

EXHIBIT 18-A

MPWMD 2022 Strategic Goals and Objectives

(Proposed – January 21, 2021)

1. **Goal** - Secure a safe, reliable, sustainable, diversified, affordable, legal water supply to the Monterey Peninsula Region.

Near-Term Objectives

- a. As project manager, complete Pure Water Monterey Deep Injection Wells 3 and 4 within the year.
- b. Work on expanding base PWM capacity in 2022
- c. Partner with Monterey One Water to expand the Pure Water Monterey Project.

Long-Term Objectives

- a. Continue implementing Measure J for long-term lower water costs.
- b. Develop plan for lifting CDO & Moratorium

2. **Goal** - Pursue public ownership of the water distribution system as directed by the voters in Measure J.

Near-Term Objectives

- a. Complete the LAFCO process and, if necessary, seek judicial review of LAFCO decision in 2022.
- b. Update appraisal, make offer, develop findings
- c. Hold a hearing of public necessity in 2022 or 2023.
- d. Develop a public outreach/awareness campaign in support and/or survey in 2022.

Long-Term Objectives

- a. Complete rate study in advance of bench trial.
- b. Initiate bench trial phase in 2023.
- c. Succeed at bench trial phase and move to valuation phase within two years.
- d. Organizational planning for success under Measure J

3. **Goal** - Be a regional leader on water issues, continue to raise the District profile and instill public trust.

Near-Term Objectives

- a. Resolve the Water for Housing initiative at SWRCB in 2022; Address 2022 RHNA #s
- b. Coordinate on regional issues with other water agencies quarterly or more often; and participate in regional water discussions/forums
- c. Be the knowledgeable source for reliable information on supply, demand, drought, and other local water issues needed by public, media, and regulators.
- d. Bring the Salinas and Carmel River Basins study to completion within a year.

- e. Coordinate/Communicate w/ Salinas Valley GSA

Long-Term Objectives

- a. Maintain leadership of the Integrated Regional Water Management Program (IRWM) process.
- b. Continue to coordinate on regional issues with other water agencies.
- c. Be the knowledgeable source for reliable information on supply, demand, drought, and other local water issues.

4. **Goal** - Plan for long-range surface and groundwater resource needs.

Near-Term Objectives

- a. Bring Los Padres Dam Alternatives study to a conclusion within a year.
- b. Address Seaside Basin protective water levels
- c. Evaluate/update Carmel River pumpers load and Rule 160-164 impacts
- d. Update description of supplies, projects, WSC and User Fee on Website

Long-Term Objectives

- a. Assess climate change impacts on local water supplies, primarily through completion of Basin Study.
- b. Work with watermaster and affected parties on replenishment and protective water levels in Seaside Groundwater Basin. Explore possibilities of public funding for replenishment or protective water levels.
- a. Continue discussion of regional desalination options, and other regional water supply options
- b. Leverage funding sources federal & state

5. **Goal** - Protect and enhance the District's financial resources.

Near-Term Objectives

- a. Receive GFOA award for annual comprehensive financial report (ACFR) for 2022
- b. Maintain CSDA transparency certificate of compliance in 2022.
- c. Continue to develop strategy for PERS and OPEB liabilities in 2022-23 budget.
- d. Pay down a portion of the Mechanics Bank loan in July/August 2022.
- e. Improve asset management documentation and funding in Capital Improvement Plan for 2022-23 budget.
- f. Place all financial documents (Audit, Budget, other) online within 1 month of adoption.

Long-Term Objectives

- a. Implement the Board's policy to use surplus User Fee revenue to (i) pay down the Mechanic's Bank loan, (ii) repay other District reserves used for water supply projects, and (iii) sunset a portion of the Water Supply Charge. Identify potential competing uses for "surplus" User Fee and determine timeline.

6. **Goal** - Promote and enhance organizational efficiency and effectiveness.

Near-Term Objectives

- a. Discuss implementation of an employee hybrid remote work schedule.
- b. Determine the type of support needed in GM office. Create position and fill it by year end.

Long-Term Objectives

- a. Continue to develop electronic documents library and migrate data.
- b. Develop sustainability plan for District assets and practices.

7. **Goal** – Overhaul Public Outreach Effort

Near-Term Objectives

- a. Public awareness of all District activities
- b. Support Measure J milestones
- c. Determine new District Public Outreach model and budget

Long-Term Objectives

- a. Resolve newsletter product
- b. Resolve email communications
- c. Make social media more consistent and orderly
- d. Determine need, timing, and budget for website update