Posting Date: 09-22-2020

NOTICE OF SPECIAL MEETING
BOARD OF DIRECTORS

Notice is hereby given that a Special Meeting of the Board of Directors of the Marin Municipal Water District will be held as follows:

MEETING DATE: 09-25-2020

TIME: 9:00 a.m.

LOCATION: **This meeting will be held virtually, pursuant to the Governor's Executive Order N-29-20. To participate, please use the link or the call-in number below:**

To participate online, go to https://zoom.us/j/97987929991 . You can also participate by phone by calling 1-699-900-9128 and entering the webinar ID#: 979 8792 9991.

During the public comment periods, the public may comment by clicking the "raise hand" button on the bottom of the Zoom screen; if you are joining by phone and would like to comment, press *9 and we will call on you as appropriate.

You may also submit your comments in advance or during the meeting by emailing them to BoardComment@MarinWater.org. Emailed comments will be provided to the Board and posted on our website. *(Please do not include personal information in your comment that you do not want published on our website such as phone numbers and home addresses.)*

Comments should be limited to three minutes or less, or as determined by the Board President.

AGENDA ITEMS	RECOMMENDATIONS
Call to Order	
Adopt Agenda	

AGENDA ITEMS	RECOMMENDATIONS
Regular Calendar	
1. Board 2020 Annual Retreat a. 10-Year Financial Plan b. Water System Master Plan c. Watershed Recreation Plan d. Long-Term Water Supply e. Drought Planning	*Information*
Public Expression (Limited to the Items on the Agenda)	
Adjournment	

ADA NOTICE AND HEARING IMPAIRED PROVISIONS:

In accordance with the Americans with Disabilities Act (ADA) and California Law, it is Marin Water's policy to offer its public programs, services, and meetings in a manner that is readily accessible to everyone, including those with disabilities. If you are disabled and require a copy of a public hearing notice, an agenda, and/or agenda packet in an appropriate alternative format, or if you require other accommodations, please contact Board Secretary Terrie Gillen at 415.945.1448, at least two days in advance of the meeting. Advance notification will enable the Marin Water to make reasonable arrangements to ensure accessibility.

INFORMATION PACKETS ARE AVAILABLE FOR REVIEW AT THE CIVIC CENTER LIBRARY, CORTE MADERA LIBRARY, FAIRFAX LIBRARY, MILL VALLEY LIBRARY, MARIN WATER OFFICE, AND ON THE MARIN WATER WEBSITE (MARINWATER.ORG)

FUTURE BOARD MEETINGS:

- Tuesday, October 6, 2020
  Regular Board of Directors Bi-Monthly Meeting
  7:30 p.m.

- Friday, October 16, 2020
  Operations Committee / Board of Directors (Operations) Meeting
  9:30 a.m.

Terrie Gillen

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Board Secretary

MARIN WATER

Item Number: 01
Meeting Date: 09-25-2020
Meeting: Board of Directors

Updated Informational Item

TO: Board of Directors

FROM: Ben Horenstein, General Manager

DIVISION NAME: Office of the General Manager

ITEM: Board 2020 Annual Retreat

SUMMARY

Discussion of five strategic issues presented by staff to the board.

DISCUSSION

Staff will be presenting five strategic issues that will be undertaken over the next year for Board input and discussion. The five items are:

a. 10-Year Financial Plan - This is an effort to develop a 10-Year Financial Plan to provide a strategic and prioritized approach to future investments in the District's water system. Staff will present the approach and schedule for the Financial Plan for Board input and discussion.

b. Water System Master Plan - This is an initiative to develop a Water System Master Plan to provide a roadmap for long-term capital investments in the water system with a focus on prioritization of infrastructure investments among the different asset classes (e.g. tanks, pipes, facilities, watershed, etc.).

c. Watershed Recreation Plan - This proposed plan is designed to guide operations and public access to the District's watershed lands in a thoughtful manner that protects water quality and biodiversity while developing a vision for maintaining watershed facilities and infrastructure in a manner that ensures safe and inclusive access for all users.

d. Long-Term Water Supply - This presentation will provide the Board with an update on some activities related to our Sonoma Water supplemental water supply and will identify opportunities to increase the resiliency of that critical component of the District's water supply portfolio.

e. Drought Planning - Staff will review the current elements of our drought plans and discuss efforts to update the drought planning efforts to meet new state requirements to develop a comprehensive Water Shortage Contingency Plan.

FISCAL IMPACT
None

ATTACHMENT(S)
1. Materials for the retreat

2020-21 Strategic Initiatives

Board Retreat

September 25, 2020

A. **10-Year Financial Plan**

B. **Water System Master Plan**

C. **Watershed Recreation Plan**

D. **Long-Term Water Supply**

E. **Drought Planning**

F. **Safety and Emergency Response**

G. **Employee Engagement**

H. **Sustainability**

I. **New Website**

J. **Water Efficiency**

A. 10-Year Financial Plan

Description: *Develop a 10-Year Financial Plan that provides a strategic and thoughtful approach for future investments in our water system, using strategic communications and community engagement to inform the process.*

Through effective communication and engagement, the District's comprehensive 10-year Financial Plan will provide a thoughtful, prioritized approach to future capital and operating investments. The project will examine the current state of the District's needs and opportunities, and build a deeper understanding of the importance of investing in our water system.

A series of Board workshops and community engagement programs will inform and guide the process. These workshops are intended to provide a comprehensive look at the long-term needs and opportunities for the District's investments.

Using feedback and information received through the engagement process, financial scenarios will be developed and refined to explore capital investment opportunities, such as AMI and improvements of the water delivery system, and will examine opportunities for organizational improvements, such as information technology needs and additional rangers, to responsibly meet growing demands. Targeted financial strategies and appropriate levels of reserves to ensure long-term financial stability will also be addressed.

The development of the Financial Plan will be guided by input from the Board of Directors, our customers, and District staff. A number of Board workshops, community webinars, and public outreach efforts over the next several months will provide forums for input.

Status: The District has completed a Request for Proposals (RFP) process, and contracted with Raftelis to assist in engagement process and the development of the Financial Plan.

Staff has started working with the consultant to build effective and timely strategies for community engagement, and generate the necessary documents and information needed to assist in defining and developing effective financial scenarios.

Next Steps/Key Milestones:

- **Board Workshops**: Four Board workshops to be held between October 2020 and March 2021.
- **Community Engagement:** Informational community webinars, media efforts, and digital engagement will run parallel with the workshops.
- **Plan Development:** Final reports are the Financial Plan are expected to be completed in the spring of 2021.

B. Water System Master Plan

Description: The District is conducting a comprehensive evaluation of its complex water system through the development of the Water System Master Plan (WSMP). The District's extensive water system, which consists of water production, storage, treatment, and distribution facilities, reliably provides high quality water to 190,000 customers. But managing the rehabilitation and replacement of these assets, ranging in age from 50 to over 100 years, requires a strategic program that considers asset life-span, level of service, and condition information. The WSMP will evaluate long-term investments for water system assets that are essential to maintaining delivery of water to our customers. From this system-wide evaluation, the WSMP will determine infrastructure needs and recommend long-term capital investments for maintaining service reliability and improving system operations.

While development of the comprehensive WSMP will occur over the next two years, some of the tasks will be completed early in the project to address the District's priorities, including known storage issues in the Ross Valley area. Supplying water to approximately 44,000 customers (23% of the District's customers), storage for the District's Ross Valley system has been found insufficient in a number of prior studies. In addition, two storage facilities supporting this system, Pine Mountain Tunnel (PMT) and Ross Reservoir, are near the end of their useful life. A focused evaluation of these facilities and the Ross Valley system is a major component of the Water System Master Plan to support much needed storage improvements and accelerate the design of replacement facilities.

Evaluation of the storage needs of the Ross Valley system will begin with a comprehensive review and update of the District's system-wide planning and design criteria. This effort will concentrate on updating existing District performance criteria relating to emergency planning scenarios, level of service goals, and storage and pumping adequacy criteria. The WSMP will evaluate the storage needs in the Ross Valley by applying these updated performance criteria to determine adequate storage volume in context of the entire system, an approach the District has not taken in previous studies of Ross Valley. The updated criteria will form the basis of the evaluation for the entire water system as well, intricately tying Ross Valley storage adequacy to the overall system. This focused evaluation of the Ross Valley system will utilize the information developed in previous studies and evaluate additional potential storage sites for improving storage capacity and reliability, leading to a 10% level of design that will support initiation of CEQA documentation for the preferred alternative upon completion of the Ross Valley Evaluation expected in June 2021.

The overall system evaluation of the District's water system will occur in parallel with the Ross Valley Evaluation. Major elements of the distribution system, including pipelines, storage tanks, pump stations, and pressure regulating facilities will be assessed and sustainable long-term rates of replacement and rehabilitation by asset class will be established to inform capital improvement program (CIP) planning. These efforts will coalesce in the development of a comprehensive and critical infrastructure plan, including a specific focus on the Ross Valley

system, and will serve as a roadmap for capital planning and infrastructure investments for the District for years to come.

Status: Staff selected Woodard & Curran to prepare the Water System Master Plan and received Board approval for the contract in August 2020.

Next Steps/Key Milestones:

- **Water System Master Plan & Ross Valley Evaluation**
  - **September - November 2020**: Update Planning and Design Criteria
  - **November 2020 – June 2021**: Ross Valley Evaluation & Pre-Design Report
  - **November 2020 – May 2021**: Overall System Evaluation
  - **May 2021 – June 2022**: Capital Investment Recommendations
  - **July 2022**: Water System Master Plan Report

C. Watershed Recreation Plan

Description: Mt. Tamalpais and its adjacent watersheds support a rich array of plants and animals, panoramic vistas, and recreational opportunities that are treasured by residents and visitors alike. Since before the turn of the last century, Mt. Tamalpais has been a magnet for recreationists. The Marin Municipal Water District's Mt. Tamalpais watershed lands receive approximately 1.8 million visitors annually (MMWD 2013) and is part of the Golden Gate Biosphere Reserve (UNESCO 2002). Watershed users include anglers, hikers, equestrians, nature viewers, runners, walkers, youth camps, cyclists and many more. With the onset of the COVID 19 Pandemic and associated Shelter in Place Orders the number of watershed user's drastically increased, overwhelming many of the district's facilities (restrooms, parking lots, trash receptacles and popular trails). This dramatic increase demonstrates the significant value of natural areas and open space lands to the community and their deep connection to these areas, it also accentuated long-standing watershed issues and ongoing conflicts between different user groups.

Currently, the district has two overarching management plans for the watershed. The Roads and Trails Management Plan (RTMP 2005) and the Biodiversity, Fires, and Fuels Integrated Plan (BFFIP 2019). The primary goals and objectives of the RTMP is to protect water quality through the application of best management practices for roads and trails maintenance. While the BFFIP focuses on the actions that the District will implement to reduce fire hazards and to maintain and enhance ecosystem function. Neither of these plans directly address recreational activities on the watershed. A Watershed Sustainable Use Plan would evaluate current watershed use patterns and watershed facility improvements necessary to support safe inclusive use with an emphasis on protecting the watershed unique biodiversity, habitat, and water quality. The plan would aim to facilitate safe access that is supported by appropriate regulations, facilities, partnerships, educational programs, and signage which collectively would help protect the district watershed lands. As part of the planning effort there would be an assessment of current enforcement capacity and options for enhancing staffing for Rangers and/or other watershed staff to ensure the plan can be implemented.

The overarching goal is to develop guidelines and operational processes to protect the unique goals of different watershed user groups and the biodiversity of the district's watershed lands. There are a variety of types of recreational planning documents including Strategic Plans, Master Plans, Recreational Management Plans, Public Access Plans and Recreational Studies.

Status: Staff has been facilitating discussion around E-Bike access and is working on a number of adaptive measures to address watershed impacts associated with increased visitation during the COVID 19 Pandemic. To facilitate longer-term solutions the district would initiate a recreational planning processes through developing a request for proposals and initiating a stakeholder outreach effort.

Watershed Sustainable Use Plan Outline:

- Watershed Recreation Baseline
    - Develop a long-term visitor use monitoring methodology for the watershed.
- Facilities
    - Evaluate watershed use patterns to determine how to enhance the conditions and function of existing user facilities. This would include focusing on traffic patterns, new trail routes, parking, green infrastructure, picnic areas, signage, sanitation, user amenities, and other user infrastructure.
- Natural Resources and Restorative Operations
    - Inventory the district's natural watershed assets and evaluate current use patterns to determine where watershed use is impacting watershed resources. This would inform prioritizing closures of non-system trails and restoration of natural areas to reduce the overall impact of recreational activities on the watershed. It could also entail establishing ecological conservation areas that are closed to users.
- Community Partnerships and Engagement
    - Expand strategic partnerships to cultivate coalitions of recreational interest groups that will help foster safe watershed usage and environmental education for youth and adults that promotes an appreciation of nature, fitness, and citizen stewardship.
    - Seek out opportunities to expand the demographic diversity of our watershed users by strengthening relationships with new partners and non-traditional users.
- Watershed Capacity
    - Evaluate watershed staff capacity and resource needs to ensure a sustainable access strategy can be delivered and managed.
    - Develop a holistic program analysis model to evaluate our infrastructure investments and watershed use program costs. Consider costs alongside available resources and seek out a strategy for establishing as sustainable and integrated financial base for the program.

Next Steps/Key Milestones:

- December/January-Develop Request For Proposals
- March/April-Initiate stakeholder outreach
- January/February-Present draft plan for community comments

D. Long-Term Water Supply

Description: The District has a resilient water supply comprised of local reservoirs that provide approximately 75% of annual demand and the remaining demand is satisfied by supplemental water purchased from the Sonoma Water County Agency (SCWA). Water supply is fundamental to the District's mission and long timeframes are typically needed to understand changing climate conditions, demand scenarios and to develop any water supply projects. Therefore staff continues to explore opportunities to evaluate and enhance the resilience of the District's long term water supply. This report provides a status of some ongoing issues regarding Sonoma Water and identifies potential options to enhance water supply resiliency.

Potter Valley Update: PG&E recently decided to abandon the renewal of their Federal Energy Regulatory Commission (FERC) license to operate the Potter Valley Project (PVP). The PVP is a hydro-electric power generation plant located near the headwaters of the East branch of the Russian River that is driven by water taken from the Eel River. Water flows from the Eel River basin through the power generation plant and from there to Lake Mendocino. A group of stakeholders, the Two Basin Solution Partners (Partners), comprised of representatives from both the Eel River and Russian River basins, are attempting to take over the application renewal process in place of PG&E. FERC have acknowledged the Partners as a proxy to some future agency that needs to be formed to manage the project. The process of renewing the FERC license is lengthy, and the timeframe and scenarios that might affect both the water supply and the future cost of the supplemental Sonoma water are unknown at this time, but by all estimates it is likely to be an extended and costly endeavor.

Water Supply – Reliability and Resilience: The Water Resources Plan 2040 was completed by the District in 2017 and concludes that the District's current water supply portfolio is adequate to meet demands up to a 4 year drought. The SCWA is in the process of developing a Resiliency Study for that system to be completed in the next 18 months. The SCWA system is comprised of 2 reservoirs with a water supply capacity of 360,000 AF serving an annual demand of approximately 50,000 AF per year to customers in Sonoma and Marin. Lake Mendocino has a maximum water supply of 110,000 AF and Lake Sonoma which is the primary source of the drinking water for the District contains a water supply pool capacity of 250,000 AF. Since Lake Sonoma was filled in 1984 it has never fallen below the 100,000 AF storage threshold that was established as a trigger for drought contingency actions.

SCWA Supply – Hydraulic Limitations: The District typically purchases the minimum 5,300 AF per year at an approximate cost of $1330/AF. The District has contractual rights to purchase up to 14,300 AF per year however the District has never taken delivery of more than 9000 AFY, in part due to hydraulic limitations. To utilize the full volume of 14,300 AF per year, equivalent to 12.75 million gallons per day, it would require studies to define the required infrastructure improvements.

SCWA can deliver approximately 23-MGD to Kastania tank and presently the North Marin Aqueduct (NMA) has a gravity capacity of 18-MGD. Installing pumps at Kastania could permit a net increase in capacity of the NMA of 5-MGD as well as addressing limitations in the coordination with North Marin Water District in accessing the capacity of the NMA during summer months. As a result the typical minimum summer time flow available to the District would potentially increase from 4-MGD to 9-MGD (or greater) and provide enhanced operational flexibility and supply resiliency.

SCWA Supply - Agreements: The District currently has an agreement with SCWA for the purchase of water that is due for renewal in 2025. Staff is beginning the process of reviewing the agreement to identify areas that can be simplified and or improved. At present the District enjoys rights similar to that of prime contractors but is limited to 10-year agreements and does not have the voting privileges that come with prime contractor status.

Status: Staff is participating in meetings that provide detailed updates on the Potter Valley Project and continuing participation in committee meetings. In addition staff is reaching out to SCWA to deepen our contacts and understand the range of opportunities related to the water supply agreements.

Next Steps/Key Milestones:

- **Potter Valley Project -**
    - September 14th 2020 – Initial Study submittal to FERC
    - January 13, 2021 – FERC Study Plan Determination
- **SCWA Resiliency**
    - Participate in resiliency Plan meetings over next 24 months
- **SCWA Supply – Hydraulics**
    - **June 30, 2021** - Staff is planning to work with North Marin and SCWA to determine feasibility and cost of rehabilitating the pump station at Kastania, along with any needed infrastructure improvements within the District's system.
- **SCWA Agreement**
    - January 31, 2021 - Staff to informally collaborate with SCWA staff to identify areas where the agreements can be enhanced.

E. Drought Planning

Description: The Districts current drought response is embedded in the District code which contains three (3) drought response stages: a 10% voluntary reduction, a 25% mandatory reduction and a Water Shortage Emergency. These were last updated in 1999. The State of California has changed what is required of water utilities to ensure adequate planning, action and notification is established prior to a drought via a Water Shortage Contingency Plan. Water District are now required to submit Shortage Contingency Plans and planning updates annually starting in 2021. As part of Water Shortage Contingency Planning, the State now requires water utilities to prepare six (6) Drought Response Stages ranging from 10% reduction to 50%+ reductions which would be used for any water supply shortage regardless of cause (drought, earthquake, PSPS, etc) with each Stage tied to a specific water supply trigger.

A detailed plan will need to be developed to address the response actions for each stage, as required by the state, including:

- Supply augmentation actions: Actions the District will take at each stage to augment water supply.
- Demand reduction actions: Actions that will be enacted at each stage to reduce demands.
- Operational changes: Actions the District will make to operations to retain available supply.
- Mandatory prohibitions: Specific prohibitions that are in each stage.
- Communication protocol and procedures for each stage.

Drought triggers, financial consequence of enacting a drought response stage and drought rates will all be considered during the review process to comply with the State requirements. The Water Shortage Contingency Plan, which will effectively replace the District's current drought plan, is required to be submitted to the State by July 2021.

Status: Staff has completed an evaluation of the current District code and reviewed the State's Water Shortage Contingency Plan requirements in order to plan the work necessary to update the District's drought response plan.

Next Steps/Key Milestones:

- **Water Shortage Contingency Plan**
    - November/December 2020: Preliminary Plan presented to Board
    - January 2021: Draft Plan and proposed code changes presented to Board
- **Adoption of District Code Revisions to Reflect the District's new Drought Plan**
    - **March 2021: Public Hearing to adopt code changes**

F. Safety and Emergency Response

Description: The Safety program is in the midst of a comprehensive revamp in order to provide satisfactory support for the safety of District employees. Staff are working diligently, using the 2018 Safety Program Audit as a guide, to further develop and refine the safety program and to prioritize our efforts to address the greatest risks to District employees, and to ensure regulatory compliance.

The priority focus areas going forward will be to develop plans and training materials that address those areas of highest risk of injury for example, Traffic Control/Safety, Electrical safety and Fall protection are three major hazards that are part of our daily operations and it is imperative that we provide education and training for affected employees.

Status: Staff has established a tracking and online training tool to assist with the delivery of safety program training and more safety training has been delivered in the past few months than ever before. Staff has updated about a third of the Safety Program elements overall with some priority elements delayed due to Covid-19. In addition, staff is in the process of updating the priority areas discussed above and is developing a scope of work to solicit quotes to provide the needed support to provide the remaining safety program elements.

Next Steps/Key Milestones:

- Traffic control, Electrical Safety and Fall Protection – December 2020.
- Overall Safety Program Development– September 2021

Emergency Response Preparedness

Description: The District is continuing efforts to develop a robust Emergency Response Plan (ERP) that will enable the District to respond in a meaningful way to emergency events. Elements of the ERP include:

- Emergency Communication – notification and communication with staff in an emergency is a critical aspect of any emergency plan. The District has recently subscribed to an Emergency Communications Platform that permits the notification of staff simultaneously through email, text message and telephone a significant improvement over the existing manual phone tree system currently in place.
- FEMA based Emergency Operations Team structure – The District will customize the approach to emergency organization to ensure that our plan, resources and emergency operations focus on the challenges we are likely to face during an emergency. Setting up our structure with this in mind allows us to interface with outside agencies that use the strict FEMA model but while providing refined structure to organize and deploy District resources.
- Training – To be useful, the District's ERP will need to be exercised and the best way to do that is conduct training and drills. The goal of training is to ensure that everyone on staff understand what their roles and responsibilities are during an event – where to be,

when to be there and what they need to accomplish. Ultimately our training and drills will expand to include our external partners such as fire departments and our mutual aid partners.

Status: Staff has recently subscribed to the Emergency Communications platform that will serve as the internal communications tool during emergencies. Staff has developed a basic EOC structure that is tailored to the District's operations and is in the process of developing the specific roles and responsibilities for each element of the structure.

Next Steps/Key Milestones:

- Roll out of emergency communications software – October 1, 2020
- Basic Emergency Response Plan – January 2021
- Complete Emergency Response Plan, including an annual schedule for table top and field training exercises – December 2021

G. Employee Engagement

Description:

Staff is proposing the addition of a position in Human Resources to assist with developing, implementing and managing programs in support of employee development.

Staff proposes that this key position complete projects and lead initiatives that support workplace culture and employee development programs such as training, performance management, performance improvement, employee engagement, succession planning and knowledge retention and other related programs that will benefit the District as a whole.

To support the District as a learning organization, the incumbent will work with senior leadership and employee teams to arrange for departmental training needs assessments geared toward identify gaps and creating a path for management to clearly define training goals and strategies to further support innovation and efficiency among District staff. With the assistance of key internal stakeholders, the incumbent will identify and coordinate technical and soft skills training, for specific positions and teams.

The incumbent will develop and support the continuous improvement of employee performance management and performance improvement programs through work with individual managers and supervisors to develop individual employee performance improvement plans designed to encourage and assist employees with overcoming deficiencies and, when necessary, serve as support for managers in addressing employee discipline through corrective actions.

As corporate culture plays a significant role in employee engagement, the incumbent will assist with company culture initiatives by exploring employee involvement strategies, developing employee engagement programs and supporting existing programs. These programs will be designed to enhance the employee work experience, nurture the existing employee commitment and to empower employees in contributing to the long-term health and growth of the District.

Integral to a strong corporate culture is a thoughtful and modern approach to onboarding. As the recruiting team has made strides in leveraging technology to find the best and the brightest to fill the District's unique and sometimes politically sensitive positions, our onboarding process can be enhanced by using more modern approaches to showcase the our collective achievements and commitment to the community as we maintain the selected candidates' excitement as they make the career transition to begin their tenure with the District. Essential to this onboarding process will be effective orientation (new hire and departmental) to include

defined goals, work plans and clear direction to assist the employee with his or her success as a new team member.

Further, as we have entered a new normal with respect to how we work, our increased reliance on and opportunities with non-traditional technology has reached a highpoint; we need to ensure that we show ourselves as a strong, stable and agile organization when addressing employee needs.

This level of focus on employee development will continue to support positive employee relations and will improve the District's gains and willingness to balance the needs of the employees with those of the organization.

Status:

While the District currently has certain elements of onboarding, technical and supervisory training, and employee engagement in place, the proposal is for a new and modern programmatic approach these activities.

Next Steps/Key Milestones:

- Explore adding the positon to the Fiscal Year 2021-22 budget
- Once the new person on onboard, the key milestones will include:
    - Updating new employee orientation (to include departmental orientation) – 6 months
    - Supervisory and Management training – 12 months
    - Employee engagement initiatives – 6-8 months
    - Technical training and knowledge retention – 12 months (ongoing)

H. Sustainability

Description: MMWD assesses its practices to continue providing reliable, high quality drinking water service through sustainable operations, maintenance, planning, and design and construction activities. In support of this work, the following activities occurred at MMWD:

- Natural Resources and Biodiversity. Invested $1.7M in vegetation management work to reduce fuel loads, maintain fuelbreak infrastructure, preserve defensible space, and reduce invasive week species under the District's Biodiversity, Fire and Fuels Integrated Plan (BFFIP). Also, this year our fisheries staff observed 170 steelhead redds in Lagunitas Creek, which was the most in six years and well above average.
- Investing in the Future Workforce. MMWD is hosting four interns in Operations and Engineering, and four aides in Facilities and Watershed, this summer. These internships and positions provide hands-on knowledge of water careers that are available to students in MMWD's service area.
- Wildfire Resilience Plan 2020. The District completed the initial draft of the Wildfire Resilience Plan 2020. The Plan approaches wildfire planning efforts in a programmatic way that informs the District's core businesses and embraces the responsibility the District has to protect the community we serve. The Plan provides a summary of existing District programs and operations related to wildfire preparedness, identifies data gaps, and develops a draft set of recommended actions that if implemented, would lead to a more fire resilient water system and watershed that protects the communities adjacent to District lands and communities throughout the service area.
- Long-Term Infrastructure Investment. Initiated preparation of the Water System Master Plan, which comprises a comprehensive evaluation of the District's complex water distribution system to determine infrastructure needs and long-term capital investments for maintaining reliability and improving operability of the water system. The WSMP will identify potential system improvements and inform the District's Capital Improvement Program (CIP) moving forward.
- Water Supply. The District continues efforts to stretch our water supply through water conservation and efficiency, and our drought planning is being revamped.
- Financial Stewardship. The District continues to pursue enhanced financial stewardship, and has taken steps to further improve long-term financial stability by initiating the development of a Ten-Year Financial Plan.
- Climate Change. MMWD is committed to reducing its greenhouse gas emissions. MMWD continued on this trajectory in FYE 2020 by purchasing of its electrical energy under Marin Clean Energy's Deep Green 100% Renewable Energy Program, under which all of the District's electrical power comes from 100% non-polluting renewable energy. There is also

an effort underway to fully assess and develop hydropower options for the District, beginning with a grant-funded collaboration with UC Davis's Center for Water Energy Efficiency (CWEE). This project, if awarded, will analyze and site in-line energy recovery turbines (ERTs) for renewable energy generation and assess opportunities for improved pressure and energy management in the District's distribution system. Evaluating the District's existing infrastructure and operating policies from an energy perspective and developing implementation projects that would increase energy efficiency within the District has the potential to have significant long-term savings.

Status: District staff will continue to evaluate and develop sustainable practices to ensure a reliable and high quality drinking water service is provided.

Next Steps/Key Milestones:

- **Investing in the Future Workforce**
  - **May 2021**: request Board approval to recruit and hire summer interns.

- **Wildfire Resilience Plan 2020**
  - **FY 2020:** Track and begin to address Wildfire Resilience Plan 2020 identified action items.

- **Long-Term Infrastructure Investment**
  - **July 2022:** Complete Master Plan Report.

- **Financial Stewardship**
  - **June 2021:** Complete the Ten Year Financial Plan.

I. New Website

Description: Develop a new, modern, customer-focused website to enhance transparency, and increase public engagement to build a greater understanding of the District's mission, programs and goals

The District's website is a primary source of information for the public, and an essential part of our communications and community outreach program. The district's website is complex and includes a bill payment portal; third-party plug-ins; numerous forms; built-in notification systems; and an extensive document library.

The new site is designed to meet those needs with greater efficiency, and anticipates capturing the growing need for visuals, video and social media integration. In addition to a clean, modern design that is easy to navigate, some key features of the District's new website include:

- A contemporary tile format, with maximum optimization to make the website more responsive for mobile, tablet, desktop and large monitor users
- An improved customer interface, for customers who need to access their accounts and pay their bills
- Enhanced visual formats, including video, images and live links
- Full compliance with the Americans with Disabilities Act and Web Content Accessibility guidelines (WCAG) and Section 508 accessibility laws
- Improved website architecture that is more intuitive for users, making it easier for the public to find information, with fewer clicks.
- A revamped library that is well organized, and easier to search and find documents
- Greater reliability, with 99.9% up time
- Improved overall design, visuals and graphics to better communicate the District's story
- GIS mapping integration depending on needs and budget
- Web-based rate calculator based on available budget
- Automated website updates of the Water Watch data

Status: Our site design and architecture are completed; the technical components are incorporated and refined; our extensive notices and documents migration is underway; site navigation system is completed; revised, streamlined content is completed; and all user site tools maximized.

Next Steps/Key Milestones:

- **Final Beta Testing**
    - **September**: Pre-launch testing period for refinements

- **Launch**
    - **September**: Target launch for late September, based on testing

J. Water Efficiency

Description: The Water Efficiency Program continues to engage customers to reduce demands. There are numerous initiatives the team is working on to maintain a high standard of program offerings while also looking at internal opportunities to conserve water. Below are the few key initiatives underway:

Advanced Metering Infrastructure (AMI): Three pilot projects will be completed by September 30, 2020 resulting in approximately 6% of service connections being on a cellular network AMI system. An AMI Feasibility Study is underway outlining the potential costs and benefits of adopting District-wide AMI enabling meters to be read frequently over a fixed radio network. AMI would enable MMWD to obtain hourly or more frequent readings from customers' meters and make this data available to MMWD employees and customers. This can increase the effectiveness of customer service representatives and help reduce the volume of customer calls and the number of field visits while enhancing customer service. Proactively notifying customers of high consumption or leaks could reduce leak adjustments. AMI could also augment MMWD's non-revenue water management. The AMI Feasibility Study will be brought to the Board for discussion.

Incentive Programs: Incentive and rebate programs continue to be the primary mechanism to encourage customers to increase efficiency and overall reduce demands. Our new programs are all up and running including marketing the program by running social media ads, creating flyers and promoting through On the Waterfront newsletter articles. Our first Laundry-to-Landscape Graywater Webinar had 60 participants.

School Education and School Assistance Initiative: The Assistance Initiative is ongoing with installation of AMI meters being installed at all school sites and the AMI online portal being setup for leak monitoring. All schools received site specific data and instruction on how to modify their baselines to reduce their bills by using water in lower tiers. All of the schools that would benefit from a change in the baseline have submitted the paperwork to make that change. With schools out of session, maintenance crews are actively finding and repairing leaks, which with further assist them in savings. The School Education and Assembly Program is on hold due to COVID-19. Staff is waiting for the schools to determine a work plan for external programs before investing in developing online materials in lieu of assemblies, field trips and school presentations.

Demand Analysis: In conjunction with the 2020 Urban Water Management Plan historic and future water demands are being evaluated. The following items are of note:

- While lower water users have become more efficient, higher water users do not appear to have similarly increased their efficiency.
- A full rebound of pre- drought water use seems unlikely due to some level of hardened infrastructure.

- Marin County population growth rate projections for 2020-2040 differ among ABAG (+0.33% annual), CA Department of Finance (-0.08% annual decrease) and the District's historic account growth (0.076% annual growth).

The Demand Analysis will provide a basis for the development of the Water Efficiency Master Plan.

Status: Staff will continue to evaluate and develop water efficiency programing to ensure that water is used wisely, that we stretch our supply and the District meet and exceeds State regulations.

Next Steps/Key Milestones:

- **AMI Feasibility Study**
    - October/November 2020: AMI Feasibility Study presented to the Board
- **Incentive Programs**
    - Ongoing development of new programs with a focus on high water users irrigation
- **School Education and School Assistance Initiative**
    - Ongoing engagement with the schools to track water use, utilize leak notifications and educate them on how to reduce top tier water use.
- **Demand Analysis**
    - January 2021: Water Efficiency Master Plan
    - April 2021: 2020 Urban Water Management Plan