via Equipment and Process Advancements | Establish a process to engage staff and develop a list of equipment/practices to improve efficiency, safety, effectiveness, and staff’s work (e.g. leak detection, thermal gauge, etc.). | Ongoing | TBD |

Goal 2 - Objective 5: Energy Planning

Seek opportunities to reduce the District's carbon footprint and energy costs through infrastructure projects and planning.

- a. Meet or exceed new fleet vehicle regulatory changes including the expansion of the District's fleet to electric vehicles and needed EV charging stations.
- b. Evaluate pump station rehabilitation projects to determine the feasibility of supplementing prime power with alternative energy and compare it with system efficiency upgrades to determine life-cycle cost savings.
- c. Engage in discussion with the Board on carbon neutrality to establish appropriate goals, policies, and direction.
- ✓ d. Review and evaluate the application of micro-turbine technology where applicable as an energy recovery and cost-saving option.
- ✓ e. Evaluate renewable power opportunities throughout the District.

| 5-YR ACTION ITEM | WORK PLANNED IN YEAR 1 | MILESTONE | W/IN BUDGET OR FUNDS NEEDED |
|---|---|-------------|-----------------------------|
| d. Micro-Turbine Technology | Take another look at possible locations in transmission and distribution system for next-gen micro turbine. | Begin in Q4 | TBD |
| e. Renewable Power Opportunities | Work with Board on renewable energy goals/policy. | Q3 | --- |

Goal 2 - Objective 6: Emergency Response Readiness

Plan and prepare for emergencies to ensure the District can maintain critical operations through fire, floods, earthquakes, and other catastrophic events and effectively manage the disaster recovery process.

- ✓ a. Update the District's emergency response plan to reflect current needs, priorities, and threats.
- ✓ b. Conduct a minimum of two annual tabletop exercises involving the District's Emergency Operations Center (EOC) to ensure emergency readiness.
- ✓ c. Conduct yearly reviews of the District's dam Emergency Action Plans (EAP) for each of the seven dams and coordinate tabletop exercises with the Marin County Office of Emergency Services and other stakeholders every five years to ensure District and local first responders are familiar with the dam EAPs.
- ✓ d. Participate in emergency preparedness trainings in coordination with Marin County Office of Emergency Services on countywide emergency response scenarios.
- ✓ e. Establish FEMA-compliant contracts for engineering and construction services that are ready to be executed following an emergency.
- ✓ f. Continue to assess and identify opportunities to reduce risk throughout the District.

| 5-YR ACTION ITEM | WORK PLANNED IN YEAR 1 | MILESTONE | W/IN BUDGET OR FUNDS NEEDED |
|---|--|----------------|-----------------------------|
| a. Emergency Response Plan Update | Review current emergency response plan and develop timeline and process for its update. | By Q4 | n/a |
| b. Annual EOC tabletop Exercises | Coordinate 2 tabletop exercises to help prepare and train District staff for an organized response to specific emergency/natural disaster scenarios most common to California and the water industry (also in Goal 5). | Q2 and Q4 | n/a |
| c. Dam EAP Review and Tabletop Exercises | Review EAP contact information. | Q1 | n/a |
| d. Emergency preparedness training with Marin County OEM | Participate in Marin County Office of Emergency Management monthly meetings. | Ongoing | n/a |
| e. FEMA-compliant Contracts for Disaster Recovery Needs | Develop FEMA compliant contract templates that will be ready to use following emergencies. | Complete in Q3 | n/a |
| f. Risk Reduction Assessments | Water system single points of failure assessment (outlined in Obj. 1). | Begin in Q4 | n/a |

Goal 3: Watershed Stewardship

Protect and manage Marin Water lands for the long-term benefit of the community and the environment.

Five-Year Objectives:

1. Creek Restoration
2. Watershed Resiliency and Wildfire
3. Stewardship
4. Recreation
5. Facilities



Goal 3 - Objective 1: Creek Restoration

Strive to protect and restore watershed lands and improve upland habitat and streams to establish a resilient landscape that can help buffer against climate-induced risks and ensure thriving populations of threatened and endangered species within Lagunitas Creek.

- ✓ a. Implement 13 restoration sites as part of the Lagunitas Creek Watershed Enhancement Plan in collaboration with State Parks, funding partners, and resource agencies to enhance critical habitat and geomorphic processes that are needed to sustain threatened and endangered species.
- ✓ b. In alignment with the Lagunitas Creek Stewardship Plan (LCSP), complete annual fisheries lifecycle monitoring and habitat enhancement effectiveness monitoring; coordinate with the Lagunitas Technical Advisory Committee and regional monitoring efforts to update the LCSP.
- ✓ c. Integrate new monitoring technology by expanding a network of Passive Integrated Transponders Antennas to improve fisheries monitoring data.
- d. Provide technical expertise to support regional restoration planning efforts for Walker Creek and other watersheds within District boundaries; participate in technical conferences, regional working groups, and collaborative research efforts to share restoration methods and fisheries monitoring data.

| 5-YR ACTION ITEMS | WORK PLANNED IN YEAR 1 | MILESTONE | W/IN BUDGET OR FUNDS NEEDED |
|--|--|--------------------------|-----------------------------|
| a. Lagunitas Creek Restoration | Secure resource agency permits to begin implementation of Phase 1 restoration sites (1-6 and 12-13). | Initiate construction Q3 | Grant Funded |
| | Complete restoration construction of 3-5 sites of the 8 sites in Phase I. | Complete construction Q4 | Grant Funded |
| b. Lagunitas Creek Stewardship Plan | Update Lagunitas Creek Stewardship Plan. | Complete Q4 | Within budget |
| c. PIT Program | Install two new Passive Integrated Transponders Antennas to improve fisheries monitoring data collection. One of which will be installed within Phase I restoration reach. | Complete Q3 | Within budget |

Goal 3 - Objective 2: Watershed Resiliency to Wildfire

Continue implementing multi-benefit restoration treatments to maintain a resilient watershed by scaling up the Biodiversity, Fire, and Fuels Integrated Plan (BFFIP) and One Tam Forest Health Strategy.

- ✓ a. Maintain effective partnerships between watershed rangers and local, regional, and state emergency response agencies to ensure strong interagency collaboration that supports emergency response and mitigation strategies.
- ✓ b. Sustain organizational capacity to increase the pace and scale of the BFFIP and enhance forest restoration, protect water infrastructure, manage invasive plants, and achieve wildfire risk reduction.
- ✓ c. Advance strategic partnerships for regional resiliency planning and collaboration to secure funding for stewardship activities outlined in the BFFIP and as part of other long-term watershed restoration efforts.
- ✓ d. Support workforce development through the Ranger Trainee Program and by working in partnership with California Conservation Corps, California Conservation Corps North Bay, AmeriCorps Programs, and other regional natural resources and wildfire training efforts.
- ✓ e. Replace aging wildland firefighting and vegetation management equipment to ensure the District has the operational capabilities for emergency response and watershed forest restoration and fuel reduction.

Goal 3 - Objective 2: Watershed Resiliency to Wildfire

| 5-YR ACTION ITEMS | WORK PLANNED IN YEAR 1 | MILESTONE | W/IN BUDGET OR FUNDS NEEDED |
|--|--|----------------|-----------------------------|
| a. Public Safety Partnerships | Coordinate 2-3 inter agency trainings for search and rescue and wildfire training. | Complete by Q4 | Within budget |
| b. Biodiversity, Fires, and Fuels Integrated Plan | Complete BFFIP Year 5 priorities to achieve 1,500 acres of vegetation mgmt and forest restoration priorities. Complete needed environmental compliance and associated program planning, contracting, monitoring and grant reporting. | Complete by Q4 | Within budget/ Grants |
| c. Strategic Partnership for Regional Resiliency | Implement One Tam Forest Health Strategy and one prescribed burn project in coordination with Marin County Fire and One Tam agencies. | Complete by Q4 | Budgeted/ Grants |
| d. Workforce Development | Secure grant funding for CCNB crews to carry out BFFIP work and support forest ecology crew training. | Complete by Q4 | N/A |
| | Secure grant funding for CCC crews to carryout trail work. | Complete by Q4 | N/A |
| | Contract w/ Marin County Fire Foundry Program to support early career development. | Complete by Q2 | Within budget/ Grants |
| | Apply as a site sponsor to secure AmeriCorps Grizzly Fellow and Watershed Stewardship Program participants for 2025. | Complete by Q4 | Within budget |
| e. Wildland Firefighting & Vegetation Equipment | Add one additional Ranger Vehicle to fleet to support increased staff. | Complete by Q3 | Additional funds needed |
| | Add 1-2 additional UTV's to support Ranger Trainee field work. | Complete by Q3 | Additional funds needed |

Goal 3 - Objective 3: Stewardship

Advance stewardship and climate adaptation strategies through technical studies and regional partnerships, and through enriching volunteer programs, provide opportunities for the community to contribute to preserving our water supply, protecting biodiversity and caring for our shared natural resources.

- ✓ a. Sustain annual biological monitoring to inform scientific knowledge of the watershed and to support environmental compliance for District operations and long-term planning.
- ✓ b. Engage and contribute technical expertise as part of regional research and stewardship efforts through One Tam, TOGETHER Bay Area, the Golden Gate Biosphere Network, the Federated Indians of Graton Rancheria, and regional research efforts.
- ✓ c. Evaluate opportunities for integrating regional restoration and stewardship plan priorities into watershed restoration efforts.
- ✓ d. Lead habitat restoration, trail maintenance, environmental education, and community science projects and programs that involve community members in improving the health of the watershed.
- ✓ e. Advance natural resources interpretation offering to help advance community education and awareness of the watershed's unique biodiversity and water resources.

| 5-YR ACTION ITEMS | WORK PLANNED IN YEAR 1 | MILESTONE | W/IN BUDGET OR FUNDS NEEDED |
|--|---|----------------|---|
| a. Biological Monitoring | Contribute biological monitoring data and staff expertise to update of One Tam Peak Health Report. | Complete by Q4 | N/A |
| b. Regional Partnerships | Update One Tam Strategic Plan, Annual Work Plan and MOU. | Complete by Q2 | Within budget |
| c. Regional Restoration Opportunities | Contribute staff expertise to complete Golden Gate Biosphere Network Climate Vulnerability Study. | Complete by Q4 | N/A |
| d. Stewardship Programs | Host trail maintenance training for seasonal staff and Ranger trainees to build capacity for volunteer trail stewardship work. | Complete by Q4 | Within budget |
| | Launch a monthly trail maintenance and stewardship program to engage community members, non-profits and youth teams in watershed stewardship. | Complete by Q4 | Within budget |
| e. Natural Resources Interpretation | Reimagine trail kiosk signage (6 total) to broaden customer awareness of the service value of District’s watershed stewardship work and to provide education on the source of the community’s local water supply. | Complete by Q4 | Additional funds need to be identified. |
| | Host quarterly watershed hikes and/or community events. | Complete by Q3 | Within budget |

Goal 3 - Objective 4: Recreation

Manage watershed visitation for water quality protection and to connect visitors to the watershed through recreational opportunities and stewardship initiatives to maintain a welcoming and enriching environment that support visitors.

- ✓ a. Complete Watershed Recreation Management Planning Feasibility Study to support visitors and protect water resources and biodiversity as an ongoing adaptive management strategy and evaluate the capacity to do so.
- ✓ b. Complete the Azalea Hill Trail Restoration Project through enhancement of trail facilities and removal of social trails to restore sensitive habitats.
- c. Evaluate priority roads and trails to inform adaptive management while replacing aging infrastructure to establish a more sustainable trail system with a focus on multi-benefit efforts such as West Peak Restoration and Cataract Trail.
- ✓ d. Create nature-based self-guided tours and outreach materials to help educate the community about the watershed's biodiversity, water resources, wildfire issues, and climate change.

| 5-YR ACTION ITEMS | WORK PLANNED IN YEAR 1 | MILESTONE | W/IN BUDGET OR FUNDS NEEDED |
|---|--|----------------|--|
| a. Watershed Rec Mgmt Planning Feasibility Study | Complete study and advance priority outcomes in alignment with study timeframes. | Complete by Q2 | Additional funds need to be identified. |
| b. Azalea Hill Trail Restoration Project | Complete 1.9 miles of improvements along multi-use trail; close 2 miles of the 4.4 miles of social trails in the project area; complete 1 additional bridge. | Complete by Q4 | Grant/Budget for Phase II Additional funds need for Phase I |
| d. Nature-based Self-guided Tours and Outreach Materials | Complete a self-guide tour of prescribed burn project sites on the watershed. | Complete by Q4 | Within budget |

Goal 3 - Objective 5: Facilities

Ensure that watershed facilities are operational and well-kept to support four needs: emergency response readiness, water system operations, visitor access for recreational and educational purposes, and ongoing environmental restoration efforts within the watershed.

- ✓ a. Complete an update to the Roads and Trails Management Plan to integrate modern best management practices and support ongoing maintenance of watershed facilities to protect water quality, support a sustainable road and trails network, preserve biodiversity, and provide the community with facilities that support nature-based experiences on the watershed.
- ✓ b. Integrate watershed facilities into the facilities planning process to guide key updates to Sky Oaks Headquarters, and maintenance yards and explore opportunities for environmental education spaces and visitor infrastructure.
- ✓ c. Maintain existing watershed housing and evaluate opportunities for watershed seasonal employee housing to help remove barriers for early career professionals looking to work in the natural resources field in Marin County.

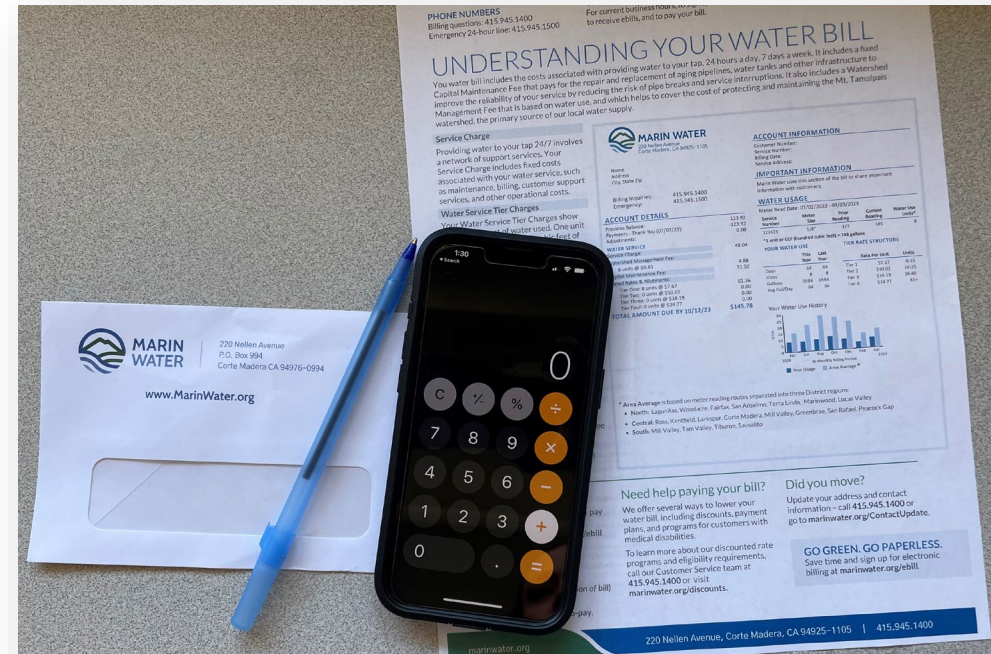
| 5-YR ACTION ITEMS | WORK PLANNED IN YEAR 1 | MILESTONE | W/IN BUDGET OR FUNDS NEEDED |
|---|---|-----------|---|
| a. Roads and Trails Management Plan | Evaluate priority projects and updates to best management practices. RFP for a consultant to complete an updated plan and associated environmental compliance document. | By Q4 | Additional funds need to be identified. |
| | Develop priority list of visitor amenity improvements. | By Q4 | Additional funds need to be identified. |
| b. Integrate Watershed Facilities into Master Planning Process | Explore opportunities for outdoor education and engagement facility. | By Q4 | Additional funds need to be identified. |
| c. Watershed Housing | Identify priority facilities updates at Sky Oaks Ranger Station. | By Q4 | Additional funds need to be identified. |
| | Evaluate improvements to existing watershed housing assets. | By Q4 | Additional funds need to be identified. |

Goal 4: Fiscal Responsibility

Judiciously manage customer revenue and other financial resources for operating, maintaining and upgrading the water system today and in preparation for the future.

Five-Year Objectives:

1. Financial Stability
2. Fair, Equitable and Proportional Rates
3. Cost-Effective Business Processes
4. Outside Funding to Reduce Financial Impacts on Ratepayers
5. Financial Transparency



Goal 4 - Objective 1: Financial Stability

Utilize reserves and invest in infrastructure consistently and predictably to minimize the rate impact on customers when unforeseen events occur.

- ✓ a. Establish stabilization reserves to mitigate annual revenue fluctuations.
- ✓ b. Support the development of a long-term capital improvement program that ensures an appropriate and stable level of investment.
- ✓ c. Regularly update fees, rents, and other non-rate revenues to maintain pace with inflation.

| 5 YR ACTION ITEMS | WORK PLANNED IN YEAR 1 | MILESTONE | W/IN BUDGET OR FUNDS NEEDED |
|---|---|-------------------------|-----------------------------|
| a. Stabilization Reserves | Per Board Policy updates in 2023, configure reserves to meet minimum balances and consider additions or revisions to target balances. | Q3 (following yr-end) | n/a |
| b. Long-Term Capital Improvement Program with Stable Investments | Provide financial support for development of CIP. | Q4 – budget preparation | n/a |
| c. Non-Rate Revenue Updates | Evaluate non-rate revenues (e.g. parking fees) and update for FY 26. | Q4 – budget preparation | n/a |

Goal 4 - Objective 2: Fair, Equitable, and Proportional Rates

Under the legal framework of Proposition 218, continuously evaluate the effectiveness of the rate structure to ensure it produces sufficient revenue while maintaining a balance of affordability and proportionality.

- ✓ a. Conduct a connection fee study to fully capture the cost of current and future infrastructure needs.
- ✓ b. Evaluate the District's low-income program and identify strategies to ensure qualified customers are enrolled.
- c. As part of the 2027 rate-setting process, conduct a cost-of-service study to ensure charges are proportional and reflective of current demand trends.
- d. Implement a robust outreach plan throughout the 2027 rate-setting process to inform customers about proposed changes.

| 5 YR ACTION ITEMS | WORK PLANNED IN YEAR 1 | MILESTONE | W/IN BUDGET OR FUNDS NEEDED |
|--|---|---------------------------------------|-----------------------------|
| <p>a. Connection Fee Study</p> | <p>Complete Connection Fee Study and make recommendations to the Board.</p> | <p>Recommendations to Board by Q3</p> | <p>n/a</p> |
| <p>b. Low-Income Program Evaluation</p> | <p>Evaluate current program, compare to other local agencies and review with the Board identified opportunities to enhance the program.</p> | <p>By Q4</p> | <p>n/a</p> |

Goal 4 - Objective 3: Cost-Effective Business Processes

Implement operational practices that increase efficiencies to maximize the value of ratepayer revenues.

- ✓ a. Update the enterprise resource planning system (SAP) to streamline routine processes and provide improved data analytics.
- ✓ b. Evaluate opportunities to leverage external resources that can improve operational efficiencies.
- ✓ c. Minimize the cost of financing by maintaining a very high (AA or better) credit quality rating.
- d. Increase the use of online bill payments and electronic payments to reduce banking and printing costs.
- ✓ e. Streamline the application process for discount programs and leak adjustments.

| 5 YR ACTION ITEMS | WORK PLANNED IN YEAR 1 | MILESTONE | W/IN BUDGET OR FUNDS NEEDED |
|---|---|-----------|-----------------------------|
| a. SAP Update to Streamline Processes and Improve Analytics | Develop business case and complete vendor selection process. | By Q4 | Within budget |
| b. Leverage external Resources for efficiency | Evaluate resources, including the right balance of internal and external, to support CIP. | Q4 | TBD |
| c. AA or Better Credit Quality Rating | Review with credit agencies the state of the District as part of credit rating process. | Q1 | Within budget |
| e. Streamline the application process for discount programs and leak adjustments | Evaluate current program and compare to other local agencies and present findings and recommendations to Board. | By Q4 | n/a |

Goal 4 - Objective 4: Outside Funding to Reduce Financial Impacts on Ratepayers

Seek alternative revenue sources to minimize the impact of future rate increases on customers.

- ✓ a. Pursue Water Resources Development Act (WRDA) funding for water storage improvement projects.
- ✓ b. Prudently utilize bond funding to spread infrastructure funding costs over time.
- ✓ c. Develop and secure grants from state and federal agencies to increase the District's capacity to advance key initiatives.
- d. Obtain Water Infrastructure Finance and Innovation Act (WIFIA) program loans to maximize financial flexibility for projects with longer construction cycles.
- ✓ e. Leverage regional partnerships to increase state and federal funding opportunities.

Goal 4 – Objective 4: Outside Funding to Reduce Financial Impacts on Ratepayers

| 5 YR ACTION ITEMS | WORK PLANNED IN YEAR 1 | MILESTONE | W/IN BUDGET OR FUNDS NEEDED |
|--|--|-----------|-----------------------------|
| a. WRDA Funding for Water Supply Projects | Receive first tranche of WRDA funding for Soulajule water supply project (also in Goal 1, Obj. 3b). | TBD | TBD |
| b. Bond Funding | Begin work of bond funding for near-term selection of projects. | Q4 | Within budget |
| c. State and Federal Grants | Identify priority projects and programs that are competitive for state and Federal funding opportunities and submit grant applications. | Q4 | N/A |
| e. Leverage Regional Partnerships | Support ACWA, and TOGETHER Bay Areas legislative work in support of state funding for grant programs that support District projects and programs. Support One Tam efforts to develop funding opportunities as a collaborative. | Q4 | N/A |

Goal 4 - Objective 5: Financial Transparency

Maintain transparency in all aspects of financial operations.

- ✓ a. Improve online tools for customers to understand their bill.
- ✓ b. Conduct bi-annual reviews of fiscal policies.
- ✓ c. Publish quarterly financial summaries.
- ✓ d. Conduct regular internal and external financial audits.
- ✓ e. Proactively communicate to customers about successful grant applications as well as the District's specific investments in infrastructure projects, water supply roadmap efforts, and watershed restoration milestones to highlight how revenues are being allocated.

| 5 YR ACTION ITEMS | WORK PLANNED IN YEAR 1 | MILESTONE | W/IN BUDGET OR FUNDS NEEDED |
|--|---|-------------------------------------|-----------------------------|
| a. Online Customer Tool Improvements | Develop more interactive and informative bill estimator. | Launch tool by Q2 | Within budget |
| b. Bi-annual fiscal policies review | Conduct internal review and update to financial and purchasing policies. | Present to board by Q4 | n/a |
| c. Quarterly Financial Summary Publication | Develop quarterly financial statement and post to public website. | Publish quarterly statement by Q4 | n/a |
| d. Regular Internal and External Financial Audits | Conduct external financial audit and identify internal audit focus areas. | Identify internal audit areas by Q4 | Within budget |
| e. Proactive Customer Communications for Grants and Investments in Key Priorities | Disseminate news releases and other outreach messaging channels to announce receipt of grant awards and to share updates of how funds are used for project implementations. | Q1-Q4 | n/a |

Goal 5: Organizational Excellence

Support and sustain an innovative organization that lives by its values, leads by example, delivers valued benefits for its customers, and is regarded as an employer of choice.

Five-Year Objectives:

1. Organizational Culture and Values
2. Customer Experience
3. Industry Engagement, Growth, and Leadership
4. Technology, Innovation, and Process Improvements



Goal 5 - Objective 1: Organizational Culture and Values

Cultivate a meaningful work environment that successfully recruits, retains, and develops an engaged, high-performing, mission- and values-focused team.

- ✓ a. Strengthen recruitment collateral to attract diverse candidates and promote the Marin Water team, accomplishments, brand, and culture.
- ✓ b. Continue to grow with community-based organizations and explore new partnership opportunities with local colleges and trade schools to connect local community members, particularly those in underserved communities, with Marin Water career opportunities.
- ✓ c. Redesign and implement a comprehensive and welcoming onboarding process that connects newly hired employees to procedures and District resources that support the employee's success in their role.
- ✓ d. Complete diversity, equity, and inclusion training throughout the organization and fold it into the onboarding process to help foster a sense of belonging across the workforce.
- ✓ e. Develop a broad-based employee training program that provides continued core leadership training for managers and supervisors, implements a needs assessment and training for technical staff and soft skills for all District staff, and establishes internal career track training that supports career advancement.
- ✓ f. Engage staff to evaluate current recognition and appreciation programs, research employer best practices, and refresh the District's employee recognition and appreciation programs.
- ✓ g. Ensure integration of staff input into District decision-making through strengthened two-way internal communication strategies that better engage all staff in the business of the District and provide opportunities for employee feedback.
- ✓ h. Increase employee engagement and organizational improvement through periodic employee surveys, with the next one to be distributed in 2024, and implement follow-through initiatives.
- ✓ i. Maintain a culture of workplace safety through a continuous commitment to safety education, training, compliance, and communication.
- ✓ j. Assess and evaluate the District's current work facilities to identify needed upgrades and enhancements to support a safe and productive work environment.

| 5-YEAR ACTION ITEMS | STRATEGIC ELEMENTS PLANNED IN YEAR 1 | MILESTONE | W/IN BUDGET OR FUNDS NEEDED |
|---|--|-------------------------------------|-----------------------------|
| a. Recruitment Collateral | Redesign District employment web landing page to add features that improve navigation, showcase District accomplishments and provide sense of workplace culture. | Complete by Q3 | n/a |
| | Refine recruitment collateral to maximize potential reach across various recruitment platforms to attract diverse applicant pools. | Launch in Q1 | Within budget |
| b. Recruitment Partnerships with Community Orgs, Colleges, Trade Schools | Identify annual list of local recruitment events, career fairs and other networking opportunities that strengthen relationships and expand contacts within underserved communities that support the growth of diverse, nontraditional applicant pools. | List by Q1; attend events Q2-4 | Within budget |
| c. / e. Welcoming Onboarding Process AND Employee Training Program | Bring on a new HR Training Program position and develop the approach for a District-wide training program with an initial focus on the employee onboarding experience. | Hiring by Q2; Onboarding program Q4 | Within budget |
| d. Diversity, Equity and Inclusion Training | Complete District-wide DEI training, including an element for new hires, and follow up with a plan for initiatives that will build and reinforce DEI skillsets. | Training Q1; develop plan Q3 | Within budget |
| f. Employee Recognition & Appreciation Programs | Evaluate current practices, gather broad staff input and seek out other employer best practices to develop a plan for implementing enhanced, modernized recognition & appreciation programs. | By Q4 | n/a |

| 5-YR ACTION ITEMS | STRATEGIC ELEMENTS PLANNED IN YEAR 1 | MILESTONE | W/IN BUDGET OR FUNDS NEEDED |
|--|---|--|-----------------------------|
| g. Strengthened Internal Communication Strategies | Launch internal newsletter with established periodic publishing schedule and distribution strategies that account for employees with less frequent access to their work email. | Launch first issue by Q4 | n/a |
| h. Employee Engagement and Organizational Improvement | Launch employee engagement survey and develop subsequent action plans based on common themes derived from survey responses. | Survey complete by Q1, action plans developed by Q3. | n/a |
| i. Workplace Safety | Assess and evaluate the District's Safety Program and identify key initiatives to strengthen and enhance the reach of the program. | Q4 | Funds needed |
| | Coordinate 2 tabletop exercises to help prepare and train District staff for an organized response to specific emergency/natural disaster scenarios most common to California and the water industry. | Q2 and Q4 | Funds needed |
| j. Work Facilities Assessment and Evaluation | Incorporate into Worksite Facilities Plan. | By Q4 | Within budget |
| k. Staffing Assessment | Develop Districtwide list of internal resource gaps and opportunities. | Q4 | n/a |

Goal 5 - Objective 2: Customer Experience

Seek opportunities to enhance the customer experience at every touchpoint.

- ✓ a. Perform an accessibility audit of the District's public facilities, customer programs, and outreach resources to identify and implement modifications that improve access for all customers.
- ✓ b. Deploy internal protocols and tools to strengthen key messaging and visual brand identity to ensure consistency through every customer interaction throughout the organization.
- c. Establish tools that can be used for expedient geo-targeted communication to customers impacted by service interruptions due to main breaks or other temporary system shutdowns.
- ✓ d. Use customer survey data, census information, water use reports, and digital analytics to drive decision-making for customer communication strategies and targeted outreach campaign development for conservation programs.
- ✓ e. Broaden customer awareness of our service value and progress on key priorities and initiatives through creative public relations campaigns, interpretive signage, video, point-of-service displays, new technologies, community events, and District volunteer opportunities.
- f. Host open houses and school field trips at the watershed and treatment plant focused on building enthusiasm and interest for careers in the water industry among youth and explore the development of virtual tour options and teaching curricula that can also interactively bring these facilities into the classroom.
- ✓ g. Bolster community engagement with the municipalities located within the District's service area to strengthen support from partner agencies for the important work of the District.

| 5-YR ACTION ITEMS | STRATEGIC ELEMENTS PLANNED IN YEAR 1 | MILESTONE | W/IN BUDGET OR FUNDS NEEDED |
|--|---|--------------------------------------|-----------------------------|
| <p>a. Facilities, Programs, Outreach Accessibility Audit</p> | <p>Incorporate accessibility, via an update to the ADA Assessment and Transition Plan, into worksite facilities planning process.</p> | <p>By Q4</p> | <p>Within budget</p> |
| | <p>Review website for accessibility improvements and develop schedule for completing improvements.</p> | <p>Develop plan Q3</p> | <p>Within budget</p> |
| <p>b. Key Messaging and Visual Brand Identity</p> | <p>Standardize highly visible District materials, including CIP signage for infrastructure projects, to expand service value awareness.</p> | <p>Template sign design by Q2</p> | <p>n/a</p> |
| <p>d. Data-Driven Targeted Water Efficiency Outreach Campaigns</p> | <p>Implement seasonal water efficiency campaigns targeted to higher water users and support pilot AMI deployment effort.</p> | <p>Ongoing</p> | <p>Within budget</p> |
| <p>e. Creative Storytelling Campaigns and Techniques for Priorities and Initiatives</p> | <p>Develop creative collateral to broaden customer awareness of District's work on key priorities and initiatives using public relations campaigns, interpretive signage, video, point-of-service displays, and events.</p> | <p>Q1-Q4</p> | <p>Within budget</p> |
| <p>g. Engagement with Local Municipalities</p> | <p>Develop schedule of engagement opportunities at town/city council meetings; coordinate/ provide District updates at a different council meeting once per quarter.</p> | <p>Begin Q2, then 1x per quarter</p> | <p>n/a</p> |

Goal 5 - Objective 3: Industry Engagement, Growth, and Leadership

Engage with the water industry to seek knowledge and best practices from other professionals and to contribute the District's expertise and experiences to the field.

- ✓ a. Ensure that management and staff participate in industry associations to learn, share, and bring back best practices and innovations to the District for managing water resources, operations, watersheds, finances, human resources, communications, and other core services.
- ✓ b. Participate in professional development opportunities, including pursuing association committee seats, presenting on conference panels and seminars, submitting cutting-edge projects and papers for industry awards, and assembling teams to represent the District at regional and statewide industry operations challenges.
- ✓ c. Continue to build collaboration and communication with other water districts, key government agencies, stewardship networks, and stakeholder organizations.

| 5 YR ACTION ITEMS | STRATEGIC ELEMENTS PLANNED IN YEAR 1 | MILESTONE | W/IN BUDGET OR FUNDS NEEDED |
|--|---|-----------------------------|-----------------------------|
| <p>a. Industry Associations</p> | <p>Develop an Operations and Maintenance departmental team to represent the District in competitive water-industry challenges at the regional, state and national levels.</p> | <p>Team assembled by Q2</p> | <p>n/a</p> |
| <p>b. Professional Development Opportunities</p> | <p>Encourage staff at all levels to engage in relevant professional associations through submittal of abstracts, joining committees, and other similar types of engagement.</p> | <p>ongoing</p> | <p>Within budget</p> |
| <p>c. Stakeholder Collaboration and Communication</p> | <p>Develop stakeholder list and identify key contacts to connect with for ongoing relationship building and communications.</p> | <p>List by Q2</p> | <p>n/a</p> |

Goal 5 - Objective 4: Technology, Innovation & Process Improvements

Strengthen efficiencies, business services, and innovation by modernizing essential processes, partnering with others, and investing in strategic technology.

- ✓ a. Develop and roll out a modern, secure intranet that will provide effective information exchange and collaboration among departments and teams.
- b. Provide an employee self-service function for accessing payroll, timekeeping, and other administrative functions.
- c. Create a program that fosters and incentivizes staff to identify, suggest, and use modern processes and technologies to improve workplace efficiency.
- ✓ d. Partner with academic institutions to research and solve the most pressing challenges for Marin Water and the water industry and support the use of the watershed as a research ground for academia, when appropriate.
- e. Strengthen succession planning by identifying and addressing gaps in documented standard operating procedures (SOPs) and ensuring an overlap of training for key positions.
- ✓ f. Begin conversion to advanced metering infrastructure (AMI) across the service area and develop and launch the associated customer portal to increase customer awareness of water use.
- ✓ g. Complete a selection process for upgrading the current enterprise resource planning system (SAP) and implement the upgrade to ensure maximized system use and integration capabilities across various operational functions.
- h. Replace the online customer bill pay system with a new system that improves self-service options for customers.

| 5 YR ACTION ITEMS | STRATEGIC ELEMENTS PLANNED IN YEAR 1 | MILESTONE | W/N BUDGET OR FUNDS NEEDED |
|---|---|---|----------------------------|
| a. Intranet | Implement Microsoft M365 services throughout District and utilize included SharePoint Online application to build intranet site, including migration of files from legacy solution to cloud-based document store. | In use district-wide by Q4 | Within budget |
| d. Academia Partnerships | Identify opportunities to engage with University of Cal-Berkley and others. | Q3 | n/a |
| f. AMI Conversion and Associated Customer Portal | Captured in Goal 1, Obj. 1. | --- | --- |
| g. SAP Selection, Implementation & Operational Integration | <p>Perform business capability modeling across all applicable departments to develop recommendation regarding upgrade vs. replacement of system.</p> <p>Perform needs assessment and develop Vendor Selection RFP (for ERP platform if recommendation to replace, and for Systems Integrator for implementation).</p> | <p>Begin Q1</p> <p>Vendor Selection by Q4</p> | Within budget |