



2024 Annual Strategic Work Plan

April 2, 2024



Overview

February 13, 2024: Board approved **Five-Year Strategic Plan**

- Includes five strategic goals and 24 objectives which set the overall direction and priorities for Marin Water
- 113 actions that represent the best understanding today of what efforts are needed to advance the goals and objectives

March 14, 2024: Board reviewed and discussed the **2024 Annual Work Plan**

- Outlines the strategic plan work that will occur in the first year
- Is a tool to help plan, manage, and report back to the board on the District's progress toward each goal

Current: Board to review updated **2024 Annual Work Plan**

- Areas of plan that have been updated to incorporate board input are tracked in **orange**

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"> • AMI Program Manager. • Establish timeline. • Launch pilot testing. 	Program Manager by Q2; Timeline by Q3; Begin pilot Q3/Q4	Additional funds may be needed

Goal 1 - Objective 2: Augment Existing Supply

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. 6. Develop emergency supply augmentation plan for times of water shortages 	<ol style="list-style-type: none"> 1. Q1-Q4 2. Q4 3. Q4 4. Q3 5. Q4 6. Begin 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>

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 and local sanitation agencies.	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

5-YR ACTION ITEM	WORK PLANNED IN YEAR 1	MILESTONE	W/IN BUDGET OR FUNDS NEEDED
b. Project Grant Opportunities	Continue to identify grant funding opportunities that are a fit for the District's capital projects.	Ongoing	n/a
c. Bond Funding Opportunities for Generational Projects	Captured in Goal 4, Objective 4b.	---	---

Goal 1 - Objective 3: Capital Project Delivery

5-YR ACTION ITEM	WORK PLANNED IN YEAR 1	MILESTONE	W/IN BUDGET OR FUNDS NEEDED
<p>a. Resource Needs Assessment</p>	<p>Develop resourcing plan for enhanced CIP, including reallocation of existing positions leveraged with external support.</p>	<p>Complete by Q2</p>	<p>n/a</p>
<p>c. On-Call Engineering Firm Consulting Contracts</p>	<p>Execute on-call engineering contracts for specialty support.</p>	<p>Complete in Q3</p>	<p>Funds needed (est. \$3M)</p>
<p>f. Paving Restoration Requirements</p>	<p>Complete pavement assessment criteria with paving expert and begin discussions with neighboring jurisdictions.</p>	<p>Complete assessment and begin meetings by Q4</p>	<p>Within budget</p>

5-YR ACTION ITEM	WORK PLANNED IN YEAR 1	MILESTONE	W/IN BUDGET OR FUNDS NEEDED
c. Carbon Neutrality	Initiate carbon neutrality policy discussion with the Board.	Begin by Q4	n/a
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	---

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, including the role of the board during a disaster/emergency , and develop timeline and process for the plan 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 - Objective 1: Creek Restoration

5-YR ACTION ITEMS	WORK PLANNED IN YEAR 1	MILESTONE	W/IN BUDGET OR FUNDS NEEDED
<p>a. Lagunitas Creek Restoration</p>	<p>Secure resource agency permits to begin implementation of Phase 1 restoration sites (1-6 and 12-13).</p>	<p>Initiate construction Q3</p>	<p>Grant Funded</p>
	<p>Complete restoration construction of 3-5 sites of the 8 sites in Phase I.</p>	<p>Complete construction Q4</p>	<p>Grant Funded</p>
<p>b. Lagunitas Creek Stewardship Plan</p>	<p>Update Lagunitas Creek Stewardship Plan.</p>	<p>Complete Q4</p>	<p>Within budget</p>
<p>c. PIT Program</p>	<p>Install two new Passive Integrated Transponders Antennas to improve fisheries monitoring data collection. One of which will be installed within Phase I restoration reach.</p>	<p>Complete Q3</p>	<p>Within budget</p>
<p>d. Apply technical expertise to regional restoration projects</p>	<p>In a support role, participate in discussions regarding Redwood Creek, and add value where we can.</p>	<p>Ongoing</p>	<p>n/a</p>

Goal 3 - **Objective 3: Stewardship**

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: 1) broaden customer awareness of the service value of District’s watershed stewardship work, including its work to preserve the watershed’s biodiversity , and 2) 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

5-YR ACTION ITEMS	WORK PLANNED IN YEAR 1	MILESTONE	W/IN BUDGET OR FUNDS NEEDED
<p>a. Watershed Rec Mgmt Planning Feasibility Study</p>	<p>Complete study and advance priority outcomes in alignment with study timeframes.</p>	<p>Complete study by Q2; Develop timeline for implementation of priority outcomes by Q3</p>	<p>Additional funds need to be identified.</p>
<p>b. Azalea Hill Trail Restoration Project</p>	<p>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.</p>	<p>Complete by Q4</p>	<p>Grant/Budget for Phase II Additional funds need for Phase I</p>
<p>d. Nature-based Self-guided Tours and Outreach Materials</p>	<p>Complete a self-guide tour of prescribed burn project sites on the watershed.</p>	<p>Complete by Q4</p>	<p>Within budget</p>

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 and inclusion of recreation management and stewardship. 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 - **Objective 1: Financial Stability**

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

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

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, including a review of how population growth may impact demand; 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 5 - Objective 1: Organizational Culture and Values (continued)

5-YR ACTION ITEMS	STRATEGIC ELEMENTS PLANNED IN YEAR 1	MILESTONE	W/IN BUDGET OR FUNDS NEEDED
g. Strengthened Internal Communication Strategies	In an effort to strengthen alignment, coordination and awareness in the organization on timely and key initiatives and/or issues, launch internal newsletter.	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

5-YR ACTION ITEMS	STRATEGIC ELEMENTS PLANNED IN YEAR 1	MILESTONE	W/IN 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	Develop a plan and schedule to engage with regional institutions such as UC Berkeley, Stanford, and/or 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

Recommendation

Accept the 2024 Annual Strategic Work Plan.