



EXHIBIT 12-A

DRAFT

MPWMD 2023 Strategic Goals and Objectives

(For Adoption by the MPWMD Board of Director's on April 17, 2023)

Near-Term Goals (1- to 2-Year Timeline)

1. **Goal** - Secure a safe, reliable, sustainable, diversified, affordable, legal water supply for the Monterey Peninsula through support and investment in Pure Water Monterey Expansion (PWM-X).

Objectives

- a. Partner with Monterey One Water (M1W) on PWM Expansion; Complete construction in 2025.
 - b. Protect and preserve District and M1W state and federal grants and low-cost financing.
 - c. Reconstitute the District Technical Advisory Committee and, subsequently, the Policy Advisory Committee to develop an Allocation Plan for dedicating new water to the jurisdictions; Ensure Allocation Plan recognizes and supports affordable housing.
 - d. Develop plan, preferably with support of Cal-Am and the Coalition of Peninsula Businesses to lift the Cease and Desist Order (CDO) and moratorium on new meters.
2. **Goal** – Expedite and implement public ownership of the water distribution system as directed by the voters pursuant to Measure J.

Objectives

- a. Make offer, develop findings, determine whether to hold Hearing of Public Necessity, if so file condemnation action – by August/September 2023
- b. Develop strategy on options regarding “latent power activation.”
- c. Invest in outreach/marketing of our ability as a water provider/operator, including website and social media.
- d. Develop an initial strategy for staffing/organization planning; Develop a public outreach/awareness campaign in support of such initiative ahead of any condemnation action.

3. **Goal** - Protect and enhance the District’s financial resources, both short- and long-term.

Objectives

- a. Analyze impacts of potential loss of Water Supply Charge (Taxpayers Association lawsuit), develop strategy to include success/failure in District budget.
- b. Make decision on Mechanics Bank loan balloon payment in June 2023.
- c. Ensure fiscal stability in support of Measure J activities.
- d. Maintain GFOA award and CSDA transparency certificate of compliance in 2023.
- e. Continue to develop strategy for PERS and OPEB liabilities in 2022-23 budget.
- f. Continue to place all financial documents (audit, budget, other) online within one month of adoption.

4. **Goal** – Increase public awareness/engagement and ensure MPWMD reputation for excellence, competence, integrity, and commitment to the community’s best interests remains intact.

Objectives

- a. Continue to provide reliable information on supply, demand, drought, and other local water issues needed by public, media, and regulators.
- b. Continue to raise the District profile and instill public trust.
- c. Support objectives on Measure J through public outreach.
- d. Better inform public about environmental activities of the District.
- e. Coordinate/Communicate w/ other water management agencies on a regional basis.

5. **Goal** – Continue strategic planning for near-term water supply, including operation optimization.

Objectives

- a. Focus on near-term water supply demand and supply needs/analysis; Achieve optimization of existing supplies and facilities to the maximum extent possible in conjunction with Cal-Am as owner.
- b. Coordinate with and encourage Cal-Am on execution and progress of Cal-Am owned-facilities (e.g. ASR #4, Sand City source wells, new Seaside Basin extraction wells, pump stations, repairs, and rehabilitations.)
- c. Develop plan for improved ASR operations.
- d. Assess climate change impacts on local water supplies, primarily through completion of Basin Study, hopefully in 2023, pursuant to USBR schedule.
- e. Complete Los Padres Dam Alternatives Study; Consider recommendation of Board on future action.
- f. Update description of supplies and projects on website.

6. **Goal** – Focus on organizational effectiveness and planning for the future.

Objectives

- a. Discuss succession planning for existing organization.
- b. Evaluate succession planning under Measure J scenarios.
- c. Determine near-term needs at executive and staff level; Evaluate change in District policies to lure talent.
- d. Provide Board and staff development opportunities.

Longer-Term Goals (3-Years or More)

7. **Goal** – Continue strategic planning for long-term water supply.

Objectives

- a. Work with Watermaster to address Seaside Basin protective water levels, infrastructure needs, and funding.
- b. Evaluate/update Carmel River pumpers load and Rule 160-164 impacts.
- c. Assess climate change impacts on local water supplies, primarily through completion of Basin Study.
- d. Discuss support for future supply resources such as Cal-Am desal, regional desal, or other in light of climate change impacts, including sea level rise.

8. **Goal** – Focus on clarity and customer-friendly process for permits, rules, and regulations.

Objectives

- a. Revise and clarify WDS permit regulations.
- b. Clarify or make user-friendly the District permit forms and instructions.
- c. Consolidation and reorganization of existing Rules and Regulations.

9. **Goal** – Look at new direction for Carmel River mitigation program requirements.

Objectives

- a. Develop monitoring plan in post-San Clemente Dam environment.
- b. Evaluate post-CDO Cal-Am and non-Cal-Am withdrawals.
- c. Consider District permit 20808-B options.
- d. Look for grant money where available.