

## MWDOC Department Goals

Department: Governmental Affairs	
<b>Near Term (1-2 years)</b>	
<b>1.</b>	<p><b>Delta Conveyance Project –</b></p> <ul style="list-style-type: none"> <li>Support administrative and/or legislative proposals, including funding, to keep the project moving forward;</li> <li>Defeat hostile legislation</li> <li>Remain consistent with policy principles</li> </ul> <p><u>New for 2021:</u></p> <ul style="list-style-type: none"> <li>Build relationships with NGOs who have similar goals</li> <li>Partner with NGOs on other issues (e.g. WaterSMART funding) to enhance relationship building for future</li> <li>Meet with and educate new delegation members on the importance of the project</li> </ul> <p>(Federal and State Priority)</p>
<p><u>Status:</u> Federal and state activities on this issue were not prioritized due to COVID-19. This item remains ongoing</p>	
<b>2.</b>	<p><b>Wildfire Prevention, Safe Drinking Water, Drought Preparation, and Flood Protection Bond Act of 2022 –</b></p> <ul style="list-style-type: none"> <li>Continue participation and engagement with ACWA/CMUA Bond Working Group</li> <li>Outreach and education on MWDOC priorities with the Orange County delegation</li> <li>Advocate for increased water funding priorities including:               <ul style="list-style-type: none"> <li>- Regional and Interregional Water Resilience</li> <li>- Recycling and Desalination</li> <li>- Groundwater</li> <li>- Dam Safety/Reservoir Operations</li> </ul> </li> </ul> <p>(State Priority)</p>
<p><u>Status:</u> MWDOC successfully engaged with the ACWA/CMUA Bond Working Group through March 2020. At that time, nearly all bond language negotiations were put on hold. Up to that point, the group had narrowed down our top four priorities (listed above), which were also priorities for MWDOC. Work will continue in 2021 and 2022. Expected completion: Spring or Summer 2022</p>	
<b>3.</b>	<p><b>Public Safety Power Shutoffs –</b></p> <ul style="list-style-type: none"> <li>Support funding, if any, for public water systems to mitigate the impacts for PSPS and emergency standby generators</li> </ul>

	<ul style="list-style-type: none"> <li>• CMUA/LVMWD and ACWA are sponsoring legislation – language not yet final; hospitals also sponsoring legislation (from 2020)</li> <li>• Solicit support from other public entities (e.g. public safety) for regulatory proposals made to SCAQMD</li> <li>• Work collaboratively with other statewide associations such as CSAC and the League of Cities, as well as local agencies to ensure they are supportive</li> </ul> <p><u>New for 2021:</u></p> <ul style="list-style-type: none"> <li>• Actively engage on SCAQMD regulations related to the regular testing and use of emergency standby generators</li> </ul> <p>(State Priority)</p>
	<p><u>Status:</u> MWDOC advocates and staff actively worked with both CMUA and ACWA on their sponsored legislation. ACWA’s sponsored bill failed to advance out of the first policy committee and work was ceased. MWDOC’s advocate was one of the main lobbyists on the CMUA sponsored legislation which resulted in an agreement with SCAQMD to address the issue via regulation instead of legislation. Expected completion: Summer 2021</p>
<p><b>4.</b></p>	<p><b>Safe and Affordable Drinking Water Program –</b></p> <ul style="list-style-type: none"> <li>• Actively engage with SAFER Advisory Group</li> <li>• Continue participation with the ACWA/CMUA SB 200 working group</li> <li>• Monitor/engage with State Board to ensure program is implemented per the direction in SB 200 and appropriated funds are properly spent</li> </ul> <p><u>Status:</u> Participated in the ACWA/CMUA working group which met 1-2x/month, engaging on issues such as the cost methodology, and the affordability analysis. Continuing discussion will focus on ensuring accurate cost projections for projects. The preference is to have the cost of past projects factored into the analysis. This work is expected to continue in early 2021. Expected completion/adoption at the State Board: Summer 2021.</p> <p>(State Priority)</p>
<p><b>5.</b></p>	<p><b>Constituents of Emerging Concern –</b></p> <ul style="list-style-type: none"> <li>• Support administrative and/or legislative proposals that use a science based approach in developing regulations</li> <li>• Support funding to help public water systems defray cost of monitoring and ensure clean-up costs are borne by the polluters</li> <li>• Outreach and education to the Orange County delegation about potential legislation that could negatively impact MWDOC and our member agencies</li> <li>• CMUA/OCWD and CMUA/MWD are co-sponsoring legislation – language not yet final (from 2020)</li> <li>• Engage on legislation consistent with our policy principles</li> </ul>

	<p><u>Status:</u> Actively worked with CMUA and MWD on their sponsored legislation. CMUA's was signed into law, while MWD shelved theirs due to COVID-19. Work on this issue remains ongoing.</p> <p>(Federal and State Priority)</p>
<p><b>6.</b></p>	<p><b>Grants Tracking and Acquisition –</b></p> <ul style="list-style-type: none"> <li>• Continue working with program administrator and MWDOC member agencies to keep the project list up-to-date ensuring most current grant funding options are available</li> <li>• Soto Resources to provide feedback on language for upcoming “Water” Bond</li> <li>• Future presentation/update from Soto Resources on program</li> </ul> <p><u>New for 2021:</u></p> <ul style="list-style-type: none"> <li>• Host bi-monthly meetings with MWDOC staff and its member agencies staff to ensure the projects list is current and all interested parties are up-to-date on current funding opportunities, aware of upcoming deadlines, and have a forum to ask questions and share ideas</li> </ul> <p>(Federal, State and Local Priority)</p>
	<p><u>Status:</u> Soto Resources provided feedback on the bond language in late January 2020, that was shared with ACWA and CMUA as well as the MWDOC Board. In addition, Soto Resources made a presentation on the work and successes to date to the MWDOC Board in March 2020, with another updated presentation scheduled for early 2021. Program achievements include: 10 go/no-go evaluations, began hosting bi-monthly meetings, \$11.1M awarded for four grants, \$110M in loan funding selected, and \$18.5M in grant funding pending. This work remains ongoing.</p>
<p><b>7.</b></p>	<p><b>Outreach and Education –</b></p> <p>Strengthen outreach efforts to all levels of government and the community:</p> <ul style="list-style-type: none"> <li>• Federal, state, and local elected officials</li> <li>• Members and staff of key policy committees</li> <li>• MWDOC member agencies: Outreach to/with - government affairs staff members, PAW/Legislative Group Meetings, MWDOC Member Agency Managers Meetings</li> <li>• MWD and regional agencies</li> <li>• Statewide organizations (ACWA, CMUA, CSDA, etc.)</li> <li>• Regional associations (Chambers, etc.)</li> </ul> <p><u>New for 2021:</u></p> <ul style="list-style-type: none"> <li>• New delegation members (Steel, Kim, Newman, Min, Davies, Nguyen)</li> <li>• New members and/or staff of key policy committees</li> </ul> <p>(Federal, State and Local Priority)</p>

Status: Last year, MWDOC’s advocates and staff met at least once with each office in Orange County’s federal and state delegations. Due to COVID-19 shutdowns and offices being closed, this presented a challenge, and efforts will be renewed in 2021 with those offices. Participation and outreach within statewide organizations was busy with at least monthly participation at ACWA, CMUA and CSDA. This work remains ongoing.

**Department: Governmental Affairs**

**Mid-Term (3-5 years)**

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| <b>1.</b> | <p><b>Safe and Affordable Drinking Water Program – Ongoing</b></p> <ul style="list-style-type: none"> <li>• Actively engage with SAFER Advisory Group</li> <li>• Monitor/engage with State Board to ensure program is implemented per the direction in SB 200 and appropriated funds are properly spent</li> </ul> <p>(State Priority)</p>  |
| <b>2.</b> | <p><b>Delta Conveyance Project – Ongoing</b></p> <ul style="list-style-type: none"> <li>• Support administrative and/or legislative proposals, including funding, to keep the project moving forward</li> <li>• Defeat hostile legislation</li> </ul> <p>(Federal and State Priority)</p>   |
| <b>3.</b> | <p><b>Wildfire Prevention – Ongoing</b></p> <ul style="list-style-type: none"> <li>• Engage key members, committee staff, and regulatory agencies to ensure water policy is implemented appropriately</li> <li>• Actively monitor and engage on potential legislation and regulations affecting groundwater contamination and impacts to watersheds related to wildfires</li> <li>• Ensure that funding for wildfire prevention serves coequal goals for watershed protection and water quality</li> <li>• Work with ACWA D.C. on legislation that would ease some regulatory hurdles for forest management projects (reintroduction of S. 4431, Feinstein – Emergency Wildfire and Public Safety Act)</li> </ul> <p>(Federal and State Goal)</p> |
| <b>4.</b> | <p><b>Ongoing Outreach and Education – Ongoing</b></p> <ul style="list-style-type: none"> <li>• Continue outreach to all levels of government: federal, state, and local including members and staff of key policy committees</li> </ul>  |

- MWDOC member agencies: Outreach to/with - government affairs staff members, PAW/Legislative Group Meetings, MWDOC Member Agency Managers Meetings, communication/updates

(Federal, State and Local Priority)

## MWDOC Department Goals

Department: Public Affairs

### Near-Term (1-2 years)

- 1. Expand Target Audiences and Partnerships to garner and build support for District initiatives and water issues that affect the region** – MWDOC Public Affairs (PA) will build upon partnerships with stakeholders and other influencers such as Association of California Cities Orange County (ACC-OC) and Orange County Business Council (OCBC), local chambers, community leaders including the Wyland Foundation and OC Coastkeepers, and state and regional education leadership groups including the OCBC Workforce Development Committee, California Environmental Literacy Initiative (CAELI), state and county departments of education and others, to thoughtfully and intentionally engage with target audiences to advance the District’s goals and objectives. This action will help ensure that elected officials, and community, business, and education leaders are aware of critical water issues and strengthen District messages, activities, and programs through their own work such as support of Delta Conveyance, pending legislation, environmental literacy, water quality, and water use efficiency to name a few.

Several crucial components include: developing priority messages specific to identified target audience groups; meeting with key stakeholders and other influencers to establish common goals, as well as identifying areas for collaboration; participating in leadership groups to gather important information and provide critical input and direction that support the District’s key initiatives; complete a biannual assessment of all PA programs and activities to determine where additional support or enhancements are necessary.

#### Status: In Progress

- *2020/21 Update to Communications Program & Plan was completed highlights included:*
  - *Establishing MWDOC priority issues/messages to be conveyed to target audiences*
  - *Assessment of stakeholder partnerships and target audiences and action plan to secure support*
- *An exclusive Memorandum of Understanding was completed with the Wyland Foundation to ensure MWDOC was the primary information source for water related issues in Orange County, and would act as a catalyst working with MWDOC member agencies to expand and achieve mutual conservation and water education goals.*
- *Secured a partnership with OC Coastkeepers and UC Master Gardeners to develop and produce water-saving garden tips and techniques videos that have been shared through social media and on the MWDOC website. Additional co-branded fact sheets and “how-tos” are being developed, and*

	<p><i>will be used to share with the public in multiple forms by all three organizations.</i></p> <ul style="list-style-type: none"> <li><i>Two articles were written by PA staff and shared across multiple platforms through CAELI about the need for environmental literacy and workforce pathway development through the lens of a water agency. Both of those articles were shared with the MWDOC board and staff.</i></li> <li><i>In addition to working through the Water Energy Education Alliance (WEEA) to develop solutions to workforce pathway challenges the water industry will face in the next decade, PA staff has also joined OCBC's Community Foundation Workforce Development workgroup, as well as CAELI's environmental literacy integration into Career Technical Education programs (CTE) workgroup, and an Orange County workforce development advisory group.</i></li> </ul> <p><b>Primary Goal as defined by the Board: Keep Delta Conveyance Top of Mind</b></p>
<p><b>2.</b></p>	<p><b>Amplify MWDOC's earned media</b> – Grow MWDOC's participation and reputation as water industry experts with at least four major media contributions per year, preferably one per quarter with supportive opinions in the LA Times and OC Register. This extended effort will help cement MWDOC's leadership role in California water with the public, media groups, and others, allowing the District to tell it's own story, in its own voice, with hand-crafted, deliberate messages.</p>
	<p><b>Status: In Progress</b></p> <p><b>In addition to orchestrating a multi-agency water insert that showcased local reliability projects and several pieces that highlighted the importance of the successful completion of the Delta Conveyance Project including an OpEd from the MWDOC President in the center spread PA:</b></p> <ul style="list-style-type: none"> <li><i>Placed a public service announcement (PSA) in the Orange County Register assuring the public of safe, quality water amid COVID-19 concerns.</i></li> <li><i>MWDOC has been featured in the newspaper articles more than a dozen times for various stories (some community related, some Covid-19) over the past year</i></li> <li><i>The reliability study has been at the core of at least eight articles related to water projects in Orange County.</i></li> </ul>
<p><b>3.</b></p>	<p><b>Evaluate, update and amend all MWDOC collateral materials</b> – Update the MWDOC Communications Program &amp; Plan, audit all briefing papers, flyers, digital media, the District website, etc., to ensure messaging is current, relevant, and tied to the District's goals. Ensure collateral materials are up to date and relevant to assist in elevating awareness, and in some instances, garner support for: investment in infrastructure for water reliability (Delta Conveyance, recycled</p>

water); educate and encourage participation in water-centric learning activities and actions to support good water stewardship and active citizenship (MWDOC Choice School Program, Water Awareness Poster Contest, Scouts programs, Grab-and-Go activities for K-12); identify opportunities to develop water industry workforce pathways for high school and college students; promote water use efficiency (water loss, rebates), as well as good water quality (new regulations, legislation, PFAS).

**Status: In Progress**

**The Communications Program & Plan was updated and distributed to the Board of Directors for feedback and input. While outreach materials perpetually need to be updated as time and circumstances change, in addition to the regular evaluation of collateral PA:**

- *Created three widely used and timely media toolkits including one for Emergency Response and Recovery, COVID-19, and PFAS. Kits included an informative introduction, FAQs, key messages, and plug and play social media posts and cover images, newspaper ads, bill inserts, flyers, news releases, and news articles. All three media kits were distributed and used throughout Orange County and beyond.*
- *Created more than a dozen videos distributed through social media and the MWDOC eCurrents newsletter highlighting Delta Conveyance and water supply, garden smart irrigation tips and techniques, careers in the water industry, the value and goals of environmental literacy related to water, MWDOC programs, 'did you know?', etc.*
- *In partnership with the Orange County Department of Education, developed six (6) water-centric Grab-and-Go activities for K-12 students, including a water filtration challenge, Orange County water supply and distribution activity, creating water awareness through traditional art and video, home (and/or school, community) water audit, and web of life activity focused on the Delta ecosystem.*
- *Successfully transitioned all community-based activities including the MWDOC Choice School Program, Scouts programs, and Water Awareness Poster Contest to a digital format in response to COVID-19.*
- *Successfully assumed leadership of WEEA, and have already achieved nearly three-quarters of all 2020/21 deliverables.*

- 4. Formalize Water Policy Forums Annually** – Maximizing relationships with entities such as OCBC, ACC-OC, local chambers and others, PA looks to increase event attendance through promotion with a specific schedule, and speakers/topics planned for the entire fiscal year. This will allow participants plenty of time to plan for attendance, and PA to make arrangements surrounding the event – logistics, promotions, as well as securing appropriate speakers.



**Status: In Progress**

- *While the COVID-19 pandemic cancelled many events including the Orange County Water Summit, MWDOC hosted a Virtual Water Policy Forums (WPF) via the Zoom platform. The first which featured Delta Watermaster Michael George, was held on September 23, 2020, and was attended by more than 200 guests.*
- *Looking ahead, PA continues the Delta discussion with a WPF that examines Governor Newsom's 2020 Water Resilience Portfolio (Portfolio). A panel comprised of representatives from the Delta Stewardship Council, The Governor's Water Portfolio Program at the California Natural Resources Agency are proposed for the event which will be held in the winter of 2021.*

**Department:** Public Affairs, cont.

**Mid-Term (3-5 years)**

1. **Education Initiatives – Environmental Literacy** - with MWDOC's water education programs evolving, and staff holding leadership positions on statewide education initiatives, *the District will lead a water-centric program for all Orange County K-12 students that uses the environment around them as the context for learning. By making simple connections from water systems and cycles to their daily lives, students will have access to a relatable, motivating framework for learning. The end goal is to engage and guide students to be thoughtful learners, capable of long-term good water stewardship; prepared for active citizenship as well as for academic and career success. This will ultimately become a model for water utility education programs nationwide.*

**Status: In Progress**

- **In the past year PA reimagined the MWDOC Choice School Program. Three times.**
  - *In 2019, two new contractors were secured, and a middle school program was added for the first time. The MWDOC Choice School Program now reaches grades K through 12.*
  - *Pivoting in the face of a global pandemic, all K-12 programs were transitioned from in-class visits to virtual lessons in a matter of weeks, with immediate buy in from nearly all participating MWDOC member agencies and consulting partners. This shift in programming provides a digital classroom option at a critical time for education, and all at a discounted cost for our agencies.*
  - *In the fall of 2020, with no return to in classroom assemblies in sight, the MWDOC Choice School Virtual Program was refined, augmented, and reconditioned to ensure that lesson plans meet the needs of educators, aligns with all new next generation science*

	<p><i>standards, and weaves environmental literacy into the fabric of the program through California’s Environmental Principles and Concepts, integrated now into five (5) state educational frameworks. Sessions cover topics such as: Orange County water supply and the critical role of water providers, the importance of the Sacramento-San Joaquin Bay Delta, and ways to protect the quality, quantity, and availability of water long into the future.</i></p> <ul style="list-style-type: none"> <li>• <b>Additionally, MWDOC PA:</b> <ul style="list-style-type: none"> <li>○ <i>In partnership with Metropolitan Water District of Southern California, Girl Scouts of Orange County, and Orange County Council Boy Scouts, PA transitioned the Scouts Programs to a virtual platform with virtual reality tours of the State Water Project and the Colorado River Aqueduct.</i></li> <li>○ <i>Assumed leadership WEEA and participated in the creation of an Orange County workforce pathways advisory. (Also included above under numbers 1 and 3)</i></li> </ul> </li> </ul>
<p><b>2.</b></p>	<p><b>Establish Annual Water-Smart Expo</b> –This annual event will connect the public to water-saving devices, behaviors, and industry professionals, providing free consultations and workshops with landscape and irrigation experts, California Friendly plant options and designs, gardening tips and techniques, information about available rebates on water efficient devices, and more. This venue will provide the general public an abundance of valuable knowledge and expertise and will help equip them with the information and confidence they need to apply for rebates, and make water-wise behaviors at home a way of life.</p>
	<p><b>Status: Incomplete</b>  <i>Due to the COVID-19 pandemic this initiative has not yet been pursued.</i></p>
<p><b>3.</b></p>	<p><b>Reestablish MWDOC Speakers Bureau</b> – As event attendance, program interest, and a range of inquiries about the water industry continues to grow, a robust Speakers Bureau with presentations on a variety of requested topics will be formalized, added to the PA event calendar, and incorporated into the Communications Program &amp; Plan. This effort ensures that appropriate, timely, and accurate information is distributed to the public, decision-makers, and other stakeholders when requested.</p>

**Status: In Progress**

*Again, due to the pandemic limiting opportunities for in-person speaking engagements, PA continues to produce presentations for MWDOC's programs and initiatives online, and looks to update and create new presentations as needed for members of the Board of Directors and staff for virtual and in person presentations in the future.*

## MWDOC Department Goals

Department: Finance and IT	
<b>Near-Term (1-2 years)</b>	
1.	<p><b>Accounting Software</b> – Complete the accounting software evaluation &amp; purchase process – Accufund accounting program.</p> <p>Our current accounting software is 11 years old and is no longer supported by Microsoft. We can upgrade for \$30,000 with no significant changes or benefits to us. Alternatively, we can purchase new software from Accufund, which is an off-the-shelf product that is more user friendly and has a high level of “configurability”. Accufund Software and Implementation is \$75,000, which we will recoup in 5 years due to the annual support dropping from \$22,400 (current software cost) to \$7,500.</p>
	<p><b>Status:</b></p> <ul style="list-style-type: none"> <li>• Software conversion completed 11/01/2020</li> <li>• Continuing with training and configuring custom reports</li> <li>• Budget reporting expected to be completed by 03/19/2021</li> </ul>
2.	<p><b>Succession Planning</b> – Planned retirement of Mary Snow &amp; Jeff Stalvey with need for overlapping transition periods.</p> <p>Mary will be retiring in January 2021 and we will hire Mary’s replacement to begin July 1, 2020 to allow adequate amount of training overlap for key periods of accounting (fiscal and calendar year ends). Jeff is planning to retire between December 2021 and August 2022.</p>
	<p><b>Status:</b></p> <ul style="list-style-type: none"> <li>• We hired Judy Roberts in July 2020 and successfully transitioned her to Mary’s position. Mary’s retirement date is 01/22/2021.</li> <li>• Jeff’s replacement will be hired three months prior to his retirement date to allow adequate amount of training overlap for key functions of accounting/finance (water billing, budget, etc.).</li> </ul>
3.	<p><b>Rate Study</b> – 2021 is our 5<sup>th</sup> year of our five-year cycle since our last Rate Study and we have contracted for a new Rate Study with Raftelis. The project is underway and we will be meeting with our Member Agencies and A&amp;F Committee.</p>
	<p><b>Status:</b></p> <ul style="list-style-type: none"> <li>• Expected completion date is April 2021 for our FY 2021-22 Budget</li> </ul>
4.	<p><b>Training</b> – On going professional training program and increased training for redundancy with new staff.</p>

	<p>Additional training may be needed to allow for a smooth transition for our succession planning. We will continue to keep up on latest accounting guidelines thru training.</p>
	<p><b>Status:</b></p> <ul style="list-style-type: none"> <li>• Judy attended a payroll seminar to assist with reviewing timesheets</li> <li>• Future training will be scheduled in public procurement and capital assets</li> </ul>
<p><b>5.</b></p>	<p><b>IT Systems, Security &amp; Testing</b> – Continued updates for system security and third party testing for security system effectiveness.</p> <p>IT is currently looking at a company called Darktrace that prevents any ransomware, cyber-attacks, or intrusions of any kind to our system. They are the only company that has developed an AI that “learns” your system and daily workings to identify any intruders and stop them within seconds. The cost for a 4-year plan is \$1,575/mo. Different terms are available for a higher cost.</p> <p>In addition, we continue to test our systems and upgrade firewalls as needed. We will also be conducting a test on our back-up data to ensure it has not been corrupted being on the Cloud.</p> <p>Suggestion from Director McVicker about having more servers on the Cloud instead of physical servers in our IT room. Patrick will look into it but in the past, the cost for this service was more expensive. We currently use the Cloud to only back up our data.</p>
	<p><b>Status:</b></p> <ul style="list-style-type: none"> <li>• We did not go with Darktrace due to the cost and length of time they have been in business. Instead, we continued with our multiple layers of protection through existing vendors and our 24/7 monitoring of our systems.</li> <li>• We had successful testing of our back-up data and firewalls.</li> <li>• Using the Cloud as a server can be more costly, have some latency issues and we do not have control over it. We did deploy our MWDOC website server to the Cloud, as the effect on this server is minimal.</li> <li>• IT will be adding a centralized server for a remote user desktop. Adding a remote user desktop server allows for uninterrupted connection to the remote user even if their desktop computer at the office is turned off.</li> </ul>
<p><b>6.</b></p>	<p><b>Rooms 101/102 Remodel</b> – Updating presentation screens/monitors, white boards and sound system.</p> <p>We are evaluating and updating our quotes received a year ago for technology that would work best in conference rooms 101 and 102. We are also evaluating sound systems that will work best in a room this size to enhance the audio.</p>
	<p><b>Status:</b></p> <ul style="list-style-type: none"> <li>• We incorporated this project into the building remodel and after receiving multiple bids, we awarded the bid to EEI Systems who will reconfigure the</li> </ul>

	<p>AV equipment for Conference Room 101 and the new Conference Room 102.</p> <ul style="list-style-type: none"> <li>• IT will ensure all new equipment is installed and working correctly for employees, the remodeled conference rooms and new meeting rooms.</li> </ul>
<p><b>Mid-Term (3-5 years)</b></p>	
<p>1.</p>	<p><b>Equipment Replacement Program</b> - continue scheduled computer replacement, upgrade programs, and replace servers as needed.</p> <p>Future purchases for IT include updating our servers to stay up on the constantly changing technology, maintain software compatibility and to prevent any crashes from over used and outdated equipment. This goes along with our PC, Printer and Laptop refresh program.</p>
<p>2.</p>	<p><b>IT Systems, Security &amp; Testing</b></p> <p>Systems and security are on-going items that we need to stay on top of as our society and skillful intruders evolve with creativity. Testing will always be performed annually to ensure our data can be restored in an emergency.</p>
	<p><b>Status:</b></p> <ul style="list-style-type: none"> <li>• As the cost of Cloud Servers goes down we will move more servers to the cloud (i.e. email server, etc.)</li> <li>• We continue to research new and evolving products and software to enhance our security</li> <li>• We monitor our systems 24/7 by receiving alerts/notifications</li> </ul>

## MWDOC Department Priorities

Department: Human Resources and Administration – Core Activities	
Near-Term (1-2 years)	
1.	<p><b>Performance Management Process</b> – Complete design and implementation of new performance management and evaluation system developed with staff input and participation.</p> <p>Completion: Fall 2021</p>
	<p>Status:</p> <ul style="list-style-type: none"> <li>• Staff input identified that training is needed on communication and listening skills, conflict management, coaching and feedback and building a workplace of trust.</li> <li>• Due to the pandemic, in-person all-staff training was delayed and as a result the Performance Management process was also delayed.</li> <li>• Virtual training sessions will be scheduled for late January/early February.</li> <li>• Final Roll out and implementation of the Performance Management to be completed by the Fall of 2021.</li> </ul>
2.	<p><b>Staff Development Program</b> – Complete design and implementation of comprehensive training and development program including a Supervisor Academy, Leadership Academy, and curriculum requirements for career advancement.</p> <p>Completion: On-going (multiple years)</p> <p style="padding-left: 40px;">Supervisor Academy: started December 2020</p> <p style="padding-left: 40px;">Leadership Academy: to begin Spring/Summer 2021</p>
	<p>Status:</p> <ul style="list-style-type: none"> <li>• Due to COVID, in-person Leadership and Supervisor Academies were cancelled. Several organizations have been working on a new virtual format to ensure these programs are effective and continue to engage the audience and allow for audience participation.</li> <li>• October was the first roll out of a virtual Supervisor Academy through the Center for Organization Effectiveness. In December, one of MWDOC's Supervisor's recently completed the Academy. The feedback received from the employee was positive.</li> <li>• These sessions will be held in fall and spring of each year and the plan is to send at least 2 Supervisors/ Managers to each session being offered. The goal is to have all Managers/Supervisors attend the Supervisor Academy and a Leadership Academy.</li> <li>• Foundations in Excellence Program - This program is for employees who do not have management responsibilities but provides some of the tools, concepts and best practices taught in Leadership Academies. The goal is</li> </ul>

	<p>to have key staff that are not in a management position attend this program.</p> <p>This will be an ongoing process until all supervisors, managers and employees have completed the trainings.</p>
<p>3.</p>	<p><b>Office Remodel</b> – Complete the building construction while minimizing disruption and maintaining office productivity.</p> <p>Completion: Phases 1-3 November 2021 (excluding kitchen area)</p>
	<p>Status:</p> <ul style="list-style-type: none"> <li>• Administrative Staff has been working closely with Engineering Staff on the building remodel. Engineering is handling all of the technical and engineering aspects of the project and Administration is handling all of the administrative items associated with the project.</li> <li>• Phase 1 construction started in November 2020 and involved coordination efforts with MWDOC staff in ensuring a successful move out of offices and workstations. The Administrative team handled the move management and coordinated with IT to ensure computers and phones were successfully relocated.</li> <li>• Administration also coordinated with the Finance Manager in identifying surplus items and the sale of furniture in ensuring all was completed according to schedule and avoiding construction conflicts.</li> <li>• Administration also managed vendors in reducing or stopping services due to the remodel.</li> <li>• In addition, the Board adopted an Administrative Code change to allow the District to participate in Regional Cooperative Agreements, thus allowing the District to obtain reduced pricing for the new office furniture. A vendor was selected for the purchase of office furniture and Phase 1 furniture order has been initiated.</li> <li>• Staff continues to work with the furniture vendor and the interior designer in selecting materials and colors for the office.</li> </ul>
<p>4.</p>	<p><b>Succession Planning</b> – Recruitment, selection and integration of key positions including District Engineer, Water Use Efficiency Supervisor and two Finance positions.</p> <p>Completion: On-going</p>
	<p>Status:</p> <ul style="list-style-type: none"> <li>• In preparation for the Assistant GM/District Engineer’s retirement, several organizational changes were orchestrated including the transfer and promotion of the Associate Engineer from the MET cost center to the Engineering cost center. Promotions were also implemented for the new Director of Engineering/District Engineer and Assistant General Manager.</li> <li>• In the Finance Group, Judy Roberts was recruited and hired in July 2020 to allow for training with Mary Snow prior to her retirement at the end of January 2021.</li> </ul>



	<ul style="list-style-type: none"> <li>• HR will be working with the Finance Manager and Director of Water Use Efficiency to plan for the retirements of the Sr. Financial Analyst and Water Use Efficiency Supervisor positions. These are anticipated to take place between December 2021 and July 2022.</li> </ul>
<p><b>5.</b></p>	<p><b>Employee Engagement</b> – Continue efforts to increase employee engagement in MWDOC including culture, work environment, and values.</p> <p>Completion: On-going (multiple years)  Engagement &amp; Retention Assessments: Initiated 2020  Values &amp; Culture Program: Initiated 2020–Complete December 2021</p>
	<p>Status:</p> <ul style="list-style-type: none"> <li>• During COVID, it has been important to stay connected with staff and keep them engaged and as a result, staff meetings (comprised of all MWDOC staff) are being held every 2 weeks. Staff has indicated that while working remotely they want to continue with the frequent all-staff meetings.</li> <li>• Along with the Performance Management Process, it was identified that establishing organizational values is important in keeping staff engaged and should be incorporated into the Performance Review Process. HR and the General Manager have initiated input from staff on Workplace Values and will evaluate options in moving forward.</li> <li>• During the most recent recruitment efforts, staff implemented an engagement and retention assessment survey through Harrison Assessments with the newly hired full-time employees. The assessments help the manager to identify the employee’s job expectations and strengths and encourages communication between the new employee and the manager as they move forward in the working relationship. The assessments are designed to help engage and develop new hires as well as assist management in maximizing the performance of a new hire.</li> </ul>
<p><b>6.</b></p>	<p>New – COVID-19</p> <p>Completion: On-going for duration of pandemic (Oct-Dec 2021)</p>
	<p>Status:</p> <ul style="list-style-type: none"> <li>• COVID-19 has impacted the HR department, and as a result, HR is working closely with the Director of Emergency Management and communicating regularly with staff on new protocols pertaining to issues and impacts to MWDOC employees.</li> <li>• Implemented protocols such as an on-line COVID-19 assessment before entering the office, sanitizing stations throughout the office, increasing the frequency of office cleanings, working closely with employees that have been exposed to the virus, attending webinars and keeping apprised of COVID-19 laws and updates.</li> <li>• In addition, staff quickly implemented a Telecommuting Agreement for all staff to execute during COVID.</li> </ul>

<p>7.</p>	<p>Health Benefits Completion: November 2020</p>
	<p>Status:</p> <p>Changed to new vendors for HSA and FSA and secured a third party vendor for COBRA Administration. These services allow for improved customer service and reduced costs, improvements to the availability of live web data, and the addition of the COBRA Administration.</p> <p>Continue to submit for Grant Wellness through JPIA - this has proven to be successful this year in that several employees have already submitted for reimbursement.</p>
<p>8.</p>	<p>Recruitments Completion: On-going 3-Employees first half of FY2020-21</p>
	<p>Status:</p> <ul style="list-style-type: none"> <li>• Due to COVID, the recruitment and hiring process quickly transitioned to a virtual environment which was enhanced by use of the Neogov online hiring platform.</li> <li>• Three employees were successfully hired during this time.</li> <li>• In addition, staff implemented an additional recruitment tool by utilizing a pre-employment assessment module as noted under employee engagement.</li> </ul>
<p>9.</p>	<p>District Classification and Compensation Study Completion: April 2021</p>
	<p>Status:</p> <ul style="list-style-type: none"> <li>• The Study is currently underway.</li> <li>• Job descriptions are being reviewed and revised as needed for consistency and compliance and will be compared to established core survey agencies.</li> </ul>
<p><b>Mid-Term (3-5 years)</b></p>	
<p>1.</p>	<p>Staff Training and Development Completion: On-going</p>
	<p>Status:</p> <ul style="list-style-type: none"> <li>• This is an ongoing process to continue to train the managers and leaders so that they have the tools and resources needed to lead their teams by attending a Supervisor and Leadership Academy.</li> </ul>

	<ul style="list-style-type: none"> <li>• Staff as identified by management, will attend training to provide employees with the tools and resources to be leaders in their professions and provide an understanding of working for a Public Agency.</li> <li>• Upon completion of the initial all staff trainings for the Performance Management process, hold trainings 2x a year for all staff in areas that focus on communication, teamwork and collaboration and any other specific areas that are identified based on the work environment.</li> </ul>
<b>2.</b>	<p>Staff Engagement and Retention</p> <p>Completion: On-going</p>
	<p>Status:</p> <ul style="list-style-type: none"> <li>• This will be an ongoing process to ensure employees are engaged, motivated and continue to work for our agency.</li> <li>• HR will initiate surveys to gain input and track progress and identify areas needing improvement.</li> <li>• Continue to promote professional development and the Educational Reimbursement and a work environment that encourages collaboration, communication and leadership.</li> </ul>
<b>3.</b>	<p>Completion of construction for remaining areas – Kitchen</p> <p>Completion: June 2022</p>
	<p>Status:</p> <ul style="list-style-type: none"> <li>• For FYI 21-22 Capitol Acquisition and Building Expense Budget will include funding for the MWDOC office kitchen remodel.</li> <li>• This will be the last section of the building that has not been updated.</li> <li>• The plan is to replace appliances and cabinetry that are 28 years old as well as improve the use of functional space.</li> </ul>

2020-21 Department Progress Jan 2021

Reliability Planning & Engineering Department	
Near-Term Goals (1-2 years)	
Area of Focus	Major Goals
Local Supply Integration and Reliability	<p>1. Build and calibrate the hydraulic model. Continue to examine water quality issues associated with MET supplies</p> <p>Hydraulic Model is available for use for South OC area in December 2020. Entire model calibration will be complete by the end of January 2021.</p> <p>Received proposal from Black &amp; Veatch for modeling of AMP to determine the current and future flow capacities.</p> <p>Working with SMWD and B&amp;V to develop a scope of work to model future scenarios for SMWD as they look to change operations with new projects and the merging of the San Juan Capistrano system.</p>
Office Remodel	<p>2. Substantial completion of office remodel &amp; seismic upgrade</p> <p>Notice to Proceed issued Nov 4, 2020.</p> <p>Phase 1 demolition is complete. Electrical, framing, &amp; seismic reinforcement in progress for Phase 1.</p> <p>Anticipate substantial completion in September 2021.</p>
MET Shutdown Planning	<p>3. Continue to coordinate an expected above average number of shutdowns this year due to PCCP related issues.</p> <p><u>Completed:</u></p> <p>2<sup>nd</sup> Lower Feeder 2,900 LF Emergency Repairs– Aug 21-29, 2020</p> <p>2<sup>nd</sup> Lower Feeder Remove Bulkhead – Sept 14-22, 2020</p> <p>West OC Feeder &amp; OC-25 underdrain repair - Sept 28-30, 2020</p> <p>Yorba Linda Feeder PCCP Inspection - Oct 10-25, 2020</p> <p>Irvine Cross Feeder PCCP Inspection – Nov 2-4, 2020</p> <p><u>Pending:</u></p> <p>Santiago Lateral – Lake Mathews – March 1-14, 2021</p> <p>AMP - 37 Days Emergency Repairs – April 3, 2021 – May 9, 2021. Significant coordination with SCWD and SMWD on their shutdowns to avoid overlap</p> <p>OC Feeder – MET deferred to Sept 15, 2021 – June 15, 2022 due to budget issues</p> <p>OC Feeder Extension – June 15, 2022 – July 10, 2022</p>

Local Supply Integration and Reliability	4. Continue exploration of how MWDOC might help South Coast WD, Santa Margarita WD, and SOC move forward with the Doheny Desalination and the San Juan Watershed Projects
	Currently participating in geotechnical workshops to help determine if desalination plant slant well pumping will impact inland groundwater levels, and if so, by how much. Preliminary results indicate some separation within the basin/underground stream. Preliminary results anticipated in Feb 2021.
OC-70 Issues	5. Bring the OC-70 issues to a completion <ul style="list-style-type: none"> <li>a. Meter Validation Testing at Utah State Water Labs and on-site</li> <li>b. Work with MET on evaluation of results</li> <li>c. Calculate a metering cost analysis</li> <li>d. Seek approval from the MET Board</li> <li>e. Transfer the facility to EOCWD</li> </ul>
	<p>MET, MWDOC, &amp; EOCWD agreed on an alternative methodology to measuring billing meter accuracy against a known reference following the inability of the current methodology to provide results.</p> <p>Anticipate new field testing in February/March 2021</p> <p>Anticipate metering deviation analysis completion in April 2021</p> <p>Seek approval from the MET Board for repayments exceeding the 6-month duration limit specified in the MET Admin Code</p> <p>Draft Emergency Generator Operating Bulletin comments under review by MET. Currently using draft as interim guidance.</p> <p>EOCWD continues work on a Portable Pump Test Plan following input from MET on the draft plan.</p> <p>MET working on request to purchase a 3<sup>rd</sup> pump for OC-70 to be paid for by EOCWD.</p>
<b>Area of Focus</b>	<b>Additional Goals</b>
Reliability Study and Demand Forecast Update	1. Consider an update to the Reliability Study based on outcomes of MET's IRP. This process may be advanced through Economic Studies on the quantification of project benefits.
	<p>CDM Smith currently modeling updated water demands forecasts as part of a reliability study update and for Member Agency Urban Water Management Plans. Preliminary results in mid-January 2021.</p> <p>Currently working with the Brattle Group and Wallace Walrod on economic studies using CDM Smith modeling data to quantify</p>

	<p>estimates of the impact of water supply reductions from drought and earthquake scenarios for both residents and businesses. Staff to provide coordination with member agencies on input to business survey.</p>
Emergency Use of East OC Feeder #2	<p>2. Begin discussion with MET regarding preparatory work to establish terms and conditions consistent with MET policies; MWDOC has volunteered to be the first 'test case' for the recent policy to allow emergency use of MET pipelines.</p> <ul style="list-style-type: none"> <li>a. Incorporate the MNWD Storage Study results into the process.</li> <li>b. Conduct a meeting with the EOCF#2 Pipeline owners to discuss the Joint Powers Agreement and what it means for water quality associated with different supplies to be conveyed in the pipeline; seek a validation lawsuit if needed.</li> </ul>
	<p>BB&amp;K is currently working on a legal opinion to be shared at a meeting in 2021 with the EOCF #2 JPA agencies, who can also bring their attorneys. IRWD communicated it believes a single JPA member has veto power over putting any water into the pipeline.</p> <p>Held initial discussion with Brent Yamasaki at MET. Discussed budget for this issue with Ed Means, who will provide support on this issue.</p>
Regional Reliability	<p>3. South County Pipeline Maintenance Obligations. Work with Santa Margarita WD to secure MET's acceptance of their long-term maintenance obligations for the South County Pipeline.</p>
	<p>Letter sent by SMWD to MET on June 22, 2020. Staff continuing to work with both MET &amp; SMWD.</p> <p>MET has agreed to technical discussions in January 2021 with MWDOC and SMWD. Any further discussions are waiting consultations between MET Operations and MET legal counsel.</p>
Regional Reliability	<p>4. Conversion of IRWD Constant Speed Pumps to Variable Speed Pumps in IRWD's Zone 1 Pump Station to provide increased ability to supply water to SOC during emergencies.</p>
	<p>Need to obtain SOC agencies approval to pay for and move forward with design.</p> <p>Agency feedback was to look at wrapping this into a larger regional discussion in 2021 to scope out future planning scenarios incorporating the multiple projects and operational changes under consideration by the SOC agencies. The initial focus would be on modeling water aging in the various pipelines under future operating scenarios in addition to determining future additional emergency supplies.</p>

Regional Reliability	5. Help evaluate how new treatment plants can be utilized to connect into the EOCF#2 to provide emergency supplies to SOC
	OCWD did not wish to consider as part of PFAS treatment strategy. Keep bringing it up. Where those treatment plants are going to be and if EOCF#2 can help
WEROC Support	6. Provide support to WEROC for a new South EOC
	Concept report complete. Waiting for next step but it will likely take ETWD a year to align financing. This is part of the WEROC strategic review.
BOR Salinity Economic Impact Model Update	7. Work with MET and BOR to improve model to provide retail level agency benefits
	Several meetings with MET on this model. OCWD & SDCWA are also supportive and involved in discussions. MET is obtaining quotes from two companies for improvements to the model. This effort may be delayed to next fiscal year due to current MET cost containment efforts.
Regional Reliability	8. Strand Ranch or SARCCUP – Drought Protection projects. Evaluate as they become more mature
	Continuing to work through details of the SARCCUP agreements.

## FY 2021-22 Department Priorities

Department: Reliability Planning & Engineering	
<b>Near-Term (1-2 years)</b>	
<b>1.</b>	<b>Complete the Admin Building Seismic Retrofit &amp; Remodel</b>
	<ul style="list-style-type: none"> <li>• Bring the retrofit &amp; remodel to completion – current completion date is anticipated by November 2021.</li> </ul>
<b>2.</b>	<b>Coordinate a final agreement/determination of MET’s ownership and maintenance responsibilities in the South County Pipeline</b>
	<ul style="list-style-type: none"> <li>• Work with SMWD and MET to come to a final agreement/determination of MET’s ownership and maintenance responsibilities in the SCP.</li> <li>• This is a multi-year effort.</li> </ul>
<b>3.</b>	<b>Complete a Pilot Project for Emergency Use of East Orange County Feeder #2 (EOCF#2)</b>
	<ul style="list-style-type: none"> <li>• Develop the necessary protocols with MET and others to enable use of EOCF#2 to convey local water supplies to SOC during emergencies and to return the pipeline back to MET upon recovery from an emergency                             <ul style="list-style-type: none"> <li>○ Requires coordination and agreement with EOCF#2 JPA members on member rights.</li> </ul> </li> <li>• Secure workable MET requirements for emergency use of EOCF#2. This is likely a two-year effort to complete protocols with MET.</li> <li>• Complete a pilot emergency use test and return of the EOCF#2 to MET.</li> </ul>
<b>4.</b>	<b>Complete the next OC Reliability Study Update</b>
	<ul style="list-style-type: none"> <li>• Periodic updates of the OC Water Reliability Study are anticipated as new information becomes available on changing conditions and projects. An update may be triggered as MET completes the update of its IRP.</li> <li>• Currently an update is anticipated in FY 2022-23.</li> </ul>

Department: Reliability Planning & Engineering	
<b>Mid-Term (3-5 years)</b>	
<b>1.</b>	<b>Coordinate and complete a regional planning review of future regional pipeline system operations in SOC</b>



	<ul style="list-style-type: none"> <li>• There are number of pending changes in SOC which will impact regional pipeline operations. Member agencies have expressed interest in looking at the regional system as a whole and scoping out various modeling scenarios to determine future operational impacts to the system from: <ul style="list-style-type: none"> <li>○ Changes in retail agency operations (SJC Annexation, new Service Connection for El Toro WD, increased use of recycled water)</li> <li>○ Augmentation of the Emergency Services Program (installation of Variable Frequency Drives in IRWD system and/or use of EOCF#2)</li> <li>○ AMP near term and future AMP flow capacity vs existing AMP flow capacity rights</li> <li>○ New project impacts</li> </ul> </li> <li>• Initial focus will be on use of the new OC Hydraulic Model for determination of the current and future capacity in the AMP, and identification of water aging issues as operations change. Potential for use of the OC Hydraulic model to monitor water aging on a regular basis. The value is in improved reliability and assistance to our member agencies in the prevention of unintended consequences.</li> </ul>
	<p><b>2. Coordinate and Facilitate Extended Shutdowns of the Allen McColloch Pipeline (AMP) Prestressed Concrete Cylinder Pipe (PCCP) Rehabilitation Project</b></p>
	<ul style="list-style-type: none"> <li>• The AMP has approximately 9 miles of PCCP that will be relined as part of a MET-wide PCCP rehabilitation program. This will require several long duration shutdowns (up to 6 months for each event). <ul style="list-style-type: none"> <li>○ MWDOC will work with member agencies and MET to determine how best to operate the import system without the AMP, to meet the needs of the agencies during the multiple shutdowns.</li> <li>○ The hydraulic model will prove useful in this effort. MWDOC will also assist with identification and negotiation of specific project modifications (i.e., pump stations, interconnections, short segments of pipeline additions) that may reduce program costs for MET and reduce the impacts of these shutdowns to MWDOC member agencies.</li> </ul> </li> </ul>
	<p><b>5. Enhance the Bureau of Reclamation’s Salinity Economic Impact Model (SEIM)</b></p>
	<ul style="list-style-type: none"> <li>• Collaborate with MET, OCWD, SDCWA, and other MET member agencies to implement enhancements to the SEIM so it can become a valuable tool for MWDOC member agencies. <ul style="list-style-type: none"> <li>○ Phase 1 improvements will provide retail agency level of detail into the model as well as the ability to analyze individual project impacts to salinity levels at the retail level. Anticipate Phase 1 completion and MWDOC staff training in FY 2021-22.</li> <li>○ Phase 2 - Work with the Southern California Salinity Coalition (through MET, OCWD, and SDCWA) to have SCSC complete additional</li> </ul> </li> </ul>

research studies to improve SEIM's existing formulas to provide a more comprehensive inclusion of salinity economic impacts in Orange County. Anticipate completion of Phase 2 in FY 2023-24.

## Department Priorities & Goals

Metropolitan (MET) Issues and Water Policy	
Near-Term (1-2 years)	
Area of Focus	Major Goals
MET Budget & Rates	1. MET's FY 2020-21 & 2021-22 biennial budget and rate structure review.
	<p>Evaluated &amp; supported MET's revised budget with reduced rate increases as the result of COVID-19 impacts and lower water sales projections. This was supported under the notion that it maintained MET's long term financial health</p> <p>Analyzed &amp; supported MET's staff cost containment actions in response to COVID-19, including the development of a member agency payment deferment program.</p> <p>Advocated for the establishment of a new revenue collection mechanism to recover MET's Demand Management costs.</p>
	2. Develop MWDOC recommendations in association with the current MET rate refinement process.
	<p>Ensure a fair and equitable alternative Demand Management Funding mechanism is developed and can be adopted by the close of CY 2021 for inclusion in the next Biennial Budget.</p> <p>Provide recommendations on the list of rate refinement issues such as rate re-bundling, refinements to the Readiness to serve and Capacity Charge, surplus year storage and incentives, Purchase Order commitments, and availability of service charge.</p> <p>Identify key budget and rate structure issues for the next Biennial Budget</p>
MET Integrated Resource Plan Update	3. Develop MWDOC recommendations on MET's 2020 Integrated Water Resources Plan (IRP).
	<p>Actively participate in MET's 2020 Integrated Water Resources Plan (IRP) Update including IRP gap analysis, demand projections, and assessment of uncertainties.</p> <p>Participate in all MET staff technical and review workgroups.</p> <p>Provide feedback and direction to MET via letters and surveys on the technical analysis, approach, methodology, drivers, assumptions, proposed scenarios, and initial gap analysis.</p>

	<p>Provide oral and written feedback to ensure the 2020 IRP included robust outcomes that will be useful in determining an IRP Adaptive Management Strategy.</p> <p>Provide monthly updates on the IRP process and activities at our Joint Board Workshops, with our MET Directors, and to our Member Agencies to receive further direction and feedback</p>
Urban Water Management Plan	4. Complete and submit the 2020 Urban Water Management Plan (UWMP)
	<p><u>Completed</u></p> <p>As a member of State’s advisory workgroup, staff provided feedback and proposed language for DWR’s 2020 UWMP Guidebook.</p> <p>Established a cost share agreement with 21 MWDOC Member Agencies including the Cities of Fullerton and Santa Ana to hire a single consultant to update our 2020 UWMPs</p> <p>Currently managing the consultant team to ensure all participating agencies’ UWMPs are properly coordinated and completed on time.</p> <p>Worked closely with MET staff on developing a member agency template for the “Reduced Reliance on the Delta” section of the 2020 UWMP</p> <p>Established a member agency workgroup to develop a Model Drought Ordinance to for the UWMP’s Water Shortage Contingency section.</p> <p><u>Pending</u></p> <p>Review and provide feedback on MET’s 2020 UWMPs</p> <p>Manage the consultant team on updating the Member Agencies’ UWMPs.</p> <p>Ensure timely completion and submittal of MWDOC’s and member agency’s UWMPs to DWR by July 1, 2021.</p> <p>Develop a Model Drought Ordinance for the member agencies use in the Water Shortage Contingency section of their UWMPs.</p>
Regional Resource Project Assessment	Assess development and cost benefits of new local and regional resource projects.
	<p>Evaluate and advocate for extraordinary supply credits when applicable</p> <p><u>Regional Recycled Water Program</u></p>

	<p>Evaluated the operational and financial configuration for the Regional Recycled Water Program at Carson.</p> <p>Advocated &amp; supported the preparation of environmental documentation and technical studies for the program.</p> <p>Provided oral and written support of the partnership between MET and the Southern Nevada Water Authority in the program, including SNWA's financial contribution in the program's environmental planning efforts.</p> <p><u>Santa Ana River Conservation and Conjunctive Use Program</u></p> <p>Participated in the development of the MET-SARCCUP Agreement.</p> <p>Currently in discussion with MET and the other SARCCUP agencies on the opportunity for MWDOC to directly participate in the program.</p> <p><u>Strand Ranch Water Banking Program</u></p> <p>Held discussions with IRWD in the evaluation of the cost-benefits of a district-wide Stand Ranch Water Banking Program for MWDOC member agencies.</p> <p>Considered the benefits to the MWDOC service area with respect to both Drought and Emergency allocation needs.</p>
Imported Supply Activities	<p>5. Monitor activities relating to imported supplies, including California Water Resilience Portfolio; Delta Conveyance next steps and analysis of cost estimates; and startup of Colorado River Lower Basin's new interim guidelines.</p>
	<p><u>Delta Conveyance Project</u></p> <p>Monitor and report on Delta Conveyance Project planning activities, current operations and restrictions, and project related litigations.</p> <p>Analyze Delta Conveyance cost estimates, projected operations and yield.</p> <p>Monitor the monthly Delta Conveyance Design and Construction and Finance Joint Powers Association meetings.</p> <p>Submitted both oral and written comments on the Delta Conveyance Notice of Preparation for the development of the Environmental Impact Report.</p> <p>Provided information and support to our Member Agencies on key activities of the upcoming Delta Conveyance environmental planning funding action and the progression the Delta Conveyance Project at MET.</p>

	<p>Organized and provided both oral and written comments in support of the Delta Conveyance Environmental Planning Funding action taken by MET.</p> <p><u>Colorado River Issues</u></p> <p>Monitor startup of Colorado River Lower Basin’s new interim guideline discussions for 2026 including modifications to Intentionally Created Surplus (ICS).</p> <p>Monitor and report on monthly Colorado River Board meetings including the Drought Contingency Plan implementation and ICS storage activities.</p> <p>Monitor and report on salinity control issues in the lower Colorado River.</p> <p>Submitted a comment letter on the Paradox Valley Unit salinity control program draft environmental impact statement.</p> <p><u>Completed - California Water Resilience Portfolio</u></p> <p>Reviewed the California Water Resilience Portfolio and engaged in discussions with the State Water Resources on the portfolio actions.</p> <p>Submitted written comments on the draft document and its key action recommendations within MWDOC’s purview.</p>
<b>Area of Focus</b>	<b>Additional Goals</b>
Local Resources Program	6. Support Local Resource Development within Orange County
	<p>Held discussions with MWDOC Member Agencies on potential new local resource projects that may be eligible for LRP funding.</p> <p>Helped to secure incentive funding for nearly 23 TAF of water produced by Member Agency’s Local Resource projects through Metropolitan’s LRP program.</p>
MET GM Recruitment	7. Monitored the MET General Manager recruitment process
	<p>Participated in stakeholder public workshops as well as MET Member Agency discussions so they may provide input to MET (via surveys and letters) on the attributes and criteria of selecting the next General Manager at MET.</p>
Member Agency Activities	8. Strengthen coordination amongst agencies.

Advocate and facilitate cooperation between member agencies to reach shared goals

Recommend measures and actions to strengthen working relationships at staff and Board level.

Collaborate with other fellow MET member agencies on MET water policy issues.

Mid-Term (3-5 years)

- 1. Regional Supply Reliability** - Advocate for upcoming regional projects and programs that enhance the water reliability for Orange County and Southern California while seeking to ensure MWDOC's investments are cost effective and meet Orange County's objectives.
- 2. Policy Advocacy** - Evaluate efficacy of implementation strategies to achieve MET's 2020 IRP reliability goals (for example: monitor indicators of what/when policy modifications are needed, or such as what level of program activity is needed or if Local Resources Program evaluation criteria is needed).
- 3. Drought Resiliency** - Seek areas of improvements in MET's Water Supply Allocation Plan that will properly reflect the credits/actions a drought resiliency project or program provides for in Orange County.
- 4. System Resiliency** - Following the completion of the 2020 IRP, Metropolitan will embark on a system evaluation study. MWDOC will engage in this process to ensure Orange County interests and concerns are properly incorporated in the study.



## 2020 Department Priorities

Department: Water Use Efficiency and Water Loss Control

### Near-Term (1-2 years)

- 1. Water Use Efficiency Program** - Continue to implement a broad variety of WUE Programs, available to all consumers throughout Orange County, with funding support from state and federal grants and Metropolitan's Conservation Credits Program.

  - Assist Member Agencies in complying with new standards that have been adopted through legislation (SB 555, SB 606, & AB 1668).  
Status: MWDOC continues to implement a broad variety of incentive and educational programs to increase the efficient use of water throughout the county.
  - Work with Metropolitan to shape their program offerings to maximize benefits to Member Agencies.  
Status: Staff is actively participating in Metropolitan's ongoing Program Advisory Committee to evolve and fine tune the program offerings.
  - Secure grant funding for program implementation.  
Status: The Department was awarded \$3.6 million in Proposition 1 Integrated Regional Watershed Management grants. Staff is also waiting on a funding decision for an additional \$2 million from the Bureau of Reclamation Water Smart grant program.
  
- 2. Technology Transfer & Research** – Support Member Agency compliance with WUE regulations by researching new water saving opportunities and communicating those opportunities.

  - Conduct research to evaluate existing programs, develop new programs, and enhance our ability to meet new WUE standards and to shape those standards.  
Status: Ongoing.
  - Provide Landscape Area Measurements for dedicated irrigation meters to agencies to assist with compliance.  
Status: Staff is completing an RFP process to hire a consultant to assist Member Agencies with dedicated irrigation meter area measurements. Staff anticipates bringing this item to the Board for action in March 2021.
  - Assist all agencies in assigning Standard Industrial Codes (SIC) to businesses throughout OC.  
Status: Pending direction from DWR.
  - Assess Orange County's indoor residential water use through an end-use study to gauge compliance with the 55 gpcd indoor residential standard.  
Status: Board authorization for the End Use Study was granted in February 2020; however, implementation of the study is now on hold due to the Covid-19 public health emergency.
  - Assess Member Agency's capabilities to meet new landscape WUE standards.

	<p><u>Status:</u> Pending direction from DWR.</p>
<p>3.</p>	<p><b>Water Loss Control Shared Services</b> – Increase subscription rate and performance to assist Member Agencies with compliance of emerging water loss regulations.</p> <ul style="list-style-type: none"> <li>• Provide services to respond to evolving water loss standards being developed by the State Water Board including Water Balance Validation, Leak Detection, Pressure Surveys, and Meter Accuracy Testing. <u>Status:</u> Staff has completed 286 of 610 miles of leak detection, 26 water balance validations, meter accuracy testing for four of eight agencies, and is preparing to conduct 40 pressure surveys for two agencies.</li> <li>• Secure grant funding to offset direct costs to member agencies for shared services and technical assistance. <u>Status:</u> Staff has been accessing Metropolitan Conservation Credits to offset the cost of leak detection to member agencies. Due to the success of MWDOC’s leak detection services, Metropolitan is now in the process of formalizing a new program that will offer a fixed leak detection incentive accessible to all Metropolitan agencies.</li> </ul>
<p>4.</p>	<p><b>Water Loss Control Technical Services</b> - Support member agencies by facilitating water loss control technical assistance and compliance with emerging water loss regulations.</p> <ul style="list-style-type: none"> <li>• Select a Technical Assistance consultant specializing in water loss to provide technical assistance to Member Agencies through a competitive selection process. <u>Status:</u> The Board authorized continuation of the Technical Assistance Program in December 2020.</li> <li>• Maintain Water Loss Control Work Group to elevate member agency staff understanding and internal capabilities and to share their needs. <u>Status:</u> Ongoing.</li> </ul>
<p>5.</p>	<p><b>Legislation &amp; Regulatory Process Leadership</b> – Utilize MWDOC’s research efforts and program implementation experience to guide and influence water use efficiency and water loss legislation, regulation, and the standards setting processes.</p> <ul style="list-style-type: none"> <li>• Work with DWR and State Water Board to ensure new standards are properly interpreted and are workable. <u>Status:</u> Staff has been providing input to State Water Board staff to shape the water loss standard on an ongoing basis, and anticipates the rulemaking process will begin by March 2021 with formal adoption in July 2021. Once adopted, staff will then shift to assisting member agencies with the development of water loss model inputs customized to each retail agency.</li> <li>• Maintain and expand MWDOC’s role in Department of Water Resources and State Water Board working groups including Urban Water</li> </ul>

	<p>Management Plan (Harvey), Water Loss Control (Joe) and Water Use Studies (Rachel W.) and other technical work groups.</p> <p><u>Status:</u> Ongoing. Working groups began meeting in spring of 2020 and are anticipated to continue to meet into 2023. DWR is scheduled to deliver residential irrigated area measurements to OC agencies by spring of 2021. Staff will assist agencies to QC area measurement data provided by DWR.</p> <ul style="list-style-type: none"> <li>• Develop recommendations on potential WUE and WLC related legislation.</li> </ul> <p><u>Status:</u> Ongoing. Due to the Covid-19 public health emergency, legislation focusing on water use efficiency has not been a priority.</p>
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<b>Department: Water Use Efficiency and Water Loss Control</b>	
<b>Mid-Term (3-5 years)</b>	
<b>1.</b>	<p><b>Member Agency Compliance Assistance</b> - As enforcement of new conservation standards will begin in the next 3-5 years, MWDOC will provide retail agencies with needed programs, tools and research to ensure compliance.</p> <ul style="list-style-type: none"> <li>• Continue general program implementation.</li> <li>• Implement appropriate Commercial, Industrial and Institutional Performance Measures for standards compliance.</li> <li>• Develop dedicated irrigation meter landscape area measurements and irrigation budgets for standards compliance.</li> <li>• Assist member agencies with separately metering mixed-use CII Meters to measure indoor and outdoor water use independently.</li> <li>• Research and develop new programs.</li> </ul>
<b>2.</b>	<p><b>Water Loss Control Shared Services and Technical Assistance</b> – Evolve Program in response to Member Agency needs and potential for provision of cost-effective services, either directly or through umbrella contracts.</p> <ul style="list-style-type: none"> <li>• Mission Statement of the Water Loss Work Group: “Striving to Achieve an Economically Optimized Level of Water Loss.”</li> <li>• Continue to evolve these services to benefit Member Agencies and achieve compliance with standards.</li> <li>• Work with Metropolitan to develop a consistent funding framework for water loss recovery.</li> </ul>
<b>3.</b>	<p><b>Legislation &amp; Regulatory Process Leadership</b> – Continue efforts to guide and influence water use efficiency and water loss legislation, regulation, and the standards setting processes.</p>

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|  | <ul style="list-style-type: none"><li>• It is anticipated that efficiency standards will be revisited on a periodic basis for drought response or Conservation is a California Way of Life.</li><li>• MWDOC can play a key role in conducting research and applying knowledge to shape future standards and legislative and regulatory processes.</li></ul> |
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## 2020/2021 Department Priorities

Department: WEROC	
<b>Near-Term (1-2 years)</b>	
<b>1.</b>	<p><b>Enhance Response Readiness</b> - Maintain WEROC and OC water and wastewater agencies in a state of readiness to respond to emergency situations. Key aspects include staffing, training, exercises, a complete update of the</p> <ul style="list-style-type: none"> <li>• This priority is the foundation to build upon agency resiliency and is on-going.</li> </ul>
<b>2.</b>	<p><b>Operating &amp; Strategic Plan Review</b> – Assess the current operations and future direction &amp; goals of WEROC and implement appropriate actions.</p> <ul style="list-style-type: none"> <li>• Written Project – completed</li> <li>• Presentation to the MWDOC Board of Directors – completed</li> <li>• Presentations and discussions with Funding Agencies and Member Agencies - Ongoing</li> <li>• Implementation process identified as a 2021 Department Priority.</li> </ul>
<b>3.</b>	<p><b>Cyber Security Communication</b> – Complete Cyber Security emergency notification secondary and tertiary communication paths for IT personal among the WEROC member agencies using AlertOC and Social Media platforms.</p> <ul style="list-style-type: none"> <li>• Communications Group created - completed</li> <li>• Partnership with the OCIAC – completed</li> <li>• AlertOC notification group – completed</li> <li>• Social Media Account concept will not be moving forward.</li> </ul>
<b>4.</b>	<p><b>Public Safety Power Shutoff (PSPS) Coordination</b> – Complete the coordination work with SDG&amp;E as well as SCE for PSPS notification and mapping including providing water/wastewater infrastructure sites to utilities to aid in priority restoration.</p> <ul style="list-style-type: none"> <li>• Work closely with MWDOC Government Affairs because of the overlap – on going.</li> <li>• Establish relationships with SCE and SDGE since the legal change identifying water and wastewater as part of the notification – completed.</li> <li>• WEROC GIS capability to acquire SCE and SDGE maps and layers to track impact areas. SDGE – Completed SCE- 60% - carryover to 2021</li> <li>• Development and implementation of a WEROC PSPS Standard Operating Procedure – completed and used five times in 2020.</li> </ul>

	<ul style="list-style-type: none"> <li>• Collaboration with outside organizations such as the OC Operational Area, CPUC, COAST and CalOES to advocate for water agencies and their needs, including involvement in wildland fire interface and mitigation campaigns with outside agencies – on-going.</li> </ul>
5.	<p><b>Emergency Fuel &amp; Generators</b> - Develop emergency fuel delivery strategies for implementation by WEROC and its member agencies that utilize multiple sources of fuel, including refueling efforts for the generator at the MWDOC Administration building and the South EOC and contracts for local fuel stations to provide priority service in exchange for water agency support for emergency generators at the fuel stations. Assist our agencies in examining the need for additional emergency generators.</p> <ul style="list-style-type: none"> <li>• Project has been deferred to long term planning timeline based on the WEROC Assessment Report.</li> </ul>
6.	<p><b>Points of Distribution (PODS)</b> – Work with the County, water and wastewater agencies by region to establish the responsibilities, process and procedures for Points of Distribution (PODS) for water, medicine and other supplies to residents and businesses.</p> <ul style="list-style-type: none"> <li>• Commodities POD Project has been deferred due to COVID and other priorities.</li> <li>• WEROC Medical Dispensing (COVID19) POD planning - 75% completed.</li> </ul>
	<p><b>American Water Infrastructure Act Regional Project</b> – Complete final two tiers of the AWIA compliance project. Conduct a closeout audit and meeting with participating agencies.</p> <ul style="list-style-type: none"> <li>• Tier 1 - 100% completed</li> <li>• Tier 2 - 50% completed (100% Completion Due Date 6/2021)</li> <li>• Tier 3 – 0% completed (Set to begin 1/2021)</li> </ul>
	<p><b>Training &amp; Test Exercises</b> – Expand training and test exercise programs to improve the state of readiness and enhance seeking reimbursements following an emergency event.</p> <ul style="list-style-type: none"> <li>• Development of a 5-year training and exercise plan – completed</li> <li>• ICS Training Series (on-going - 5 classes conducted end of 2020. 14 classes scheduled in 2021)</li> <li>• Implementation of the new 5-year training and exercise program by incorporating new requirements including AWIA, on-going ICS trainings offerings (in house), water specific trainings, and development of a long</li> </ul>

	<p>term repeating exercise program incorporating water specific areas- 2021 priority – Not Started</p>
	<p><b>Emergency Communications Resilience</b> - Improve the resilience of communications tools such as radios, satellites, etc. to risks such as loss of power through natural or man-made events such as cyber security issues.</p> <ul style="list-style-type: none"> <li>• Training on new 800Mhz equipment installed in FY 2019-20 (completed 4 classes conducted)</li> </ul>
	<p><b>WEROC South Emergency Operation Center</b> – Finalize decision with ETWD regarding South EOC facility by working with funding agencies.</p> <ul style="list-style-type: none"> <li>• 2021 Priority - Not Started</li> </ul>
	<p><b>Planning</b> - Full implementation of the plan revision schedule.</p> <ul style="list-style-type: none"> <li>• 2021 Priority - Not Started</li> </ul>
	<p><b>Information Sharing Platform</b> - Develop, obtain, and implement a new WEROC platform to meet specific needs of the member agencies to securely store, maintain, and disseminate files and information.</p> <ul style="list-style-type: none"> <li>• 2021 Priority- Not Started</li> </ul>
	<p><b>GIS Platform</b> - Creation of a GIS dashboard allowing for visibility of information in a none-linear platform using open source information and current in house mapping information.</p> <ul style="list-style-type: none"> <li>• 2021 Priority - Not Started</li> </ul>
	<p><b>Logistics Plan</b> - Develop a Logistics Plan incorporating how personnel, supplies, and equipment are requested, procured, tracked, and supported within the WEROC Organization.</p> <ul style="list-style-type: none"> <li>• 2021 Priority - Not Started</li> </ul>
	<p><b>Cyber Security</b> - Develop and implement a Regional Cyber Security Coordination Annex as part the WEROC EOP.</p> <ul style="list-style-type: none"> <li>• 2021 Priority - Not Started</li> </ul>

	<p><b>Business Continuity Plan</b> - Revision of the Business Continuity Plan to ensure commonality with the WEROC Emergency Operations/Response Plan.</p> <ul style="list-style-type: none"> <li>• 2021 Priority - Not Started</li> </ul>
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<b>Department: WEROC</b>	
<b>Mid-Term (3-5 years)</b>	
<b>1.</b>	<b>Grants &amp; Funding Opportunities</b> - Look for funding opportunities from the Urban Area Working Group (UAWG) and other sources to fund/fulfill WEROC needs including additional generators, emergency water distribution water bags, supplies, mapping, training and technical expertise for setting up transfer switches at key facilities and to examine how WEROC operating efficiency can be improved.
<b>2.</b>	<b>South Emergency Operations Center Infrastructure</b> – Implement the South EOC decision.
<b>3.</b>	<b>Non-Public Communication Channels</b> - Create templates for a Non-public (dark) webpage for use during post-disaster response and recovery.
<b>4.</b>	VEPOWEROC Agreement Revision
<b>5.</b>	Hazard Mitigation Revision Project - 2023
<b>6.</b>	AWIA Revision Project - 2023
<b>7.</b>	Regional Fuel Project
<b>8.</b>	Creation of a Recovery Plan