



MONTEREY COUNTY WATER RESOURCES AGENCY

STRATEGIC PLANNING WORKBOOK



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Workshop Overview

The Monterey County Water Resources Agency (Agency or MCWRA) is holding an annual Board Workshop to provide an update on the implementation of the current 2020-2025 Strategic Plan and to facilitate engagement amongst the Agency Board of Directors, staff and stakeholders.

This workbook is a resource provided to the Board of Directors ahead of the Agency's Strategic Plan Update Workshop. It provides an outline of what participants can expect to discuss during the workshop and other relevant information to stimulate thinking and discussions.

We encourage you to review this workbook before the workshop. There are areas throughout the workbook to compose your ideas and reflections to share during the upcoming engagement.

**Strategic Plan Board of Directors Update Workshop
December 8, 2025, 9:00 am to 4:00 pm
1441 Schilling Place, Salinas, Cayenne Room**

AGENCY BOARD OF DIRECTORS

Mike LeBarre, Chair, by Selection Committee

Matthew Simis, Vice Chair, by Grower-Shipper Association

Mark Gonzalez, District 1, by Supervisor Luis Alejo

Mike Scattini, District 2, by Glenn Church

John Conatser, District 3, by Supervisor Chris Lopez

Deidre Sullivan, District 4, by Supervisor Wendy Root-Askew

Ken Ekelund, District 5, by Supervisor Kate Daniels

Jason Smith, by Monterey County Farm Bureau

John Baillie, by Agricultural Advisory Committee

WORKSHOP FACILITATORS

Ara Azhderian, General Manager

Shaunna Murray, Deputy General Manager

Workshop Objectives

This year's
successes

Key areas
of focus
for 2026

Recently
updated
bylaws

Upcoming
strategic
plan

AGENDA

1. Welcome and Review Workshop Agenda and Ground Rules
2. Staff Presentations on the Implementation of the Strategic Plan
3. Breakout Session #1: How can we realize Opportunities?
4. Lunch
5. Hear the General Manager's Vision for the Next Several Years
6. Discuss updated Bylaws
7. Breakout Session #2: How can we realize Opportunities?
8. Preview Next Strategic Planning Effort and Survey Themes
9. Wrap Up and Next Steps

Implementation of the Strategic Plan Goals in 2025

The Agency had another successful year of implementing the Strategic Plan that was adopted by both the Agency Board of Directors and Board of Supervisors in November 2020 and December 2020, respectively. Agency staff have provided an update on each of the Strategic Plan Goals below and will provide additional highlights of accomplishments that demonstrate these successes.

GOAL A. INFRASTRUCTURE MAINTENANCE

Properly maintain MCWRA infrastructure to ensure safe and reliable function.

Strategy 1. Perform a conditions assessment for all facilities, determine which facilities should be replaced and which repaired, and prioritize service levels.

Progress update: Implementation of numerous condition assessment efforts have commenced. Most notable is a phased approach to the MCWRA Recycled Water Projects Condition assessment that includes both above-ground inspections and developing plans for underground facilities. Routine inspections and assessments are ongoing at other Agency facilities such as Nacimiento and San Antonio Dams, Pump Stations, Tide gates, Lagoon Slide Gate, Flood Warning System (ALERT) gages and telemetry equipment, vehicles, and equipment. Recommendations for repair, replacement and service levels occurs at least annually, during the budget process.

Strategy 2. Create a comprehensive capital improvement plan for all facilities which includes preventive maintenance, addressing backlog of maintenance repairs, and making improvements to ensure safe and reliable facilities.

Progress update: Agency staff have been gearing up to develop Capital Improvement Plans (CIPs) for all facilities. The primary focus has been on the Nacimiento and San Antonio Dams, the Hydroelectric Facility and the Recycled Water Projects. Condition assessments and other critical inspections have been ongoing to support development as well as modeling efforts to make optimization improvements for the Castroville Seawater Intrusion Project (CSIP). Implementing the CIP has been stymied by the lack of dedicated funding for CIP and so the focus has been on operations and maintenance to keep facilities operational.

The condition assessment for Nacimiento Dam is rated as “poor” and San Antonio Dam as “fair” by the National Inventory of Dams. This is due to infrastructure repairs that are necessary to have full operation of the dams, such as the Nacimiento Plunge Pool armoring project and the San Antonio Spillway replacement. These two major projects are partially funded through State grants from DWR and are both in the design phase. The DWR Funding

Agreements are in effect until late 2027. Staff anticipates being completed with the full design at San Antonio and partial construction at Nacimiento at that time.

Staff has been piloting a Computerized Maintenance Management Software (CMMS) to implement preventative maintenance at Agency facilities and to improve tracking and scheduling of those items. The Agency hired a Maintenance Manager in June 2025 to help coordinate the implementation of CMMS and other facility maintenance efforts. The current CMMS license expires in the spring of 2026 and a decision to expand the current program will be necessary. Progress has been limited due to staffing and funding constraints and dedicated funding should be identified to ensure this work can continue.

Strategy 3. Create a funding plan for infrastructure maintenance.

Progress update: The Agency is developing a funding plan for key facilities that matches their unique needs and navigates the revenue options available to the Agency. Additional details related to those efforts are provided in Goal C: Financial Sustainability.

Strategy 4. Develop a replacement plan for equipment not included in the capital improvement plan.

Progress update: The Agency has developed and implemented a replacement plan for most equipment. A light vehicle leasing program is in its 5th year and all vehicles have now been replaced with a newer fleet, and the first set of vehicles have been traded in reducing costs of replacement vehicles and increasing the fleet's reliability. In 2025, The Agency adopted a fleet maintenance system to better track and manage the light vehicle program. Heavy equipment replacement has been on hold due to lack of funding and is evaluated annually during the budget process. The Board of Directors have recommended utilization of commercial leases over purchase of heavy equipment and staff has been evaluating such recommendations. Other equipment to support the Groundwater Monitoring Program (GMP) and flood monitoring program have replacement plans that are evaluated annually to keep equipment functional and reliable.

Strategy 5. Complete the repairs needed to the San Antonio spillway as required by the California Department of Water Resources Division of Safety of Dams (DSOD) by November 1, 2024.

Progress update: A multi-year investigation on rehabilitating the spillway ended after receipt in November 2022 of correspondence from DSOD that a full spillway replacement was the only option moving forward. Since then, the preliminary design work has been completed, including an Alternatives Analysis and Probable Maximum Flood Analysis to support the full design going forward. Those items are under review by DSOD, and the next

phase of design should commence in early 2026. A time extension, to replace the spillway, has been granted until December 31, 2031.

Current planning efforts are funded by a grant from the Department of Water Resources, which expires in December 2027. Securing additional funding will be necessary for the Agency to remain on track towards the major milestones.

GOAL B. PLANNING AND NEW PROJECTS

Plan for future water needs, carry out environmental studies, and plan new capital projects.

Strategy 1. Expand and optimize the Castroville Seawater Intrusion Project (CSIP) system.

Progress update: The Agency has completed the identification of three optimization projects for the CSIP Distribution system through the development and testing of a system hydraulic model. These projects were further evaluated and documented in a Basis of Design Report completed in September 2025 and one of the projects was designed to 60%. Additionally, staff is currently evaluating system expansion options, which include developing a separate adjacent system. These efforts are in concert with and made possible through a funding agreement the Salinas Valley Basin Groundwater Sustainability Agency. Deliverables will be available in the spring of 2026 for further considerations.

Staff is currently in the planning phase of a well replacement project for the CSIP system. This project is partially grant funded through the EPA and is in the environmental review and design phase with a goal to complete the project in 2026, depending on securing adequate funding needed for the project. In September, the Agency hosted a CSIP landowner workshop to present information regarding status of ongoing activities, future maintenance needs and optimization options, and funding options to manage future needs. The Agency introduced an alternative of contracting for services to fund future CSIP programs and projects. Staff is currently working to develop a contract with the CSIP landowners in Zone 2B, to allow them to directly fund the current well replacement project to accelerate its completion.

Strategy 2. Collaborate with local Groundwater Sustainability Agencies (GSAs), define MCWRA's role, and implement a GSA integration plan.

Progress update: The Agency staff continues to attend and participate in the numerous public and technical meetings with the Salinas Valley Basin GSA (SVBGSA), Pajaro Valley Water Management Agency, Arroyo Seco, and Marina Coast Water District GSAs. There are related Memorandums of Understanding in place that define these roles and

responsibilities between the agencies. Additionally, there are other agreements in place or under consideration to help facilitate and guide collaboration.

Recently, the Agency and SVBGSA have agreed to form a Leadership Group to help align policy and priorities as both entities continue to move towards their respective missions.

Strategy 3. Identify new water projects for development, utilizing existing or new water rights in collaboration with the GSA.

Progress update: Agency staff, in partnership with the SVBGSA, are developing new water project ideas, that are included in the various Groundwater Sustainability Plans. These opportunities have been fortified by two significant subgrant agreements with the Agency that have totaled over \$4M for planning, monitoring and implementation of projects. Recent successes include the design of CSIP Distribution system upgrades and the implementation of the recycled water plant upgrades, that have reduced groundwater pumping.

The feasibility of other projects being considered are the Castroville and Eastside Canals, utilizing the Agency's water right permit 11043, and a New Seawater Intrusion Project ("NSIP") utilizing numerous Agency water rights and allocations, including wastewater, Industrial Wash Water, the Tembladero Slough, Blanco Drain, Reclamation Ditch and Salinas River. Results of these studies and next steps are anticipated in the spring of 2026.

Strategy 4. Create a Habitat Conservation Plan for the Salinas River.

Progress Update: Agency staff, with the assistance of consultant teams at ICF, FISHBIO, and West Yost have brought many studies and plans to the dedicated technical and planning committees for feedback. This has resulted in the near completion of a second Administrative Draft Habitat Conservation Plan. Efforts on the next steps of this process will continue, and the Agency awaits a decision on another round of the United States Fish and Wildlife Service Section 6 grant. Depending on the timing and outcome of that decision, the Agency may move to amend the current 2025-26 FY budget to maintain necessary progress towards completing the HCP.

Strategy 5. Develop plans to enhance our critical water resources facilities and increase sustainability.

Progress update: Agency staff, in partnership with the SVBGSA, have developed plans to enhance existing Agency infrastructure. Some of these projects have been implemented, specifically for the CSIP Programs, through a subgrant agreement with the SVBGSA that have totaled approximately \$3.7M for planning, monitoring and implementation of projects. Additionally, the development and implementation of the GMP increases the

consistency, reliability and execution of groundwater monitoring efforts that inform the health of the basin and provide key insights to achieving sustainability.

Strategy 6. Complete the planning stage of the Interlake Tunnel.

Progress Update: With state grant funding, the Agency has completed 60% design of the Interlake Tunnel Project. Grant deliverables include a Draft Engineer’s Report, informed by an update to the Agency’s Historical Benefits Analysis, which is composed of both hydrologic and economic analyses, and a Draft EIR, including computer modeling potential project operations. The grant will close out at the end of this calendar year, and no future funding source has yet been identified though the Agency has initiated preliminary discussions with the Natural Resources Conservation Service to explore potential federal funding under P.L. 566.

Current planning efforts are focused on resolving protests of water rights petitions filed with the State Water Resources Control Board by the Agency in 2021. Staff has been in negotiations with the protestants and an update will be available in early 2026. A re-evaluation of the project may occur after that time.

Strategy 7. Use data and analysis to make informed decisions based on science. (ongoing)

Progress update: Agency staff was successful in the development, adoption and implementation of a robust Groundwater Monitoring Plan (“GMP”) in 2025. This was a culmination of efforts that have spanned years and even decades resulting in a comprehensive program that provides an effective platform for science-based decision making going forward. The program is currently focused on the Salinas Valley Groundwater Basin and includes activities such as increasing knowledge of basin characteristics through registering groundwater wells, quantifying groundwater use through extraction reporting, monitoring groundwater levels, and measuring groundwater quality with a focus on seawater intrusion. These services can expand to other basins and include additional activities as the need and requests arise in the future.

The Agency has also led the development of a Monitoring Plan for the Deep Aquifers and a Memorandum of Understanding to memorialize the various roles and responsibilities of the five local agencies with groundwater management responsibilities over the Deep Aquifers.

Through a United States Bureau of Reclamation grant, the Agency is working on the development of Forecast Informed Reservoir Operations (FIRO) tools that will leverage recent advancements in reservoir modeling and weather forecasting to improve reservoir inflow forecasting and operational decision making. These tools will enhance the Agency’s ability to safely storing winter reservoir inflows while minimizing downstream flooding.

The Agency has also been awarded a Flood Emergency Response Grant from the California Department of Water Resources for the development of a flood warning Salinas River inundation mapping tool. The tool will be based on an existing HEC-RAS computer model of the Salinas River that was developed by Flow West in 2014 and updated in 2023. It will help Agency staff predict the extent and location of flooding based on streamflow forecasts from the California Nevada River Forecast Center or other sources and support Department of Emergency Management actions during winter storms. The tool is expected to be ready for use during the winter of 2026-27.

GOAL C. FINANCIAL SUSTAINABILITY

Ensure long term financial stability with sufficient funding to pay for Agency obligations and align expenditures and revenues.

Strategy 1. Develop a five-year financial plan that includes funding sources for programs and projects.

Progress update: Agency staff and consultants have developed a long-range financial plan model that includes historical data for each individual fund and forecasts revenue and expenditures out 31 years for planning purposes. This model has been updated annually since it was developed and will be a tool to support funding initiatives in the future.

Strategy 2. Obtain new funds to support the Agency's programs and projects that are either underfunded or unfunded so that all programs and projects will have enough staffing and other resources to be successful.

Progress update: Staff successfully developed and implemented the GMP ordinance designating an annual fee to cover the GMP activities. This resulted in approximately \$800,000 of additional, new revenue for the current fiscal year and will allow for the ongoing adoption of an annual fee based on current and anticipated expenditures. During the first year of this program, the GMP activities will be financed by the SVBGSA using a grant from the CA Department of Water Resources.

Other one-time revenue has been received in the form of a variety of state and federal grants. Work has begun this year for activities such as Salinas River flood inundation mapping tools, forecast-informed reservoir operational tools, invasive mussel prevention programs, CSIP well replacement project, and resiliency upgrades to the Salinas River Lagoon Slidegate. Ongoing grant-funded projects and programs include well destruction in the coastal region, dam safety projects, new project feasibility studies, CSIP Optimization, Salinas River Operations Habitat Conservation Plan development, and the Carmel River flood study.

Total grant revenue for new and existing grants is estimated to be \$6.1M for the current fiscal year. Additionally, FEMA mitigation funding for the Nacimiento Dam South Access Road and the Salinas River Lagoon Levee Road were approved this year for a total amount of approximately \$1.2M.

Sustainable new revenue is still needed. Staff has engaged consultants to identify expenses and perform a fee study of regulatory compliance as well as to develop funding strategies to support dam safety projects and operations and maintenance.

Strategy 3. Maximize hydroelectric revenue potential.

Progress update: Staff has successfully scheduled and operated the hydroelectric facility to generate revenue throughout the year, as per the power purchase agreement in effect. Maintenance and rehabilitation work has been scheduled in the slower energy season, as required and unexpected shutdowns have been at a minimum. This has resulted in approximately \$1.3M in total gross revenue for Fiscal Year 2024-2025.

Strategy 4. Pursue alternative revenue sources based on renewable energy. (Years 4-5)

Progress update: Staff has not pursued activities related to generating revenue through renewable energy.

Strategy 5. Fully utilize Agency property to generate revenue.

Progress update: The Agency is in lease agreements with properties for grazing and recreation activities. The revenue received from these leases is utilized to support the management of these lands. Staff has been evaluating the grazing lease programs, which includes obtaining appraisal of the properties and standardizing terms and conditions of the lease agreement.

Strategy 6. Pursue grant funding and cost saving opportunities from all available sources, including collaborating with the GSA. (ongoing)

Progress Update: The Agency estimates the use of approximately \$7.3M in outside funding agreements which include grants and other Federal funds, for the current fiscal year. Staff has applied for an additional \$1M in grant funds and is waiting on responses to those applications. This funding has been primarily used for priority projects of the Agency that have one-time expenses.

Various cost saving measures have also been implemented. This includes an update to weed and vegetation control program where implementation of herbicide application through the use of a drone has increased efficacy and safety while reducing overall costs. The light vehicle lease program has enabled staff to have dependable vehicles that are

suited for the types of field work needed by the Agency. It has resulted in a decrease in costly repairs and downtime while increasing safety for staff.

Ongoing collaboration with the local GSAs has provided the agency with access to additional scientific data, means and methods and technological advances at no cost.

GOAL D. EFFECTIVE CORE SERVICES AND ORGANIZATION IMPROVEMENT

Ensure core services are carried out in a thorough and timely manner.

Strategy 1. Annually evaluate funding and other resource needs to ensure the Agency can deliver core services in a complete, thorough, and timely manner, meeting safety and regulatory standards.

Progress update: Agency staff evaluates funding and other resource needs, including human resources, during the annual budget development process. Agency staff prioritizes budgetary recommendations to ensure continuing compliance with safety and regulatory standards. Historical decisions regarding the allocation and recovery of Agency costs have created a rigid system incapable of balancing actual expenses with available revenues. Fiscal-year trends across almost all Agency funds demonstrate declining fund balances and the Agency's long-term financial forecasting model indicates unsustainable fund balance impacts for the foreseeable future. The Agency has few tools to mitigate the current revenue structure limitations, but they include water delivery fees applicable to the CSIP Program, hydro-generation revenues, which are helping offset regulatory costs associated with FERC requirements at Nacimiento Dam, and ad valorem, which the Agency relies upon to support administrative and planning efforts as well as periodic, unanticipated needs.

Earlier this year, the Agency finalized its fee study for the Groundwater Monitoring Program, which establishes the basis for annual fees for well registration, groundwater level and quality monitoring, and groundwater extraction reporting, data management, and inter-agency collaboration. Recently, the Agency completed a scope of work to guide a Dam Ownership Regulatory Program cost study to help inform future revenue enhancement decisions. The Agency has also initiated a cost allocation and recovery process to help inform future Dam Safety and Operations funding strategies to support operations, maintenance, and capital improvement projects.

Strategy 2. Establish clear goals, objectives and responsibilities for each section of the Agency.

Progress update: Agency staff has developed goals, objectives and responsibilities for each section of the Agency, which are evaluated and updated periodically. Additionally, each section has developed annual priorities which are included later in this workbook.

Strategy 3. Increase staffing to meet the core workload needs and responsibilities of the Agency.

Progress update: The Agency has seen significant attrition over the past few years with a greater rate of separations than recruitments. The year of 2025 has been neutral with one staff member separating and one new position being filled. The Agency currently has 38 full-time staff, 4 temporary staff, 6 vacant funded positions and 13 vacant unfunded positions. There are currently 3 recruitments in progress to fill those vacant funded positions. No new sustainable funding has been identified to support funding the additional vacant unfunded positions. Staffing shortages adversely impact staff retention due to workload burnout. They also impede the Agency's ability to initiate change and respond to requests from other agencies for technical support and planning assistance.

Strategy 4. Improve the hiring process to be able to efficiently and effectively fill positions with talented staff.

Progress update: Agency staff have become more familiar with the current County processes and have made improvements, where available. These improvements include posting outside advertisements through social media and other job forums. Other factors that continue to impede improvement are the Agency's salaries in comparison with the regionally high cost of living and the lack of Agency recognition to qualified applicants.

Strategy 5. Improve how the Agency coordinates internal efforts and measures progress.

Progress update: The Agency holds regular coordination meetings throughout the week and month that include upper management team, Agency Sections, and project-specific meetings. Efforts are tracked and reported out at Board of Directors meetings and workshops throughout the year.

Strategy 6. Develop an improved staff training, professional development and safety program to meet the needs of the Agency.

Progress update: The Agency has continued to make progress on safety training including confined space certifications and implementation of a lock-out-tag-out program. Professional development has continued. Staff continues to maintain and acquire various certifications and licenses. With better funding, more could be done to improve staff retention and capabilities.

Strategy 7. Centralize Agency records.

Progress update: Agency staff has researched file management systems to ease the organization and retrieval of the voluminous records with a goal to get all records in an electronic format to increase efficiency and archiving. Staff has performed ongoing activities to organize and cull records, per the records retention policy. Staff is planning for an update to the records retention policy in 2026.

GOAL E. COMMUNITY RELATIONS

Foster transparent and positive relationships with stakeholders to advance the mission and vision of the Agency.

Strategy 1. Improve public outreach to increase transparency, communication, education and information about Agency projects and programs.

Progress update: The Agency has introduced new technical advisory committees and other collaborative meetings to discuss ongoing Programs and Projects as well as various planning efforts, including those of other, affiliated agencies. We have also increased staff involvement in Agency committees to provide more regular updates on Projects and Programs. The Agency has also hosted various stakeholder workshops to address a range of issues from CSIP Program needs to future Dam Safety and Operations funding strategies. In cooperation with the SVBGSA and the County's Public Information Office, the Agency has developed numerous public outreach tools to help inform the public about implementation of the Groundwater Monitoring Program, including traditional mailers, internet based Frequently Asked Questions, social media advertising, educational videos, and news media coverage in both print and broadcast journalism.

Strategy 2. Develop Agency "branding" to communicate a greater sense of the Agency's mission.

Progress update: The Agency has recently initiated an effort to develop a communications strategy and will be considering "branding" as part of its development.

Strategy 3. Update and maintain the Agency's website.

Progress update: Staff have been updating vital documents on the website to comply with Title II and Title VI this past year. This includes both ADA and translation work and increases the accessibility of core Agency information.

Strategy 4. Provide information on Agency Operations to stakeholders.

Progress update: Staff provides regular presentations and updates at public meetings; fulfills data requests and public records requests; and participates in various committees and TACs. The Agency has recently initiated an effort to develop a communications strategy, and this will enhance outreach efforts.

Status Updates to the Year 2025 Priorities

Staff of each Agency section set priorities early in 2025. The current progress is summarized below in both tabular and more detailed written sections below.

Administration Section	Status
Enhance efficiency and accessibility of public meeting processes	Complete
Explore research options for improved records file management	In progress
Create a comprehensive filing system	In progress
Provide targeted training for both Board members and staff	In progress

Administration Section

- Enhance efficiency and accessibility of public meeting processes.
 - Regular meetings are routinely offered in both remote and in-person to enhance accessibility.
 - Efficiency will be increased with the recent merging of committees for 2026.
- Explore research options for improved records file management
 - Research has been conducted, and 3 options were identified as possible best path. Currently paused due to limited staffing and funding.
- Create a comprehensive filing system for managing and organizing agency records
 - Multi-year process, this portion has been paused due to limited staff and funding.
- Provide targeted training to ensure continuous development and operational excellence for both Board members and staff.
 - Staff has achieved high compliance rates for mandatory trainings.
 - Limited technical trainings have been available due to funding constraints.
 - All staff and board members have access to the County Special Districts Association trainings to enhance operational efficiencies.

Engineering & Dam Safety Section – Nacimiento	Status
Complete CSIP hydraulic modeling and optimization design	Complete
Design Nacimiento Plunge Pool projects	In progress
Perform annual spillway inspection, maintenance, and repairs	Complete
Design Low Level Intake Chamber Replacements and Modifications	Complete
Complete design of penstock protection wall	In progress
Address FERC & DSOD recommendations and reporting	In progress

Engineering & Dam Safety Section – Nacimiento

- Complete CSIP hydraulic modeling and optimization design
 - Completed successfully and fully funded by the SVBGSA subgrant agreement.
- Design Nacimiento Plunge Pool projects
 - Completed the Plunge Pool Geotechnical Investigations for both the rock outcrop removal and the slope erosion protection project.
 - Design work is in progress and on schedule. A complete design is anticipated in early 2027
- Perform annual spillway inspection, maintenance, and repairs
 - Annual inspections have been completed.
 - Maintenance and repairs continue to be made as needed.
 - There are no outstanding critical maintenance needs to be addressed.
- Design Low Level Intake Chamber Replacements and Modifications
 - Design of the Low-Level Intake Chamber Actuator Replacements is complete.
 - Contract procurement and implementation scheduling is underway.
 - Replacement of all three Low-Level Intake Actuators is planned for May 2026.
- Complete design of penstock protection wall
 - Design is underway but not completed due to competing Agency priorities.
- Address FERC & DSOD recommendations and reporting
 - This is ongoing and coordination with FERC, DSOD, Engineering Consultants, and Agency maintenance staff is continuous.
 - The addition of a new staff member to the DS&E section in October 2025 is helping to address the backlog of outstanding items such as program updates.

Engineering & Dam Safety Section – San Antonio	Status
San Antonio Dam Spillway Replacement Project	In progress
Fully utilizing SB104 funds	In progress
Support Funding Opportunities	In progress
Standardizing internal project procedures	In progress
Developing a Capital Improvement Projects Program	In progress

Engineering & Dam Safety Section – San Antonio

- San Antonio Dam Spillway Replacement Project
 - Probable Maximum Flood Update revised and resubmitted to DSOD November 2025
 - Alternative Analysis revisions to be submitted to DSOD December 2025
 - Environmental Consultant Request for Proposals in progress
 - Design phase expected to begin March 2026
- Fully utilizing SB104 funds (\$16,150,000)
 - Amendment to reallocate SB104 toward all dam safety projects for San Antonio and Nacimiento in progress
 - Correction to deadline for fund utilization made from March 2027 to December 2027
 - Total billed to DWR as of September 30, 2025: \$577,313.31 of \$16,150,000.
- Support Funding Opportunities
 - Ongoing, staff continues to support legislative measures for funding opportunities
 - Staff continues to monitor Dam Safety specific funding
- Standardizing internal project procedures to improve workflow and staff onboarding
 - Resident Engineer Academy training completed by staff and training materials distributed to entire engineering division
 - Developing a list of training and documents to review as part of the onboarding process for engineering staff
 - Drafting workflow for project management activities
- Developing a Capital Improvement Projects Program
 - Listing and updating division projects and programs to include description, costs, and schedule for agency-wide use

Finance Section	Status
Developing & providing Agency training programs	In progress
Maximization of Revenue Opportunities	Complete
Implementation/training of new ERP system	In progress
Recruitment of Sr. Account Clerk	In progress

Finance Section

- Developing & providing Agency training programs re: contracts, budgets, payments, travel claims, etc.
 - Added budget details of each fund in FY26 Budget Book
 - Started grant overview step for new grants
 - Continued quarterly contract purchase order reviews
 - Drafted Contract SOPs & payment flow
- Maximization of Revenue Opportunities e.g. adoption of the Groundwater Monitoring Fees
 - Increased grant revenue received from \$4.71 million to \$5.47 million in FY25
 - Centralized grant billing with Finance
 - Secured \$4.38 million project obligations with FEMA (27% of County total \$16.25M)
 - Invoiced SVBGSA for GMP year 1 cost
 - Full utilization of the SVBGSA Round 1 subgrant, totaling \$3.7M
- Implementation/training of new ERP system and setting up programs and projects
 - Utilized Oracle EPM module for 1st year budget development
 - Restructuring Agency's Programs and Projects to meet needs of Oracle modules
 - Developing configurations of Oracle ERP (Financial) & PPM (Programs & Projects), scheduled to go live in July 2026
 - Developing configurations of Oracle HCM, scheduled to go live in Feb 2026
 - Participating in workgroups & user trainings
- Recruitment of Sr. Account Clerk
 - Utilizing a temporary assignment of existing staff

Hydrology & Environmental Resources Section	Status
Conduct timely and high-quality data collection, analysis, and reporting	Complete
Complete development of an online well registration portal	In progress
Preparation of an administrative draft of the Salinas River Ops. HCP	In progress

Hydrology & Environmental Resources Section

- Conduct timely and high-quality data collection, analysis, and reporting of groundwater, surface water, water quality, and biological parameters.
 - Completed data collection and fulfilled data requests for local GSAs
 - Coordinated with SVBGSA on selection of sites for new monitoring wells
 - Assumed ownership of new monitoring wells
 - Deployed new monitoring technology that allowed for remote access to data and continuous data collection.
 - Successful and timely data collection and reporting for long-term monitoring programs (groundwater level, water quality for seawater intrusion, water quality at reservoirs and lagoon)
 - Completed data collection and monitoring for implementation of Low Effect HCP (LEHCP)
 - Developed a Monitoring Plan for the Deep Aquifers
- Complete development of an online well registration portal.
 - Development of this began and a Request for Proposals was released in May 2025 but there were no responsive bidders that had a system that would work as proposed for the Agency. Work continues to identify a consultant and appropriate scope.
 - Public outreach around GMP Fee and well registration (County news briefing, mailings, website development)
 - Development of a fillable-PDF well registration form that is available online.
 - Established a dedicated email and phone number for well registration to provide direct access for the public to staff working on the GMP.
- Continue preparation of an administrative draft of the Salinas River Operations HCP (SROHCP).
 - This is almost complete with some notable contributions described below:
 - Contributed to the Covered Activities and Conservation Strategy of Administrative Draft
 - Assisted with fish monitoring for LEHCP and SROHCP technical studies

- Responded to comments from the Wildlife Agencies on drafts; continued meetings with Wildlife Agencies to maintain engagement

Operations and Maintenance Section	Status
Achieve and Maintain Optimal Staffing Levels and Performance	In progress
Implementation of Interim Operations Plan	Complete
Generate property-related revenues, to support adequate infrastructure	Complete
Continue Recycle Water Project Implementation	Complete

Operations and Maintenance Section

- Achieve and Maintain Optimal Staffing Levels and Performance
 - Continued training and skill acquisition have been fostered to allow staff to grow professionally and consistently deliver quality work.
 - Recruitment for the funded Water Maintenance Worker II for Dams is in progress.
 - Continued evaluation of staffing needs for the Maintenance support team are ongoing but cannot be implemented until a secure funding source is identified.
- Implementation of Interim Operations Plan for Nacimiento and San Antonio Reservoirs
 - The Interim Operations Plan (IOP) was approved by the BOD and first implemented in 2023. In 2025, no IOP action was needed as Flow Prescription triggers were met and supplemental releases were made in response.
 - Staff successfully tested reoperation protocols and revised flow targets that were in development for the Salinas River Operations HCP.
 - As a result of this successful test, the BOD approved continuation of the IOP with modified flow targets in October 2025.
 - The IOP continues to be a valuable adaptive management tool that allows staff to respond to flow triggers and meet fish passage goals in an effective and water efficient manner.
- Generate property-related revenues, to support adequate infrastructure on those lands
 - Properties around the reservoirs continue to be leased for grazing and recreational purposes to effectively reduce trespass, vandalism, and fire risk.
 - Completed the annual grazing inspection reports, which provide an assessment on the grazing use and Agency rangelands.

- Revenues generated support the administration and needed property improvements but do not fully fund the program.
 - Grazing lease revenues are limited by the constraints of the lands and their carrying capacity for cattle.
 - The Salinas River Operations HCP will address some aspects of property management related to the protection of species and reservoir water quality.
 - Additional funding sources will be needed to support a comprehensive land management plan.
- Continue Recycle Water Project Implementation with long term sustainability in mind
 - 2025 was another successful irrigation season that included 7,590 AF of total diversions from the Salinas River Diversion Facility and 9,889 AF of recycled water delivered in the CSIP area, reducing the reliance on groundwater.
 - Groundwater pumping from CSIP supplemental wells totaled 1,512 AF or 8% of total CSIP system demand for the season (18,993 AF through Oct. 2025).
 - Developed an updated Recycle Water Permit to meet State Water Board, Title 22 requirements, and allow for future deliveries of recycled water in the system.
 - Continued a CSIP Asset Inventory and Condition Assessment to document the location and condition of system components and overall system health. This will be the baseline for a future Computerized Maintenance Management System (CMMS), and the development of a Capital Improvement Plans (CIP) which are essential tools for long-term planning to support operational efficiency, system reliability, financial stability, and sustainability of the ground water resource.
 - Additional projects included SRDF Filtration valve repairs and the beginning of a filtration efficiency analysis to ensure reliable delivery of this water source.
 - Progress with the Replacement Well Project also moved forward with geophysical analysis and the final well design being completed at the site.

Agency's Priorities for 2026

Staff have set priorities for their sections for the coming year.

Administration Section

- Develop Standard Operation Procedures for BOD and Committee processes
- Support Agency staff in following internal procedures to execute all BOD and Committee processes on time to ensure meetings run smoothly
- Increase staff training on core functions such as effective communication and leadership skills

Engineering & Dam Safety Section – Nacimiento

- Complete Nacimiento Dam's South Access Road: construction of repairs to damage suffered during the 2023 storms. This is a FEMA authorized and funded project.
- Nacimiento LLOW repairs: replacement of all three Low-level Intake's valve actuators, and installation of the sixth (6th) outlet valve at the LLOW. Funded by the Nacimiento Maintenance funding agreement with DWR.
- Nacimiento Lake Drive Road and Spillway Bridge repairs: Finalize scope of work and enter into contracts for necessary repairs to the portion of Nacimiento Lake Drive that the Agency is responsible for through a 1953 MOU between SLO and Monterey Counties. Also included are the needed maintenance repairs to the Nacimiento Dam Spillway Bridge. Completion of repairs for both projects is anticipated in 2027. This work will be eligible per an amended SB104 Grant Agreement with DWR.

Engineering & Dam Safety Section – San Antonio

- Finalize the PMF Update and Alternatives Analysis for San Antonio Dam Spillway Replacement Project
- Begin San Antonio Spillway Design and Environmental Phase of the San Antonio Spillway Replacement Project
- Begin San Antonio Low Level Outlet Works (LLOW) Improvement Project Work includes design completion of eight subprojects along the San Antonio LLOW. Many of these projects have been conceptually designed (30%) and require DSOD approval. Projects are being prioritized based on their dependent sequencing of one another. This project is funded through the SB104 grant agreement with DWR.

- Complete the revised draft of the San Antonio Emergency Action Plan (“EAP”) for submission to Cal OES for review and adoption.
- Perform annual preventive maintenance of the Nacimiento Power Plant and Switchyard equipment, to include the replacement of obsolete alarm autodialing monitoring system.

Finance Section

- Successful Implementation of Oracle, County’s new Enterprise Resource Planning (ERP): Oracle ERP’s Human Capital Management (HCM) is scheduled for go-live in February and its Payable/General Ledger is scheduled for July 2026 go-live. Agency’s accounting structure will be configured for Program-Project base cost accounting. Finance Section will facilitate Agency staff training of submitting timecards and reporting expense
- Maximization of Revenue Opportunities: prepare for 1st year billing of the Ground Water Monitoring Program Fees
- Budget control & expense monitoring: improve staff compliance with obtaining fiscal review of MOU, agreements & grant applications and specifying financial impacts on board reports
- Agency training programs: Finance Section will facilitate Agency staff training for Oracle ERP system, including submitting timecards and reporting expense in Oracle and work with Admin Team to complete Agency’s contract SOP and staff training.
- Staffing: recruit Sr. Account Clerk for a permanent, full-time position

Hydrology & Environmental Resources Section

- Complete an Invasive Mussel Prevention Plan for San Antonio Reservoir that meets State requirements and submit it to the California Department of Fish and Wildlife for review.
- Broaden the groundwater extraction reporting program for Water Year 2026 to include water systems of 15 or more connections and agricultural wells in Groundwater Monitoring Program expansion areas.
- Fully implement the Monitoring Plan for the Deep Aquifers.
- Conduct timely and high-quality data collection, analysis, and reporting of groundwater, surface water, water quality, and biological parameters as described in

the Groundwater Monitoring Program Manual and Low Effect Habitat Conservation Plan.

Maintenance Section

- Maintain and optimize staff through continued training, evaluation and skill acquisition. Utilize the flex series to promote from within. And fill the current Water Maintenance Worker vacancy for the dams.
- Maintain Dam Infrastructure. Perform a condition assessment of San Antonio's outlet valve and operating equipment. Develop plan for required rebuilding or replacement as needed.
- Caretaker Infrastructure repairs and improvements at Dams. Replacement of water delivery system to caretaker quarters at Nacimiento Dam. Provide Backup power to both Dam Caretaker quarters.
- Safety improvements at Dams. Evaluate new Technologies to improve staff Safety, efficiency and project quality. Implement Drone spraying program at Dams and evaluate the feasibility of using technology in other areas of the Agency's responsibility such as select areas of the Reclamation ditch.

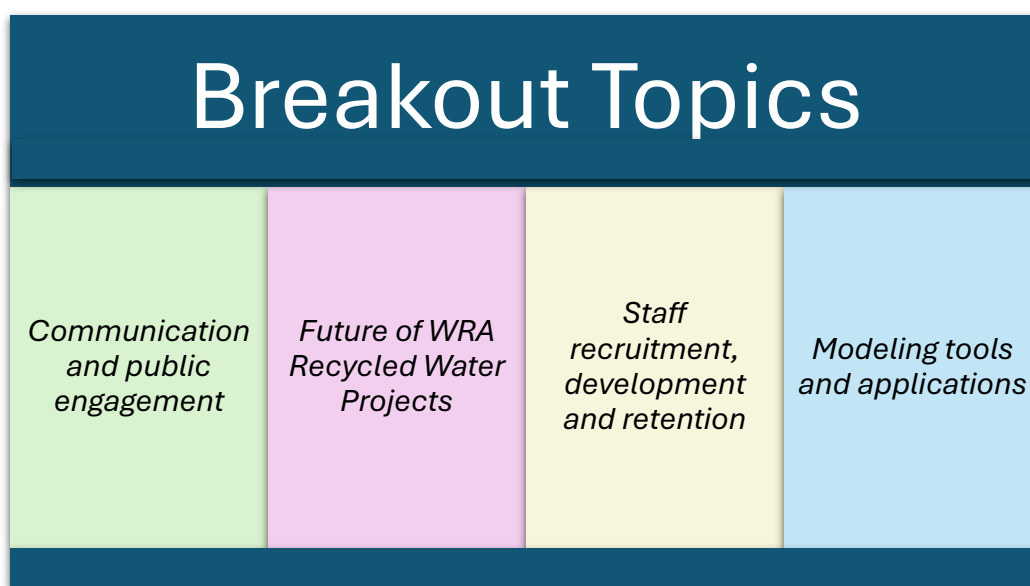
Operations Section

- Secure funding to complete the Salinas River Operations HCP development
- Analyze and update annual funding for the WRA Recycled Water Projects, to support long-term system reliability and beginning to execute critical Capital Improvement Plans.
- Participate in Cal-FIRE Vegetation Management Program and San Luis Obispo Fire Safe Council programs that focus on addressing wildland fire fuel hazards on Agency lands.
- Continue to develop tools and systems to improve operational efficiency of the reservoir release program through the implementation of the grant funded Forecast Informed Reservoir Operations project and CalSIP funded streamgaging enhancements.

Breakout Sessions at the Workshop

There will be two breakout sessions at the workshop where participants have an opportunity to collaborate in small groups. This year's theme is: How does the Agency realize opportunities? We are looking for ways to make these opportunities into a success for the Agency and to better understand what it may take to do that.

Staff will provide some background to help the groups to understand the topic and then facilitate the discussion with some key questions for you to consider. Groups will report out in the afternoon, after the second session.



Please reflect on these topics in the space provided and be ready to participate in two of the groups at the workshop.

1. **Communication and public engagement:** *The Agency is developing a communication and outreach plan to unify messaging and provide more of a public facing presence for the Agency. Agency branding is also a component of this.*

2. **The future of WRA Recycled Water Projects:** *These projects are nearly 30 years old and need significant capital improvements, repairs and replacements to be reliable in the future. How do we proceed considering the various new water projects being considered for the Salinas Valley groundwater basins?*

3. **Staff recruitment, development and retention:** *The Agency has experienced significant attrition over the last ten years and 55% of staff have less than 5 years of service with the Agency. How do we balance the need for professional development and growth and serving our community? What investments in the community would be beneficial in recruiting talent?*

4. **Modeling tools and applications:** *what they do, what they don't do, and future needs: The agency utilizes various modeling tools to inform planning and operational decisions. The tools have varying levels of complexity and use. Staff will describe these tools and discuss how they are used and updated.*

November 2025 Amended Bylaws for the Agency Board of Directors

On November 17, 2025, the Agency Board of Directors unanimously approved amendments to the Agency Bylaws. This action was the result of numerous public meetings and discussions related to effectiveness and efficiency of the governing body and Agency. The Planning Committee had considered proposed changes to the Agency's Bylaws at their October meeting. These considerations included the term of service of the Agency's Board of Directors Chair and Vice-Chair and the potential combining of Agency Committees to improve administrative efficiency and awareness of the Agency's actions. Staff presented the proposed Bylaws changes in red-line to the Board of Directors on October 20, 2025 and received feedback on those proposed amendments. On November 5, 2025, the Planning Committee considered the Directors comments and other questions raised by staff. The Committee addressed the comments and questions, which resulted in a recommendation to maintain the two-year term for the Board Chair and Vice-Chair, create the Finance & Administration Committee and the Water Resources Advisory Committee, and maintain the current Planning Committee. The Planning Committee also recommended the Board Chair appoint members to all Board established committees and that the process for selecting the Board Chair be given more time than afforded in the current Bylaws. Ultimately, the Board of Directors adopted those recommendations and added that committee appointments also be for a two-year term. Appointments will be made in odd years to be in effect in even years.

The adopted Bylaws revisions align with the adopted Strategic Plan Goal B, Strategy 7; Goal D, Strategies 3 & 5; and Goal E, Strategies 1 & 4. The updated bylaws are below:

BYLAWS

MONTEREY COUNTY WATER RESOURCES AGENCY BOARD OF DIRECTORS (As amended 11/17/25)

I. PURPOSE AND AUTHORITY.

1.01. Authority. These bylaws are adopted pursuant to the Monterey County Water Resources Agency Act, as amended by the statutes of 1991, Chapter 1130 (West's California Water Code, Appendix, Chapter 52; hereinafter "Agency Act"), and pursuant to Monterey County Water Resources Agency Ordinance No. 3559.

1.02. Purpose. The purpose of these bylaws is to establish procedures for the conduct of meetings of the Monterey County Water Resources Agency Board of Directors and to provide guidelines for the other activities of the Board of Directors.

1.03. Relations between Board and Staff. The purpose of the Board of Directors is to set policy for implementation by the General Manager and Staff. The Board will adopt a hands-off policy regarding day-to-day management as that is the duty of the General Manager. Board members shall direct requests of Staff to the General Manager.

II. MEMBERS.

2.01. Number and Appointment. There are nine members on the Board of Directors. The members are appointed by the Monterey County Water Resources Agency Board of Supervisors.

2.02. Duties. The Board of Directors shall perform the duties delegated to them by the Monterey County Water Resources Agency Act and by Ordinance No. 3559.

2.03. Vacancies and Removal of Directors. A vacancy occurs on the Board of Directors when a Director resigns or dies or when the position is declared vacant by the Supervisors, on the recommendation of the Directors due to the incumbent Director's incapacity or failure to attend meetings. A vacancy shall be filled by appointment in the same manner as the appointment of the original holder of the office. If a Board member is absent from three consecutive meetings of the Board or its committees, the Finance & Administration Committee shall review the matter within 30 days and determine whether it should be heard by the full Board. The Board may, based on the recommendation of the Finance & Administration Committee, by resolution, recommend to the Board of Supervisors that the Board of Supervisors declare a vacancy and appoint a replacement Director.

2.04. Compensation.

(a) Each member of the Board of Directors of the Monterey County Water Resources Agency appointed pursuant to the Monterey County Water Resources Agency Act shall receive compensation for his or her services at the rate of \$100.00 for each meeting attended by such Director. A meeting shall be a regular or special meeting of the Board of Directors, a meeting of any of the standing committees or additional committees, or any meeting so designated as such by the Chair.

(b) In addition, the Directors shall be reimbursed for actual necessary expenses incurred in the performance of official business of the Agency pursuant to assignment of the Board of Directors consistent with the reimbursement schedules and policies of the County of Monterey.

2.05. Conflicts of Interest. No Board member shall participate in any matter which comes before the Board of Directors, or in any matter in which he or she is required to act in his or her capacity as a Board member, when the Board member has or may have a direct or indirect economic interest which may be affected as a result of such action, unless such participation is otherwise required or permitted by law. No Board member shall undertake any employment, activity, or economic enterprise for compensation which is inconsistent, incompatible, in conflict with or inimical to his or her duties as a Board member. Board members shall comply with the conflict of interest code to be adopted by the Board.

2.06. Notice to Directors. Whenever written notice is required by these bylaws to be given or delivered when the notice is left at the Directors' residence or usual place of business by personal messenger, when the notice is sent to the Director via fax transmittal to the fax number given to the Agency by the Director, or five days after the notice is deposited in the U.S. mail, first class postage prepaid, properly addressed to the Director.

2.07. Authority of Director to speak for the Board or Agency. No director will speak on behalf of the Board of Directors in any public forum unless expressly authorized to do so by the Board of Directors. No director will speak on behalf of the Agency in any public forum unless expressly authorized to do so by the Board of Supervisors.

III. OFFICERS.

3.01. List of Officers. The officers of the Board shall be the Chair, Vice-Chair, and Secretary.

3.02. Qualification, Selection, and Term. Each Chair and Vice-Chair shall be members of the Board of Directors. The General Manager of the Agency shall be the Secretary for the Board but shall not vote at Board meetings. The Chair and Vice-Chair shall be elected by the Board at the beginning of the Board's first meeting in January of every even calendar year and shall serve for a period of two years or until a successor has been elected. A Board member shall not simultaneously hold more than one office. Prior to the last regular meeting of the calendar year when the Chair's and Vice Chair's terms end, the Chair shall appoint an ad hoc nominating committee consisting of a chairperson and two directors. The Chair shall be an ex-officio member.

3.03. Duties of Chair. The Chair shall preside at all meetings of the Board; execute contracts, correspondence, conveyances, and other written instruments as authorized by the Board; and appoint members to Board established committees, including the Chairs and Vice-Chairs.

3.04. Duties of Vice-Chair. The Vice-Chair shall, in the absence of the Chair, assume the duties of the Chair and perform such reasonable duties as may be required by the Board or the Chair of the Board.

3.05. Duties of Secretary. The Secretary shall be responsible for maintaining Board meeting minutes and other records that may from time to time be required by the Boards' activities, and shall perform such reasonable duties as may be required by the Board or Chair of the Board. The Secretary may delegate the actual performance of the tasks necessary to fulfill these duties.

3.06. Vacancies and Removal of Officers. A vacancy in any office shall be filled by nomination and election by the Board of Directors as soon as it is reasonably possible. Officers may be removed by a majority vote of the Board of Directors for failure to perform the duties of the office or for malfeasance in office.

IV. COMMITTEES.

4.01. Establishing Committees. The Board of Directors may, by a majority vote, establish committees from time to time, including standing, advisory, ad hoc, and/or special committees.

4.02. Terms of Committees. Members of the public may be nominated to serve as members of advisory, ad hoc, or special committees by members of the Board of Directors and, if appointed, shall have the right to vote only at committee meetings. Appointments are for two-years or until a successor has been appointed. The Agency will solicit nominations for public members prior to the end of every odd calendar year. The Chair will make appointments in the first January of every even calendar year or as soon as practicable thereafter. Members of committees may be re-appointed for succeeding terms, without limitation.

4.03. Standing Committees. The Board of Directors shall maintain the following standing committees: a Finance & Administration Committee and a Planning Committee. Standing committees shall be comprised of four Board members.

(a) Finance & Administration Committee. The Finance & Administration Committee (FAC) consists of a Chair, Vice Chair, and two other Board members. The FAC advises staff and the Board on matters related to the Agency's existing programs and projects, including personnel, administration, and governmental affairs, and related financial management practices. It annually reviews and recommends the budget and, at least quarterly, reviews the Agency's financial performance under the adopted budget. The FAC makes recommendations to the Board of Directors regarding Agency expenditures beyond the delegated authority of the General Manager. The FAC reviews the potential financial aspects of programs and projects proposed to be implemented by the Agency, and reviews charges proposed to be levied by the Agency (including, but not limited to, standby charges, and assessments).

(b). Planning Committee. The Planning Committee consists of a Chair, Vice Chair, and two other Board members. The Planning Committee advises staff and the Board on development of short- and long-range plans for activities in which the Agency is involved, or might become involved, including strategic planning. The Planning Committee helps to screen, evaluate, and prioritize projects and programs considered for implementation by the Agency, consistent with the Agency's Board approved Strategic Plan, as may be amended from time to time.

4.04. Advisory Committee. The following advisory committee is hereby confirmed and recognized:

(a) Water Resources Advisory Committee: The Water Resources Advisory Committee (WRAC) reviews the Agency's operation of the Nacimiento and San Antonio Dams and Reservoirs, the Salinas Valley Water Project, and the resultant effects upon the Salinas Valley Groundwater Basin, including the hydrologic conditions therein. The WRAC shall consist of up-to fifteen members: a Chair, Vice-Chair, and two other members of the Board of Directors; one representative of a Salinas Valley city; one representative each of the Pressure, East Side, Forebay, and Upper Valley groundwater subareas; one representative from the San Luis Obispo County Public Works Department; one representative from the Monterey County Public Works, Facilities, and Parks Department; one representative from the Nacimiento Regional Water Management Advisory Committee; and three members of the public at large.

4.05. Staff Assistance to Committees. Agency Staff may be assigned to assist Board established committees, at the request of the committee Chair or the Board, consistent with Section 1.03 of these bylaws.

4.06. Role of Committees. The role of each committee is limited to the matters expressly assigned to the committee by these bylaws or by resolution of the Board of Directors, together with all matters necessarily incidental thereto. Except as otherwise expressly provided in these bylaws or by resolution of the Board of Directors, the committee does not make binding decisions on those matters. Rather, the committee makes recommendations to the Board of Directors on those matters that are to be considered by the Board of Directors.

V. MEETINGS.

5.01. Conduct of Meetings. All meetings of the Board shall be subject to the provisions of the Ralph M. Brown Act (Government Code sections 54950, *et seq.*) ("Brown Act"), the Agency Act, and these bylaws. If any inconsistency exists between the provisions of the Brown Act and these bylaws, the provisions of the Brown Act shall control.

5.02. Regular Meetings . Time and Place. The Board of Directors will establish a regular meeting date and time, which shall be not less than once each month, and shall establish a regular place for holding such meetings. Committees of the board shall meet as frequently as is necessary to fulfill the committee's duties, but in any event, not less than quarterly. Notice and posting of agendas for regular meetings shall be pursuant to the provisions of the Brown Act.

5.03. Special Meetings. Special meetings may be called by the Board Chair at any time for a specific, announced purpose. At the request of any three Board members, the Board Chair shall call such a special meeting. Written notice of a special meeting shall be delivered to all Board members at least 48 hours in advance of any meeting. Attendance at a special meeting by any Director amounts to a waiver of any defect in the giving of notice to such Director, unless at the meeting the Director specifically objects to the holding of the meeting on the grounds of such defect. Notice and posting of agendas for special meetings shall be pursuant to the provisions of the Brown Act.

5.04. Quorum. No action shall be taken by the Board or by a committee unless a quorum is present at the meeting, except as otherwise provided herein or as allowed under *Roberts Rules of Order*. For Board of Directors meetings, a quorum shall be five members. For committees, a quorum shall be 50% of all the members of the committee, including at least one Board member.

5.05. Majority Vote. Actions of the Board shall be by a majority vote of Board members present and voting on the issue. If a Director is recused or prohibited from voting due to an actual or perceived conflict of interest under the California Political Reform Act (Government Code section 8700, *et seq.*) or Government Code section 1090, *et seq.*, the Director shall leave the dais and the Board chambers, and his or her presence shall not be counted towards a quorum. If the recusal of a Director on a certain item will upset the quorum, such item shall be trailed to the end of the meeting and continued to a future meeting when a quorum can be obtained. The presence of any Director who otherwise abstains from voting shall be counted for purposes of determining a quorum, but the vote of such abstaining members shall not be counted either for or against a measure in determining whether a majority vote has been obtained.

5.06. Minutes. A record of proceedings of all minutes of the Board of Directors and of committees of the Board shall be kept on file with the Agency.

5.07. Public Meetings. All meetings of the Board of Directors shall be open to the public, unless otherwise provided by law.

5.08. Voting. Voting on all motions and resolutions of the Board of Directors shall be by voice vote, calling for ayes and noes, except that if any member of the Board or the Secretary requests a roll call vote, either before or after the voice vote is taken, then the vote shall be by roll call.

5.09. Agendas of Regular Meetings. At least 72 hours before regular meetings, an agenda shall be posted at the Directors regular place of posting that contains a brief description of each item of business to be transacted or discussed at the meeting.

5.10. Time for Public Comment.

(a) The Chair shall provide an opportunity for members of the public to address the Directors on any agenda item of interest to the public, before or during the Directors consideration of the item. The Chair may limit the time allowed for each person to speak. Public participation need not be allowed on discussions of procedural issues, such as continuances, the order in which agenda items will be considered, and the like, and public participation need not be allowed on items

which are presented by Staff to the Directors for information only.

(b) The agenda for each regular meeting will include a regular time near the beginning of the agenda to receive public comment on items that are within the jurisdiction of the Directors and are not otherwise discussed at the meeting. The Directors are not required to respond to any issues raised during the public comment period, and may not take any action on such issues other than to refer the item to Staff or schedule action for a future agenda.

5.11. Non-agenda Items. The Directors may take no action on any item not previously placed on the agenda except in the following situations:

(a) The Directors determine by a majority vote that an emergency situation exists. An emergency situation means work stoppage or other activity which severely impairs health, safety, or both, or a crippling disaster which severely impairs public health, safety, or both.

(b) The Directors determine by a vote of at least two-thirds of the authorized number of Directors, or if less than two-thirds of the authorized number of members are present, that the need to take action arose after the agenda was posted.

(c) The item was continued from a prior meeting held less than five days before the current meeting, and the item was properly placed on the agenda for the previous meeting.

5.12. Roberts Rules of Order. Except as otherwise provided in these bylaws or in rules and regulations adopted by the Directors, all meetings of the Directors shall be conducted pursuant to *Roberts Rules of Order*.

5.13. Hearing Procedure. All hearings shall be conducted by the Chair in the manner provided by law. All hearings of the Directors shall be open for public participation. When a proposal is being considered by the Directors, the public hearing will be opened when the Chair introduces the item for consideration by the Directors. The sequence of events relating to any proposal shall be as follows:

1. By reference to the agenda, the Chair announces the proposal to be heard or considered.
2. The General Manager or his or her designee presents the Staff report to the Directors.
3. The General Manager or his or her designee presents or summarizes any additional messages or communications regarding that proposal.
4. The Chair inquires if Directors have any questions of Staff.
5. The Board may ask all audience members who address the Board to volunteer their name and business or residence address before speaking; however, such information is not mandatory.
6. The Chair asks if there are any proponents in the audience who wish to be heard.

7. The proponents then may address the Board.
8. Following the proponents' remarks, the Chair asks for opponents to be heard.
9. The opponents then address the Board.
10. The Chair may ask for a brief period for rebuttal from proponents following opponents being heard.
11. After the public has been heard, the Chair will entertain a motion to close the public hearing.
12. Following successful passage of the motion to close the public hearing, the discussion will be limited to the Directors.
13. The hearing ends with an action to approve or deny the proposal by vote of the Board.
14. The Chair may alter the order specified above, if the Chair believes such change in the order would facilitate the hearing process.

5.14. Continuance and Adjournment. The Directors may continue any item to another meeting specified in the order of continuance, may adjourn any meeting without specifying a new meeting date, and may adjourn any meeting to a time and place specified in the order of adjournment. Less than a quorum may so continue an item or adjourn a meeting. If all members are absent from any meeting, the Secretary may so adjourn the meeting, and shall provide notice of any new meeting date and time as required by law.

VI. ADOPTION AND AMENDMENT OF BYLAWS.

6.01 These bylaws shall be adopted by resolution, approved by a majority of the Directors. The bylaws may be amended at any properly noticed meeting, by resolution approved by a majority of the Directors.

Upon motion by Director Mark Gonzalez, seconded by Director Jason Smith, these bylaws were amended to read as above on **November 17, 2025**, by the following votes:

Ayes: Mike LeBarre, Mike Scattini, John Baillie, Ken Ekelund, Jon Conatser, Jason Smith, Mark Gonzalez, Matt Simis
Noes: None
Abstain: None
Absent: Deidre Sullivan

Attest: I certify that the within instrument is a true and complete copy of the Agency's Bylaws of the Board of Directors of the Monterey County Water Resources Agency, as amended on November 17,2025, and on file within this office.

Dated:

DocuSigned by:
Ara Azhderian
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Ara Azhderian
General Manager

History: Adopted 12/19/91; amended: 1/13/92, 9/14/92, 10/12/92, 10/26/92, 3/29/93, 5/9/94, 10/28/96, 4/25/16, 9/19/16, 11/19/18, 5/20/19, 2/20/24, and 11/17/25

Overview of Milestones for Updated Strategic Plan Development

The Agency is seeking proposals from qualified consultants or consultant teams to assist with updating the Agency's existing Strategic Plan. The updated plan will provide a clear and actionable roadmap, that aligns the Agency's strategic priorities with its operational, financial, and capital planning frameworks, to guide the Agency over the next five years.

Tasks include:

- Review the existing Strategic Plan and assess progress to date
- Conduct an environmental scan of internal and external factors affecting the Agency
- Engage the Board, staff, and community stakeholders in a collaborative planning process
- Update the Agency's mission, vision, goals, and objectives as needed
- Develop a concise, actionable, and measurable Strategic Plan for adoption by the Board

Key milestones for the process include:

- Issue a Request for Proposals in early December 2025
- Consultant Selection in February 2026
- Project Kickoff in April 2026
- Draft and Final Plans delivered in the fall and winter of 2026

Workshop Survey

Thank you for participating in the Agency's Board of Director's Strategic Planning Update Workshop. This is an annual workshop to report out on the implementation of the Strategic Plan and provides a forum to engage on current items impacting water resource management and government agencies such as the Monterey County Water Resources Agency. We would appreciate receiving your feedback.

Please follow the url or scan the QR code below to participate in an anonymous survey. It should take you about 5 to 10 minutes to complete.

<https://www.menti.com/algty3nkjo7w>

or

www.menti.com and use code **3726 3260**

or

