
EXHIBIT 19-A

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**MONTEREY PENINSULA WATER
MANAGEMENT DISTRICT**

**2004/2005 STRATEGIC
PLAN**

**MONTEREY PENINSULA WATER
MANAGEMENT DISTRICT**

2005 Strategic Plan

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**MONTEREY PENINSULA WATER
MANAGEMENT DISTRICT**

2004/2005 Strategic Plan

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VISION STATEMENT

The MPWMD:

- (1) Will strive to serve as a catalyst in collaboration with public and private entities for environmentally responsible solutions that result in a reliable and legal water supply; and
- (2) Shall be a fiscally responsible, professionally and publicly respected leader in managing water resources.

MISSION STATEMENT

The mission of the MPWMD is to manage, augment and protect water resources for the benefit of the community and the environment.

COMMUNITY ISSUES

Objective: *To Improve the Understanding of and the Image of the MPWMD in the Community*

- Help the community understand the complexity of the District's Mission
 - Need to reach out with positive message to media by June 2005
 - Need to further explain water decision process on-going
 - Highlight conservation success on-going
 - Press outreach – Send out new vision/mission statements in press release by November 2004
 - Simplify materials – overhaul web site, printed materials and FAQs by June 2005
- End current perceived inconsistent communication with Cities
 - Reports – add standing item on Board member reports by November 2004
 - Have PAC/TAC meet with Board jointly as appropriate
- Develop a Best Practices Model for individual jurisdictions regarding permitting issues and their timing
 - Implement Best Practices in all cities by December 2005
- Update and publicly disseminate Policies and Procedures Manual
 - Complete an update to the Policies and Procedures Manual by December 2004
 - Establish an on-going process for updates
 - Ensure that any changes are widely disseminated in a timely manner beginning in January 2005
- Seek professional help as necessary and appropriate
 - Professional community outreach services are needed to assist the District in communicating with its constituents and other jurisdictions in the District's sphere of influence
 - Generate short-term requirements and make that a budget item in the mid year budget review
 - Generate RFP for professional services by March 2005 and include in Fiscal Year 2005/2006 budget

Objective: *Increase Community Partnerships*

- Find funding for community conservation programs
 - Define by March 2005 budget update

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- Define community connections
 - Define and celebrate connections by June 2005
- Participate in community events/service organizations
 - Increase participation by June 2005
- General Manager is the spokesperson for the District
 - Introduce the General Manager throughout the region and speak on Mission and Vision; begin in November 2004 through Speaker's Bureau activities
 - Define and promote the District's Sphere of Influence by December 2004

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FISCAL ISSUES

Objective: *Make Annual Budget More User Friendly for Board and Public*

- Change budget format (include information by division, by program, and by linking revenues and expenses)
 - Restructure by March 2005 Draft
 - Cal-Am rate increases – make new assumption after Water Summit (early 2005)
 - Include water supply planning activities in 2005 budget
 - Show mandated activities (include staff and other costs)
 - Include staffing levels for water distribution system permits

Objective: *Determine Whether Permit Fees and User Fees Should be Increased*

- Determine fiscal needs and potential shortfalls
 - Update Board on existing Needs Report status by December 2004
 - Fully describe current allocation of permit fees and user fees by December 2004
 - Final update with mid-year budget review by December 2004
 - Take action regarding fee increase by TBD (after long term water supply plan is determined)

Objective: *Establish Appropriate Staffing Levels*

- Review staffing levels and current work assignments
 - Analyze and make final determination on whether more staff is required to achieve the District's goals and objectives by March 2005
 - Full explanation and review through budget process by March 2005

WATER RESOURCES DIVISION

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Objective: *Clarify ASR Program*

- Determine where the ASR Program is going, and determine whether to expand MPWMD partnership with Cal-Am on Seaside Basin ASR project.
 - Analyze the financial elements of potential expansion by December 2004
 - Review and determine water rights issues on-going
 - Conduct a field trip for Board and media before Board action as appropriate

Objective: *Streamline Water Distribution System Permits Process*

- Review Water Distribution System Permits
 - MPWMD should collaborate with Monterey County Water Resources Agency (Curtis Weeks is General Manager of agency) as well as with Monterey County Health Department on processing analysis of water distribution system applications
 - Follow-up with Technical Advisory Committee by November 20, 2004
 - Research whether changes to the permits process would result in the MPWMD taking on something Monterey County should properly be doing. Provide update with mid-year review by December 2004
 - Ordinance No. 118 to be considered at November 2004 meeting, and Ordinance No. YY at the January 2005 meeting

Objective: *Develop Seaside Basin Groundwater Management Plan*

- Develop Seaside Plan
 - Commenced Plan processing in October 2004, this is the beginning of a two-year process
 - Conduct initial meeting of the Advisory Committee in October 2004

Objective: *Determine Agency Role in Environmental Protection*

- Audit Existing Practices
 - Conduct full review of requirements under the Mitigation Program by January 2005
 - Assess staffing implication of review results by March 2005 and include in Fiscal Year 2005/2006 budget

Objective: *Establish Consistency and Simplicity in Policies and Procedures*

- Develop and streamline internal Agency Policies and Procedures
 - Determine which procedures and policies can reasonably be terminated by January 2005
 - Provide audit of weekly and monthly reports and include in Board/staff audit by December 2004
 - Complete process by March 2005 and include in Fiscal Year 2005/2006 budget

Objective: *Better Communication with Local Jurisdictions and the Public Regarding MPWMD Policies*

- Provide ordinance explanations with each Board update made at local Council meetings and County Board of Supervisor's meetings
 - Educate other jurisdictions and the public on the updated Policies and Procedures
 - Send General Manager/Board member to reinforce policy changes with local jurisdictions (on-going, as needed)
 - Put together outlines and process hand-outs and posters, utilizing outside help and resources as appropriate by June 2005
 - Review and update Website as required to support education effort by June 2005
- Update and publicly disseminate Policies and Procedures Manual
 - Complete an update to the Policies and Procedures Manual by December 2004
 - Establish an on-going process for updates
 - Ensure that any changes are widely disseminated in a timely manner beginning in January 2005

Objective: *Determine Agency Role in Conservation*

- Audit Conservation Practices of Agency
 - Determine whether additional staff resources are required to implement new or current commitments – only covering the basics
 - Complete process by March 2005 and include in Fiscal Year 2005/2006 budget

Objective: *To Have a More Community Outreach Focus*

- Environmental Protection
 - Celebrate what is going right by June 2005

- Stream Issues
 - Do timely media outreach – explain clearly why certain actions cannot be done given constraints by June 2005
 - Proactively educate the public concerning potential Carmel River erosion issues by June 2005
 - Obtain stream alteration agreement from California Department of Fish and Game by October 15, 2004
 - Work with Supervisor Potter to obtain the commitment of the California Department of Fish and Game to meet its obligations immediately

Objective: *Improve Efficiency of Water Distribution System Permits*

- Re-write water distribution system permit regulations
 - Complete by January 2005, the scheduled month for first reading of Ordinance YY

ADMINISTRATIVE SERVICES DIVISION**DRAFT**

Objective: *Increase Efficiency of Staff Time Related to Administrative Documents*

- Audit Reports, Board Packet and Documents
 - Bring to Board a report on the resources used to create various documents by December 2004
 - Ask Board to clarify which reports are useful and need to continue by December 2004

Objective: *Recognize Board Member Service in a Positive Way*

- Revolving Chair
 - Provide timely recognition of their services at end of each term – not when they leave the Board

Objective: *Continue to Improve Board-member to Board-member Communication*

- Review and provide recommendations for improvement on communication
 - Provide report from County and report from City representatives on each agenda as a standing item by November 2004 MPWMD agenda
- Conduct a strategic planning workshop annually/twice a year

Objective: *Determine Long-Term Water Supply Options*

- Finalize a single accurate and agreed set of water supply numbers
 - Further research/establish numbers by January 2005
- Convene Water Summit to discuss topic of interagency cooperation on regional solutions
 - Arrange for and sponsor Water Summit by January/February 2005
- Establish and make clear the District project goal
 - Make clear that the MPWMD is at a different crossroad in the pursuit of augmenting water supply (on-going)
 - Work for broad regional participation that includes water for MPWMD and other participants (on-going)
 - Show how such a regional program will distribute the cost and reduce the potential financial burden to MPWMD constituents by March 2005

Objective: *Determine Role for MPWMD In Water Supply Issue*

- Finalize the role of the District
 - Educate the public and other jurisdictions to the fact that the District's current fiscal condition is such that it is unrealistic to now support any major project proposal within District boundaries solely funded by District resources
 - Commence review immediately with final determination after County action of November 2004 and the Water Summit in January/February 2005
 - Determine whether there is or should be a proprietary role for District by March 2005
 - Determine the extent to which the role is regulatory and, under that role, determine how the process is controlled by March 2005
 - Determine whether a Joint Powers Authority structure is appropriate, utilizing peer/consultant review as necessary and appropriate by March 2005
 - Evaluate the fiscal impacts of the different options and correlate them to Board fiscal capacities by June 2005
 - Develop public input opportunities, particularly related to determination of how fiscal constraints can be alleviated through possible fee increases by June 2005

Objective: *Clarify District's Water Supply Project Status*

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- Determine the timing of the re-commencement of currently suspended CEQA EIR (TBD)
- Finalize ASR timing beyond the temporary permit
 - Determine the scope, timing and expense related to an EIR for the State Water Board – bring to Board in October 2004
 - Set up and conduct field trip by November 2004
- Explore feasibility of including reclamation water as supplementary to the overall regional solution(s) under whatever potable water project proves feasible

Note: The Planning and Engineering Division is responsible for taking the lead on these objectives.