

STRATEGIC PLANNING UPDATE

FINAL WORKSHOP REPORT

March 2026



MONTEREY COUNTY WATER RESOURCES AGENCY



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Workshop Overview

The Monterey County Water Resources Agency (Agency or MCWRA) held an annual Board Workshop on December 8, 2025, from 9am to 4pm in the Cayenne Room at 1441 Schilling Place, Salinas. The workshop provided an opportunity for staff to update the Agency's Board of Directors and the public on the implementation of the current 2020-2025 Strategic Plan and to facilitate engagement amongst the participants. This report contains a summary of the results of the workshop.

OBJECTIVES

- Present successes over the last year
- Discuss the key areas of focus for the next year
- Review and discuss recently updated bylaws
- Preview the upcoming strategic planning process

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

PARTICIPANTS

The workshop was attended by Board members, Agency staff, and members of the public. The Board of Directors and staff facilitators are listed below.

Agency Board of Directors

Mike LeBarre, Chair, by City 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

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

Ken Ekelund, District 5, by Supervisor Kate Daniels

Workshop Facilitators

Ara Azhderian, General Manager

Shaunna Murray, Deputy General Manager

Opening Comments

The workshop began with a welcome and call to order by Board Chair Mike LeBarre and Vice Chair Matt Simis. The Board Vice Chair turned the session over to Ara and Shaunna, who reviewed the workshop agenda, objectives, and ground rules for a successful session.

Staff Presentations on Plan Implementation

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. The Workbook provided ahead of this Board workshop detailed those many successes. To build off that, Shaunna provided an overview of the past year's implementation of each of the Agency's multi-year goals that were identified in the 2020 Strategic Plan. These goals are:

GOAL A. INFRASTRUCTURE MAINTENANCE

Properly maintain MCWRA infrastructure to ensure safe and reliable function.

GOAL B. PLANNING AND NEW PROJECTS

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

GOAL C. FINANCIAL SUSTAINABILITY

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

GOAL D. EFFECTIVE CORE SERVICES AND ORGANIZATION IMPROVEMENT

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

GOAL E. COMMUNITY RELATIONS

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

Agency staff then provided examples of how they have successfully implemented these multi-year goals, by delving into the details of the day-to-day activities they perform and how that links to these larger goals of the Agency and of the Sections within the Agency. The presentations highlighting examples of goal implementation were:

- Review of purchase orders to ensure sufficient encumbrances for Agency's need within the fiscal year and to meet the Finance Section goals (Tanya Garcia, Account I)
- Overview of the Emergency Action Plan for Nacimiento Dam and the performance of a functional exercise to meet the Dam Safety & Engineering Section goals (Chris Calderon, Water Resources Technician)
- Highlights of property management and dock program improvements to meet the Operations Section goals (Jennifer Bodensteiner, Associate Water Resources Hydrologist)
- Ongoing efforts to support an expanding well monitoring network to meet the Hydrology & Environmental Resources Section goals (Amanda Cusenza, Water Resources Technician)
- A preview of collaborative work on alternative water supplies: New Seawater Intrusion Project and the Castroville & Eastside Canals and Alternatives Preliminary Feasibility Studies to meet Agency goals (Ricardo Carmona, Water Resources Hydrologist and Amy Woodrow, Senior Water Resources Hydrologist)
- The pilot program utilizes drones for herbicide application at the dams to meet Maintenance Section goals (Rob McKay, Maintenance Manager)
- Update on the asset inventory & condition assessment project for the Castroville Seawater Intrusion Project to meet the Operations Section goals (Pete Vannerus, Associate Water Resources Engineer and Casey DeLay, Water Resources Hydrologist)
- Overview of the ALERT Flood Warning System Improvements and public accessibility to real-time data to meet Agency goals (Joey Klein, Water Resources Hydrologist)
- Summary of the Agency's response to the Howell Bunger Valve incident at San Antonio Dam to meet Dam Safety & Engineering Section goals (Elise Harden, Senior Water Resources Engineer)

Agency's Priorities for 2026

Nan Kim, the Agency's Finance Manager, then outlined the Agency's key priorities for 2026. These were broken down by Section and include:

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** repairs with FEMA funding
- Replacement of all **3 Low-level Intake’s valve actuators**, and installation of **the sixth outlet valve** at the LLOW
- Begin **Nacimiento Lake Drive Road** and **Spillway Bridge repairs**, with completion anticipated in 2027, using 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 through the SB104 Grant Agreement with DWR
- Complete the revised draft of the **San Antonio Emergency Action Plan**
- Perform annual **preventive maintenance** of the **Nacimiento Power Plant** and Switchyard equipment

Finance Section

- Successful **Implementation of Oracle**, County’s new Enterprise Resource Planning (**ERP**) in spring of 2026
- Maximization of Revenue Opportunities: prepare for **1st year billing of the GMP Fees**
- Improve budget control & expense monitoring internally
- Recruit for a **Senior Account Clerk**

Hydrology & Environmental Resources Section

- Complete an Invasive **Mussel Prevention Plan for San Antonio Reservoir**
- **Broaden** the **groundwater extraction reporting program** to include water systems of 15 or more connections and agricultural wells in the **GMP expansion areas**
- Fully implement the **Monitoring Plan for the Deep Aquifers**
- Implement the **GMP** and **Low Effect Habitat Conservation Plan**

Maintenance Section

- **Fill** current **Water Maintenance Worker vacancy** (flex series to promote within)
- Perform a **condition assessment and rehabilitation plan** of **San Antonio's outlet valve and operating equipment**
- Perform **caretaker infrastructure** repairs and improvements at Dams
- Evaluate **drone spray program** and feasibility of using technology **in other areas**

Operations Section

- Secure **funding** to complete the **Salinas River Operations HCP development**
- Analyze and **update annual funding** for the **WRA Recycled Water Projects** for long-term support
- **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 operations

Breakout Session #1

Board members, public and staff were then invited to participate in a breakout session to have an opportunity to collaborate in small groups. This workshop's theme was: How does the Agency realize opportunities? The Agency was looking for ways to make opportunities into a success and to better understand what it may take to do that.

Staff led each group by first presenting some background information to help the groups understand the topic and then facilitated the discussion with some key questions to consider. The four available topics were:

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.*

The groups lasted over 30 minutes after lively discussions and then took a brief lunch break. Report outs were scheduled to occur after the second round of breakout sessions held in the afternoon.

General Manager's Vision

Following a break for lunch, the General Manager spoke about his vision for the next few years. Ara emphasized the importance of recruiting and retaining staff and financial sustainability, as the means to achieve the Agency's mission of maintaining service and system reliability. He underscored the professionalism, commitment and knowledge of staff and stressed the need to invest in them for the Agency to be successful. He then described the challenges of the Agency with limited resources and high needs to keep infrastructure reliable. Ara went on to describe an approach to meet these challenges by engaging the community and developing the adequate tools to evaluate those needs. He provided some of those funding mechanisms that need to be studied further and emphasized how good communication and planning can help manage expectations going forward.

Amended Bylaws for the Agency Board of Directors

Next up, Jessell Fenley, the Agency's Administrative Services Assisitant provided an overview of the Agency's updated Bylaws that were adopted on November 17, 2025. These

updates included changing the term of service of the Agency's Board of Directors Chair and Vice-Chair from one year to two and the combining of Agency Committees to improve administrative efficiency and awareness of the Agency's actions. This resulted in the creation of two new committees: Finance & Administration and Water Resources Advisory Committee, and the dissolution of four previous committees: Personnel & Administration, Finance, Basin Management Advisory and Reservoir Operations Advisory. Jessell explained the purpose of the new committees, timing for appointments, and meeting logistics.

Breakout Session #2 and Report Out

The second opportunity for a breakout session was then provided. This was done in the same format as the first session, but participants chose a topic that they hadn't participated in previously. Only three topics were offered for the second session due to a smaller group of participants. The groups met for about 45 minutes and reported out to the larger group once they returned. The summaries of those reports are as follows:

1. **Communication and public engagement**

- General consensus that the Agency needs outside help with messaging and tools
- Branding could happen now, ahead of the broader outreach to reduce confusion down the road with any changes, etc.
- Who is the target audience?
- The Agency has streamlined website access with this shortcut: mcwater.info
- Integration on broader economic impacts
 - Dynamic
 - Forward looking
 - Expand beyond benefit assessments only
 - General benefits
 - Other ways to fund beyond Prop. 12 & 218
- Work with community organizations for flood fight volunteers
- How can we assess project proposals?
- How do we better demonstrate the breadth of WRA benefits?
- How can we develop a flexible revenue stream?
- How do we realize value from water made available/passing through?
- How do we communicate the consequences of revenue shortfalls?

2. **The future of WRA Recycled Water Projects**

- Land-based assessments aren't keeping pace with aging infrastructure needs
- Need more \$ but who should pay?

- Water meter (pay for use)
- Disagreement on this
- Tenant-landlord negotiations complicate sudden rate changes and need advance notice of potential rate increases to help with lease negotiations
- Improve outreach – limited engagement at meetings
 - Current participation in meetings has been declining
 - Better outreach is essential before requesting funding increases
 - Mailers to operators and people within the CSIP system, similar to existing water billing mail-outs?
 - Explain needs of the system and avoid overly complex details
 - Learn from other agencies
 - Explain where funding goes and how it's utilized to build trust
 - Grower/ landowner/ tenant all need outreach customized to them
- Communication has improved

3. **Staff recruitment, development and retention (this topic only had one session)**

- Many challenges and lengthy process for recruitment
 - Promotions are limited to flex series only
 - Some components are out of Agency control
 - Very specialized positions make it hard to find qualified applicants
- The high rate of retirements and separations have resulted in a loss of institutional knowledge
 - Succession planning is needed to help this in the future
 - Development of other tools and increased staff trainings would help
- Internships have been very successful
- Human Resources processes need to include the Agency to be more successful
- Can SLO County provide assistance for positions around the dams?
 - Talk to BOS, Workforce Investment Board

4. **Modeling tools and applications**

- Share more details about the modeling efforts and available tools
 - This session was very informative
 - Website as a source of information and post presentations?
 - Presentation to full BOD
 - A more informal venue (workshop style) fosters conversation → format is an important consideration
 - Talking points for BOD

- There is a desire by some for more specific details
 - Avoid just stating “the model” and offer details about which model is being referenced and what it does
 - Calibration versus evaluation: how well do the tools perform in comparison to reality?
 - Level of buy in from third party
 - Gain confidence through these processes
- What’s required to maintain models
 - Cost of running these tools
 - They take time to be correct
 - Future Enhancements
- What about having a Joint Technical Advisory Committee to share resources and have a regional consensus on the model(s)?

NEXT STEPS:

Agency staff are working on addressing these opportunities through various new initiatives. These include:

- Developing an outreach and engagement plan to help educate the community about the Agency and also to support future financing needs. Some efforts will begin in FY26 and others will continue and be enhanced in FY27.
- Staff will continue with two annual recycled water landowner outreach meetings to showcase the work that is being done and contemplated in the future.
- A proposal to increase one-time revenue needs to support projects in the Recycled Water Program are being evaluated and potentially piloted in FY27.
- Staff will continue to investigate opportunities to collaborate with partner agencies to increase recruitment efforts.
- The Agency is working with the Human Resources Department to develop an Agency-specific compensation philosophy to address the unique job classifications.
- A presentation of the modeling tools and applications, to the full Board of Directors, is being considered for the spring meetings.

Overview of Milestones for Updated Strategic Plan Development

Shaunna provided an overview of the current selection process that is underway to procure a qualified consultant 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. The next steps in the process include consultant selection in February 2026, project kickoff in April 2026, and a Draft Plan delivered in the fall of 2026.

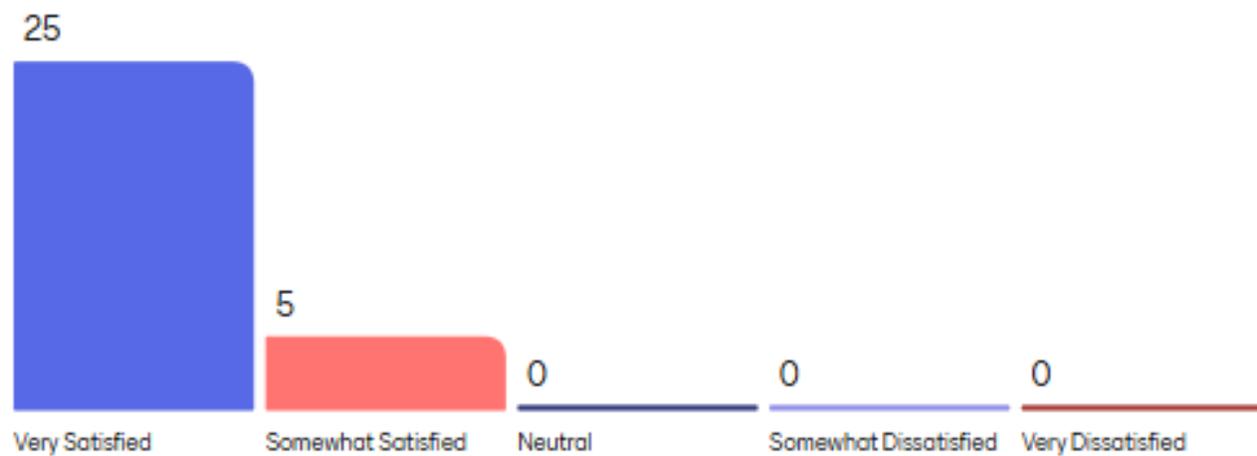
Workshop Survey Results

The final segment of the workshop was an invitation to participate in the workshop survey. The Agency utilized menti.com to provide a real-time interactive survey. Up to 30 responses were received on each of the questions. Some results were shown on the screen as soon as questions were completed which showed the participants the words describing the workshop. Overall, the survey was very positive and provided useful feedback on the workshop. The full results of the survey are shown below.

Describe the workshop in one word.



How satisfied were you with the overall workshop experience?



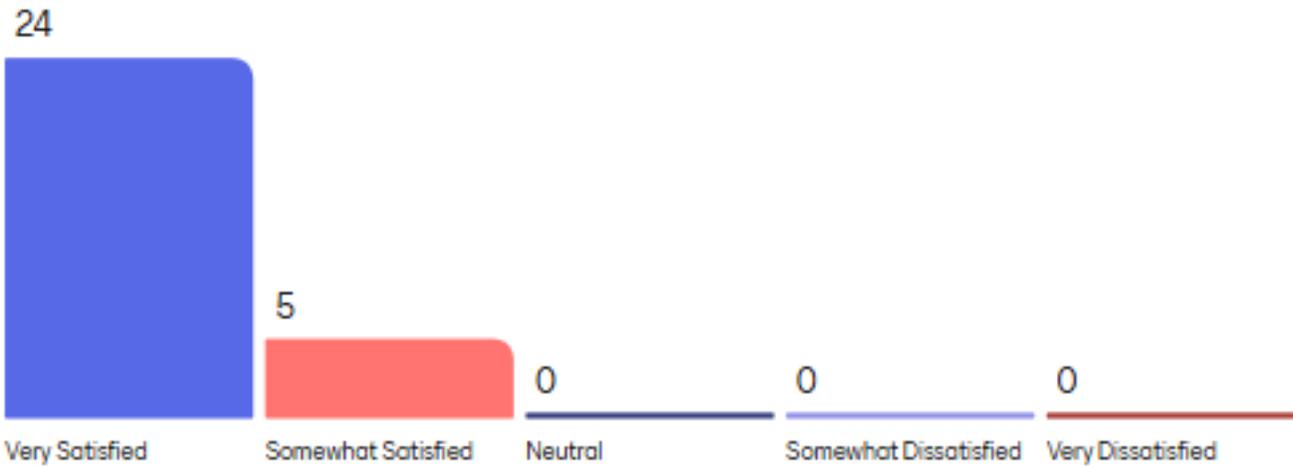
What aspects of the workshop did you find most valuable?

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Breakout sessions	Interacting with staff
The staff presentations and break out sessions.	The breakout sessions.
Presentations	The break out sessions to focus on a topic
The breakout groups. Would make a little longer even.	Direct conversation with the board
Everything was good, staff presentations, breakout groups and discussions.	I think the staff presentations are the most helpful, because it gives both board members, as well as staff members, a good overview picture of what Agency staff is working on.
Presentations	Projects and progresses
It is nice to hear about what each section of the agency is doing. We often don't have the opportunity to hear about the projects of each group.	Breakout discussions, where we had the opportunity to learn about other sections' work and priorities in more detail
Funding	The discussion point.
Where we struggle as an Agency and the different ideas from everyone	Discussions during breakout sessions
Staff updates were again very informative but the breakout sessions were probably the things I found most helpful	the sincerity and honesty
Interaction with BOD..	The Communication and engagement
Director perspectives and face to face interactions.	It is great to hear about the projects each group is working on. This was a good forum to hear more details on each section.

The engagement	Breakout groups
The interactions with people in the breakout rooms. We need more stakeholder engagement/ attendance	Everything was informative
To know what other departments are working on	Directors perspectives and face to face interactions
Project briefings and details provided during the morning presentations. Breakout sessions provided smaller groups to discuss topics	Existential discourse; discussions of the agency's reason for existing, public profile, future roles and image.
Gave a really solid understanding of agency operations, current challenges and the absolute requirements for a more secure source of funding and explaining how and in what order funds can be used	The presentations, hearing from the board. My second break out room
Being able to spend time with the bulk of the Agency's staff and management. Hearing some creative solutions to some of our challenges.	Staff presentations, especially by staff that hadn't previously presented.
The staff presentations and the feedback the supervisors were providing.	Being able to spend time with the bulk of the Agency staff and management.

Did the workshop address topics that are currently significant for organization?



Were there specific agenda items you found particularly relevant?

27 / 30 28

funding

8 responses

Funding

Funding

Funding

I think the discussions regarding funding were the most relevant, as that seems to be the main issue that effects every division within the Agency.

Addressing funding constraints; and discussions on groundwater modeling

Yes

Yes

Yes

communication

5 responses

Communications

communication to the public

Everything was relevant

Most

Not particularly

staff presentations

4 responses

Section Presentations

Staff presentations. Hearing feed back from the board of directors.

Staff updates

The goals, accomplishments

hiring process

2 responses

It was interesting to hear how difficult the hiring process can be.

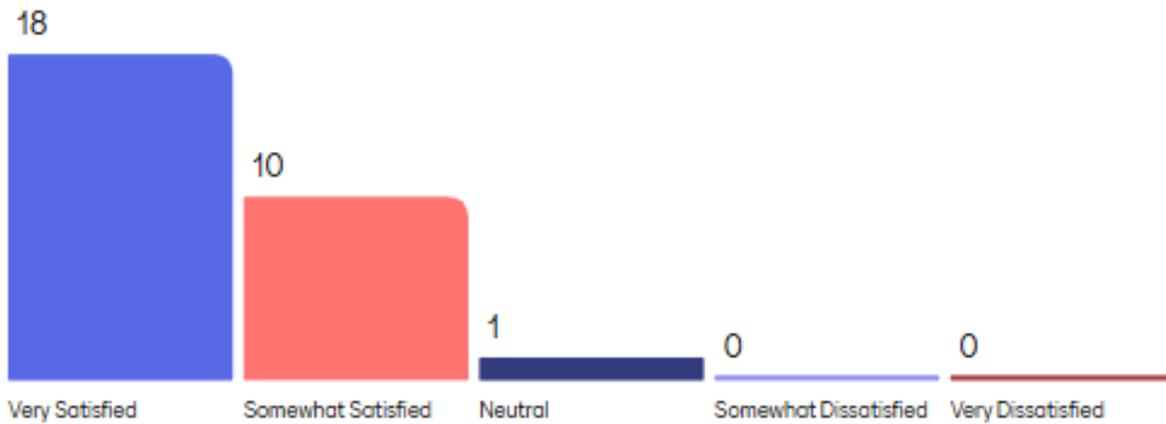
Financial aspect of the Agency and hiring process

Uncategorized

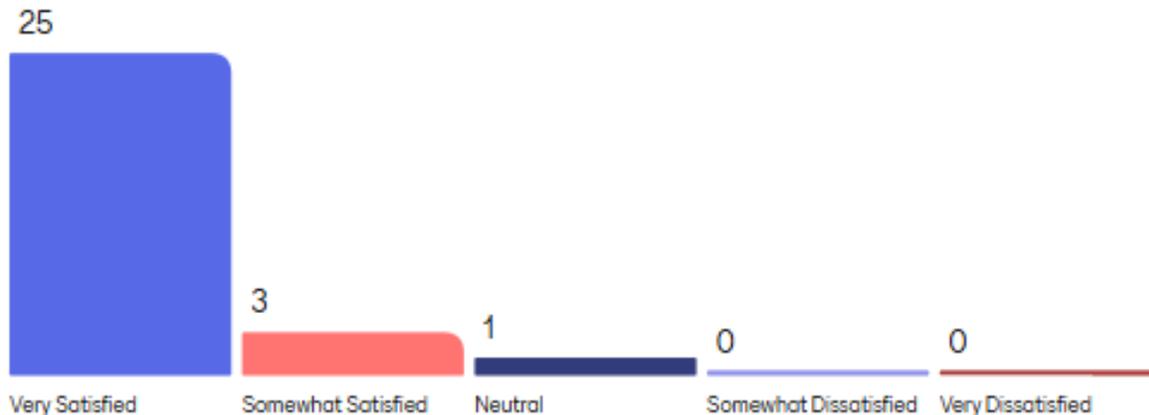
4 responses

- Graphic content such as maps, photos and graphs
- Public Communication
- All of it
- Breakout sessions and staff presentations.

Did the workshop cover the topics that were relevant to your role or responsibilities?



Did you feel there were ample opportunities for participation and interaction?



1. Do you have any other comments to share about the workshop?

25 / 30 27

I thought staff did a great job coordinating this work shop	None
No comments.	No
Good food. Thank you for breakfast and lunch. I feel these meetings are valuable to allow staff and BOD members to interact and have informal conversations.	Staff did an excellent job, you don't need an outside facilitator.
Great, could be an hour. Good to hear everyone talk	Great efforts by everyone to prepare for and excute. Good participation from Board members.
Need to investigate funding mechanisms	It was organizerd and informative
It was really great, everyone did a good job	Superb job shaunna.
No, I'm tired	I think this year's workshop was more effective than last year, so bravo Ara and Shaunna! I really liked the breakout sessions and how they offered so much discussion and collaboration.
Nope	
More rotation on breakout group discussions	This was a beneficial use of time.
No	Shaunna was a great facilitator
Our team is doing an exceptional job with the tools we have	None
Profanity	There always seems to be something I would like to spend more time but this workshop was very good use of our time
Our staff is awesome!	Outreach efforts needed to illicit more public participation
Great job, thank you!	Appreciate the staffs hardwork showcasing what the agency does.

The meeting closed out with words of appreciation for all those who participated in the Agency's Board of Director's Strategic Planning Update Workshop and with remarks from Chair LeBarre that the Agency should continue these workshops.

Attachment A– Workshop Presentation



Monterey County Water Resources Agency

2020-2025 Strategic Plan Update Workshop

December 8, 2025
9 am to 4 pm
Schilling Place – Cayenne Room



1

Welcome

Mike LeBarre, Chair
Matt Simis, Vice Chair
Ara Azhderian, General Manager
Shaunna Murray, Deputy General Manager

This is an annual workshop to:

- Report out on the implementation of the Strategic Plan
- Provide a forum to engage on current items impacting water resource management and government agencies such as the Monterey County Water Resources Agency

We appreciate your participation!



2

Agenda

Workshop Objectives:

- Present successes over the last year and the key areas of focus for the next year.
- Review and discuss recently updated bylaws.
- Preview the upcoming strategic planning process.

- Staff Presentations on Plan Implementation
- Breakout Session #1: Realizing Opportunities
Lunch
- General Manager's Vision
- Discuss updated Bylaws
- Breakout Session #2: Realizing Opportunities
- Preview Next Strategic Planning Effort
- Wrap Up and Next Steps



3

Ground Rules



- Listen to understand other's point of view
- Seek consensus
- Assume good intent
- Speak up if we need a course correction
- Stay focused
- Bike Rack for other topics



4

Staff Presentations on Plan Implementation



- Overview of Agency Implementation of the 2020 Strategic Plan Multi-year Goals
- Examples of Goal Implementation
- Upcoming Priorities



5

Goal: Infrastructure Maintenance



- Condition assessment and routine inspections to the MCWRA Recycled Water Projects, Nacimiento and San Antonio Dams, Pump Stations, Tide gates, Lagoon Slide Gate, and Flood Warning System (ALERT)
- CIPs under development but implementation stymied by the lack of dedicated funding
- The Agency has developed and implemented a replacement plan for most equipment
- San Antonio Dam Spillway replacement is progressing



6

Goal: Planning and new projects

- Optimizing the CSIP system
- Participation in technical meetings with Salinas Valley Basin, Pajaro Valley Water Management Agency, Arroyo Seco, and Marina Coast Water District GSAs
- Developing new water project ideas in collaboration with the SVBGSA through subgrant agreements totaling over \$4M
- Near completion of a 2nd Administrative Draft Habitat Conservation Plan
- Interlake Tunnel Project planning is near completion with numerous deliverables available
- New programs and studies have informed decision making, such as GMP, Deep Aquifers Monitoring Plan, FIRO, Flood Emergency Response



7

7

Goal: Financial sustainability



- Developed a long-range financial plan model that includes historical data for each individual fund and forecasts revenue and expenditures for planning purposes
- Estimated grant revenue for current fiscal year is \$6.1M
- FEMA mitigation funding approved for \$1.2M
- GMP Annual Funding is \$800k new revenue
- Hydroelectric Revenue was \$1.3M last fiscal year
- Various cost saving measures have also been implemented
- Sustainable new revenue is still needed



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8

Goal: Effective core services and organizational improvement

- Evaluates resource needs during the annual budget development process and prioritizes compliance with safety and regulatory standards
- The Agency has few tools to mitigate the current revenue structure limitations, but is pursuing numerous options to improve the situation
- Each section of the Agency has annual priorities along with goals, objectives and responsibilities
- Staffing shortages widespread at the Agency which continues to adversely impact staff retention and impede the ability to initiate change
- Continued progress on safety training, acquisition and maintenance of professional certifications and licenses
- Researching an updated file management system is on hold due to lack of resources



9

9

Goal: Community relations



- Introduced new technical advisory committees and other collaborations
- Hosted various stakeholder workshops to address funding strategies
- Developed public outreach tools related to GMP implementation, in cooperation with the SVBGSA and the County's PIO
- Initiated development of a communications strategy
- Website usability updates
- Fulfilled public information requests



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10

Staff Presentations on Plan Implementation



Examples of Goal Implementation



11

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Staff Presentations

- PO quarterly meetings (Tanya)
- Naci Dam EAP Functional Exercise (Chris)
- Land/Reservoir management and cleanup efforts (Jenn)
- Expanded well and public outreach (Amanda)
- Collaborative work on alternative water supplies (Ricardo and Amy)
- Herbicide Drone Spray Program (Rob)
- **BREAK**
- RWP Condition Assessment (Pete and Casey)
- ALERT System upgrades and usage (Joey)
- SA LLOW Valve operator failure and repair (Elise)



12

12

Finance Section

Quarterly Purchase Order (PO) Review

Goal

- Review of PO to ensure sufficient encumbrances for Agency's need within the fiscal year
- Review contracts terms/conditions for future needs

Participants:

- Finance
- Admin – Contract
- Project Managers who are administrating contracts

Schedules:

- Meet with Project Managers before the fiscal year, during, and towards the end of the fiscal year for monitoring encumbrances with budget
- Keep communications flowing for accuracy throughout the fiscal year.

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Finance

Quarterly Purchase Order (PO) Review

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Quarterly PO Review

DRS Marine							
PSA/Amendment	Term/Modification	PSA Amount	MYA #	Spent Prior FY's	Current Encumbered	Spent Current FY	Agreement Balance
PSA	8/14/23-6/30/26	\$ 106,000.00	7517	\$89,902.53	\$ 10,000.00	\$0.00	\$ 30,097.47
DRS Marine - SRDF							
PSA/Amendment	Term/Modification	PSA Amount	MYA #	Spent Prior FY's	Current Encumbered	Spent Current FY	Agreement Balance
PSA	3/20/24-6/30/26	\$ 95,000.00	7814	\$ 58,906.00	\$ -	\$ -	\$ 36,094.00
E2 Consulting Engineers							
PSA/Amendment	Term/Modification	PSA Amount	MYA #	Spent Prior FY's	Current Encumbered	Spent Current FY	Agreement Balance
PSA	10/17/22-6/30/26	\$ 473,520.00					
Amendment No. 1	Increase \$425k	\$ 896,520.00	6723	\$ 492,104.87	\$ 231,800.00	\$ 231,703.65	\$ 174,615.13
Amendment No. 2	Term Ext 6/30/28	\$ 896,520.00	6723				
Earth Systems Pacific							
PSA/Amendment	Term/Modification	PSA Amount	MYA #	Spent Prior FY's	Current Encumbered	Spent Current FY	Agreement Balance
PSA	10/01/19-4/30/22	\$ 10,000.00					
Amendment No. 1	Increase \$50k	\$ 45,000.00					
Amendment No. 2	Increase \$10k Term Ext 6/30/26	\$ 55,000.00	4795	\$ 13,400.63	\$ -	\$ -	\$ 41,599.37

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Vendor Expense Details

Vendor: **E2 CONSULTING ENGINEERS INC**

Vendor No: CV000002451

MYA No: 6723

Term: 10/17/22 - 6/30/28

Total Amt: \$ 896,520.00

Spent Prior FY: \$ 492,104.87

Current FY PO: \$ 231,800.00

Total Remaining: \$ 174,615.13

Original Agreement Amount: \$ 473,520.00

Amendment No. 1: \$ 425,000.00

Amendment No. 2 Term Ext: \$ -

Total Agreement: \$ 898,520.00

Encumbrances

DO*32215 FY22/23: \$ 59,713.78

DO*35078 FY23/24: \$ 58,068.09

DO*38667 FY24/25: \$ 374,303.60

DO*42859 FY25/26: \$ 231,800.00

Total Encumbrances: \$ 723,904.87

Spendsheet & Invoice Tracking

DO*42859	ALL	Total
Original Amount	200,000.00	\$ 200,000.00
	31,800.00	\$ 31,800.00
Total Amount	331,800.00	\$ 331,800.00
Expended	\$231,703.65	\$ 231,703.65
Available Amount	\$ 96.35	\$ 96.35

Invoice #	134-563-563P	Invoice Amount	PRC #
33	\$52,224.65	\$ 52,224.65	403759
34	\$ 98,844.00	\$ 98,844.00	405710
35	\$ 78,715.00	\$ 78,715.00	407268
36	\$ 1,920.00	\$ 1,920.00	408686 FINAL INVOICE

16

Managing Purchase Orders

Finance Team's Goals:

- ✓ Effectively Manage Agency's Financial Transactions
 - ✓ Identifying potential issues with vendors & contracts
 - ✓ Up to date vendor expenses shared with project & contract manager
- ✓ Successfully Monitor Expenses against Annual Budget
 - ✓ Fiscal review to compare requested vs. budgeted amount
- ✓ Improve Team Competency
 - ✓ Communications with project & contract manager
 - ✓ Understanding of contract scope of work

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Connection to Agency Goals

Goal C. Financial Sustainability

Goal D. Effective Core Services and Organization Improvement

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.

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

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**Dam Safety & Engineering
Emergency
Action Plan &
Functional Exercise**



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**Nacimiento Dam
Emergency Action
Plan (EAP)**

- Formal safety document required by the Federal Energy Regulatory Commission (FERC)
- EAPs required by California Office of Emergency Services (Cal OES) for non-hydropower dam projects under state jurisdiction



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Purpose

- Identifies potential emergency conditions at a dam
- Describes actions to minimize property damage and protect life
- Outlines coordination that MCWRA will have with emergency management authorities
- Lists procedures and information for issuing early warning and notification messages to responsible downstream emergency management authorities.

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Purpose continued

- The Nacimiento EAP is revised annually and distributed to County of Monterey Departments, Agencies and emergency management authorities responsible for public safety and emergency response.
- The EAP:
 - Contains conditional emergency activation triggers (4 levels)
 - contains inundation maps
 - Identifies critical infrastructure and at-risk population sites
 - Defines responsibilities for those involved during a dam emergency incident
 - Defines how those responsibilities should be coordinated



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Functional Exercise

- FERC requires a Functional Exercise (FX) every 5 years
 - Examines and/or validates the coordination, command, and control between various multi-agency coordination centers.
- Nacimiento Dam EAP FX performed **5/22/2025**
 - 30 different local, County, State, and Federal agencies participated
 - Nearly 100 Participants including: Players, Support Staff, Evaluators, Observers
 - Hundreds of simulated events for participants to respond to

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2020-2025




Alignment with Agency's 2020-25 Strategic Plan Goals

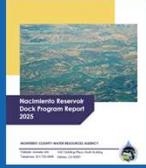
- **Goal C. Financial Sustainability** Ensure long term financial stability with sufficient funding to pay for Agency obligations and align expenditures and revenues.
- **Goal D. Effective Core Services and Organization Improvement** Ensure core services are carried out in a thorough and timely manner.
- **Goal E. Community Relations** Foster transparent and positive relationships with stakeholders to advance the mission and vision of the Agency



24

Property management and dock program improvements

- **2024 Grazing Inspection Reports**
 - Conformance with lease agreements
 - Reporting on previous year
 - Grazing season
 - Nov 1, 2023, through Oct 31, 2024
- **2025 Boat Dock Survey: Data Collection and Findings**
 - Conformance with ordinances
 - Safe construction, maintenance, and operations
 - Styrofoam, pontoon, wood docks failing
 - Remove prohibited materials
 - Fix identification with issued plates
 - Complete Nacimiento Reservoir dock program report

25

25

Property management and dock program improvements

Seven grazing leases
16,500 acres

- land management
- ranchers play an active role
- staff conducts annual onsite inspection
- Report outcomes

website
<https://www.countyofmonterey.gov/government/government-links/water-resources-agency/programs/grazing-lease-program>



26

26

Property management and dock program improvements

Evaluate and Monitor

- work on infrastructure, forage levels, livestock
- Example NAC Lease 2
- includes road work, tree removal, dump and debris removal, and fence repairs.
- Residual Dry Matter (RDM)

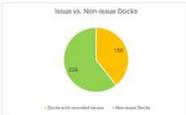


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Dock program improvements

- Inspection May 12 & 19 2025
- 386 total docks
- 22 regions
- Inventory audit

28

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Why It Matters

This inspection provides a comprehensive overview of the dock conditions and associated metrics. Proper maintenance of the docks is essential to prevent materials dispersion that could compromise infrastructure and contaminate reservoir waters.



26305
Monterey County
Water Resources Agency

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Connection to strategic plan goals

2020-2025

- Goal A. Infrastructure Maintenance**, Properly maintain MCWRA infrastructure to ensure safe and reliable function
- Goal C. Financial Sustainability**, Ensure long term financial stability with sufficient funding to pay for Agency obligations and align expenditures and revenues.
- Goal E. Community Relations**, Foster transparent and positive relationships with stakeholders to advance the mission and vision of the Agency.

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Well Registration

Ongoing efforts to support an expanding monitoring network

Having a Registry of Wells:

- Improves our understanding of where groundwater is extracted
- Facilitates informed decision-making
- Helps refine groundwater models
- Supports implementation of a GSP and compliance with SGMA



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Conducting a Well Hunt

- Filled data gaps on **existing** wells throughout the Salinas Valley
 - Expansion area
 - Existing Agency monitoring area
- Compared our well data with various sources to identify 'missing' wells:
 - Health Department permit records
 - Well Completion Reports
 - GIS
 - Parcel information
 - Satellite imagery
- 3500+ wells reviewed



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Well Registration & Outreach

- Obtaining well data from owners directly
 - Focus on reaching smaller residential wells
- Well registration form added to our website
 - Well location & status
 - Water use
 - Driller specifications
- Designated registration contacts
 - WellRegistration@countyofmonterey.gov
 - (831) 755 - 8905



33

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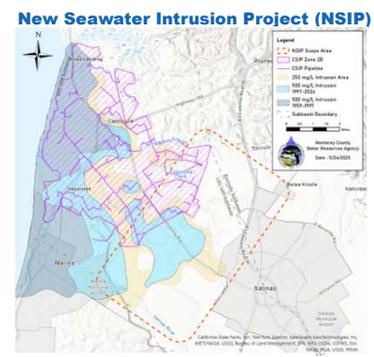
Strategic Plan Goals

- Strategic Plan Goal B**—planning and new projects
- Strategic Plan Goal D**—organizational improvement
- Strategic Plan Goal E**—community relations & outreach
- Section Goal #2, Objective A**—collaborate with local GSAs to develop tools, programs, projects, and financing to support mutually beneficial groundwater sustainability goals
- Section Goal #3**—facilitate compliance with regulatory requirements for Agency projects and programs

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New Seawater Intrusion Project (NSIP)



- Feasibility study for a new water distribution system, separate from CSIR, to supply agricultural water to additional land.
- Offset groundwater extractions from areas at risk of seawater intrusion in the 180/400-Foot Aquifer and Eastside Subbasins.
- Funded by DWR Sustainable Groundwater Management Round 2 Grant - awarded to SVBGSA

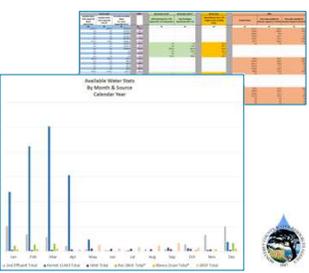
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35

New Seawater Intrusion Project (NSIP)

What is WRA's role in this project?

- Coordinate with SVBGSA and consultants
- Evaluate source water usability for NSIP
 - Identify sources within the Agency's Water Rights and other effluents
 - Estimate available volumes using historical data
 - Analyze seasonal variability



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New Seawater Intrusion Project (NSIP)

What is WRA's role in this project? (continued)

- Evaluate storage needs based on seasonal supply and demand
- Assist SVBGSA consultant with project configurations and modelling
- Support the development of a Technical Memorandum
 - Distribution system layout
 - Delivery area scenarios
 - Diversion, storage and treatment requirements
 - Cost estimates



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New Seawater Intrusion Project (NSIP)

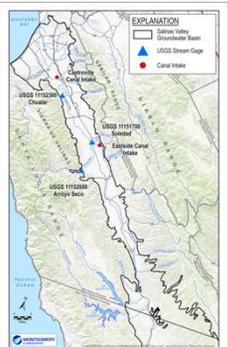
How does this project align with the Agency's goals?

Goal B Planning and New Projects: <ul style="list-style-type: none"> ✓ Strat. 1: Expand and optimize the Castroville Seawater Intrusion Project (CSIP) system. ✓ Strat. 3: Identify new water projects for development, utilizing existing or new water rights in collaboration with the GSA. 	Goal C Financial Sustainability: <ul style="list-style-type: none"> ✓ Strat. 6: Pursue grant funding and cost-saving opportunities from all available sources, including collaborating with the GSA. 	Goal D Effective Core Services and Organization Improvement: <ul style="list-style-type: none"> ✓ Strat. 2: Establish clear goals, objectives and responsibilities for each section of the Agency ➢ Hydro/ER section goals: <ul style="list-style-type: none"> - Effective data collection - Coordinate with external entities to support analysis and reporting - Collaborate with GSA to develop projects towards groundwater sustainability
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Castroville & Eastside Canals and Alternatives Preliminary Feasibility Study




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Castroville & Eastside Canals and Alternatives Preliminary Feasibility Study

Purpose of the Study:

- Support MCWRA in putting Permit 11043 water right to beneficial use.
- Explore other water right alternatives.
- Identify project concepts to divert surface water from the Salinas River that will:
 - Mitigate seawater intrusion and/or
 - Address lowered groundwater levels to achieve SGMA compliance in the 180/400, Eastside, and Langley subbasins.

The Study is a collaborative effort between MCWRA, the Salinas Valley Basin Groundwater Sustainability Agency, and consultant teams.



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Castroville & Eastside Canals and Alternatives Preliminary Feasibility Study

Study Roadmap

Phase 1
June – Sept. 2025

Historical review and identification of potential project components.

Phase 2
October 2025 – March 2026

Identify and develop project scenarios.

High-level feasibility assessment of key project scenarios.



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Castroville & Eastside Canals and Alternatives Preliminary Feasibility Study

Phase 1 is complete.

It included:

- Review of historical documents for proposed projects.
- Review of Permit 11043 water right documents.
- Analysis of historical flows to estimate timing and amount of surface water available for diversion.
- Identification of technical components for project concepts.



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Study Alignment with MCWRA and Section Goals

Adopted Strategic Plan Goals and Strategies

Goal B – Planning and New Projects

Strategy 2. Collaborate with local GSAs, define MCWRA's role, and implement a GSA integration plan

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

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

Goal C – Financial Sustainability

Strategy 6. Pursue grant funding and cost saving opportunities from all available sources, including collaboration with the GSA.

Hydrology & Environmental Resources Section Goals

Goal 2 – Provide subject matter expertise on regional and project-specific water resources management

Objective A. Collaborate with local GSAs to develop tools, programs, projects, and financing to support mutually beneficial groundwater sustainability goals.

Objective E. Participate in Technical Advisory Committees and other scientific forums to provide technical expertise.



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Drone Spraying program

An unmanned aerial vehicle (UAV) is a vehicle that uses 1-4 rotor blades to fly, it allows vertical takeoff and landings like a helicopter, it can be controlled remotely or fly autonomously



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Project Quality

- This strategy improves Quality of result by design.
- Drone has onboard GPS mapping technology to ensure complete coverage
- Drone first flies over chosen location to map weed locations and density, the high-resolution images are then analyzed by AI to apply the correct amount of herbicide at the correct locations.
- Drone can also apply a predetermined amount evenly for new growth suppression coverage



45

45

Employee Safety

Use of Drone eliminates the need for staff to climb on the very steep rocky Dam slope causing erosion, minimizing slip, trip fall injuries and associated W/C claims in addition to lost time, negatively impacting our ability to complete other maintenance tasks, but most importantly protecting our Staff from injury.



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Efficiency

The Drone system sprays the Dam face and Groins in about 1 day Vs 3-4 days for 3 Staff members. This allows us to utilize Staff for other deferred maintenance tasks. Drone use is cost neutral.



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Compliance

Drone sprays ensures this job gets done as required by the Agency, FERC and DSOD. Drone operator is licensed, Certified and Bonded Herbicide application expert using only EPA approved Herbicides.



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Summary

The Agency Evaluates and utilizes new technologies (as appropriate) in helping the Agency remain efficient with Public Funds, Improve service, quality of work product, protection of the environment, wildlife, the Safety of Staff and the General Public.



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Supports Strategic Goals:

A: Infrastructure Maintenance

Properly maintain MCWRA infrastructure

D: Effective core services and organizational improvement

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



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Break

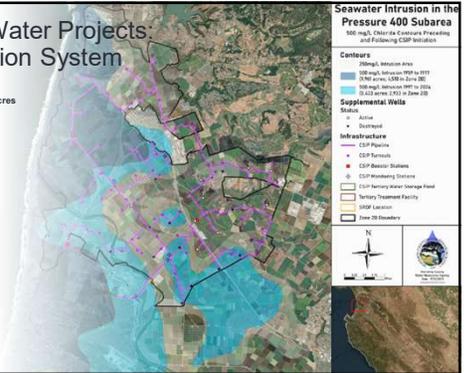


51

WRA Recycled Water Projects: CSIP Distribution System

- Infrastructure:**
- 48 miles of pipeline through 12,000 Acres
 - 3 Booster Stations
 - 8 Active Supplemental Wells
 - 97 active Turnouts
 - 328 Air Release Valves

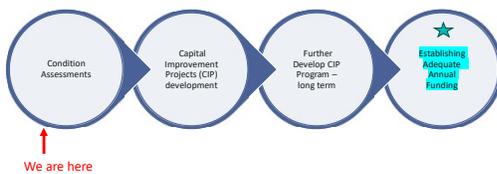
Program Components:



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WRA RWP's Program

System Condition Assessments lead to Capital Improvement Plan Development – helps us achieve system reliability



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CSIP Condition Assessment Project

- Work began in November 2024 for a Phased Condition Assessment for the CSIP system
- Phase 1 (Complete)
 - Prioritizing and evaluating the critical infrastructure
 - Planning for thorough & strategic in-field condition assessments
 - Maintenance plan, repairs, and record review; database, asset management and documentation creation assistance
- Phase 2A (Amendment completed & kickoff began Oct 21st)
 - Finalization of inspection plans for implementation with accurate cost estimates for field activities for Ph 2B
 - Support for addressing data gaps from Ph 1
- Phase 2B (To contract once 2A is complete)
 - Funding dependent field condition assessments of priority WRA CSIP assets
- Condition Assessments are critical to support the CSIP Master Plan effort, which cannot proceed

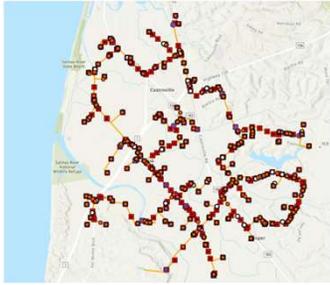


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CSIP Asset Inventory & Condition Assessment Project

Purpose

- GPS locate all CSIP Assets
- Document missing & condition
- Future Computerized Maintenance Management System (CMMS)



95% Captured

Assets Captured:

- 631 Valves
- 82 Marker Posts
- 90 Manholes
- 321 Cathodic Protection

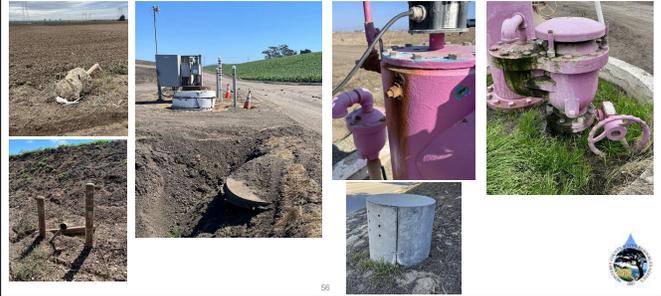
Assets Missing or Verify:

- 70 Valves
- 50 Manholes-Access
- 30 Cathodic Protection



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Current Conditions



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Find the CSIP Components



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CSIP Recoating & Corrosion Corrections



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Criticality of Project

Will update and establish a baseline condition of the above-ground infrastructure

- Assist with maintenance planning and funding

Assist in Master planning efforts

Develop the structure and inputs for a CMMS program

Begin planning and implementing more difficult condition assessments

- Pipeline
- Buried equipment

Provide data and input for larger CIP's

- Infrastructure improvements
- Large-scale replacements

Assist in RWP Reliability and Resilience



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Strategic Plan Goals

- Goal A – Infrastructure maintenance
 - Supporting RWP infrastructure maintenance and improvements
- Goal D – Effective core services and organizational improvement
 - Improves O&M activities while also supporting RWP improvements and future planning activities
- Goal E – Community relations
 - Supporting transparent and positive relationships with stakeholders to advance the mission and vision of the Agency. Encourages the objectives of the project and provides details to the community on aging infrastructure and project needs



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ALERT Flood Warning System Improvements

- Full upgrade to ALERT2 has been completed
- Upgrade allows faster, more reliable data to enable Agency operations and decision making.
- Data feed to many users, and some benefit agency operations in turn.



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ALERT 2 Upgrade

- Full implementation of ALERT2 has been completed.
 - This was a multi-year process funded by approximately \$470,000 in past grants.
 - An upgrade to the original ALERT protocol developed in the 1970s
- ALERT2 allows transmitters to sync their clocks to highly accurate GPS time and transmit data in their specified time slot, usually 500ms per two minutes.
- Data reliability is greatly increased due to the elimination of “over the air collisions.”
- Other improvements include higher data precision and a wider array of available sensors.



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Data for Agency Operations



- Fast, highly reliable data transmission is critical for agency operations.
- In the event of rapidly rising river stages or reservoir levels, data can be transmitted up to every two minutes.
 - Viewable by agency staff typically under one minute
- Agency staff can verify the accuracy of forecasts in real time, adding safety to reservoir operations.
- Also used out of storm season:
 - Conservation release tracking
 - Flow prescription/ habitat monitoring
 - Reservoir stage



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Hydrologic Data Sharing

- Most data collected by the ALERT system become public.
 - Public users can access our real time site.
 - <https://mcwrarealtimehydrodata.com/>
 - Our servers output data to National Weather Service (NWS) and California Nevada River Forecast Center (CNRFC).
 - NWS data is then ingested by California Data Exchange Center etc..
- CNRFC is our primary resource for river stage and flow forecasts, including inflow to reservoirs.
 - Our data collection helps inform these models.



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Future Potential



- Large network of transmitters
- Each transmitter can support additional sensors including:
 - Wind speed/direction
 - Air/water temperature
 - Soil or fuel moisture/temperature
 - Water quality, turbidity, conductivity
- With a solid backbone of remote repeaters, adding new gages almost anywhere in the county is possible
 - Useful for post-fire debris flow monitoring.
- Additional sensors can support dam safety, fish habitat monitoring, or better understanding of storm systems.



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Connection to Strategic Plan Multi-year Goals

- Goal D – Effective core services and organizational improvement
 - Flood monitoring and warning is a core service of the Agency. Staff continue to develop our skills in delivering this service effectively and reliably.
- Goal A – Infrastructure maintenance
 - The ALERT systems is a very widely dispersed system of public safety infrastructure. Staff are always working to ensure that these gauge sites are well maintained and ready for storms.
- Goal E – Community relations
 - Highly reliable public data is an opportunity for the public to get to know and appreciate the work of the Agency



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San Antonio Dam Howell Bunger Valve Incident Response

Elise Harden, PE
Senior Water Resources Engineer



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Background



- **San Antonio Outlets**
 - San Antonio Spillway
 - Low Level Outlet Works
- **Spillway**
 - Passive Ogee (uncontrolled)
 - Probable Maximum Flood
 - Record of 6 Flows in its lifetime
- **Low Level Outlet Works**
 - Intake
 - Penstock
 - 96" Butterfly Valve (fully open or closed)
 - 84" Howell Bunger Valve (control valve)
 - Bypass



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Howell Bunger Valve



Photos of the 84" HBV fully closed (middle) and fully open (left)

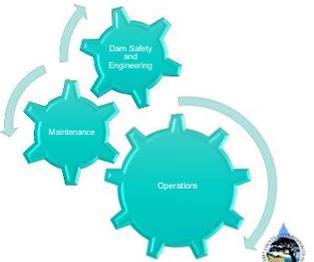


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Incident Description Staff Response

Day of Incident

- Maintenance received a request for a flow adjustment from Operations
- Maintenance attempted to make flow adjustment - **Incident occurrence**
- Maintenance assessment (sheared gear)
- Maintenance notifies Dam Safety Senior Engineer and Operations Senior Engineer
- Senior Engineers determine a group meeting is necessary to discuss the incident response
- Group call setup and active within the hour




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Incident Description Staff Response

(Impromptu) Meeting Agenda / Considerations

- Attendees
- Lead Division Determination
- Impacts to Divisions
 - Operations (end of conservation season)
 - Environmental Considerations (minimum flow requirements)
 - Dam Safety assessments
- Resource Identification
 - Admin - Contracts
 - Finance - Funding
- Regulatory Notifications
- Additional Agency Notifications DGM / GM
- Emergency vs non-emergency determination
- Action Items

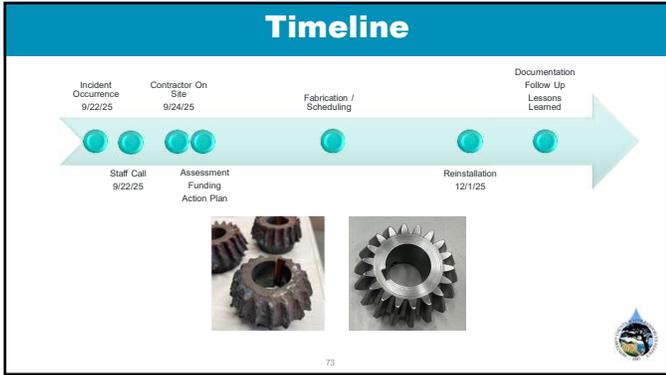



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What Happened?




72



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Key Takeaways

- Aging Infrastructure
 - Howell Bunger Improvements have been a known need
- Collaboration
 - Communication
 - Teamwork
- Promptness in response
- Funding (SB104 Grant)
- Additional Improvements on the HBV

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Alignment with Agency Strategic Plan Goals

Goal A Infrastructure Maintenance
Properly maintain MCWRA infrastructure to ensure safe and reliable function.

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

Strategy 6: "Pursue grant funding and cost saving opportunities from all available sources..."

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Staff Presentations Priorities

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2026 Priorities

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 – Nacimient

- Complete Nacimient **Dam's South Access Road** repairs from with FEMA funding
- Replace of all **3 Low-level Intake's valve actuators**, and installation of the **sixth outlet valve** at the LLOW
- Begin Nacimient **Lake Drive Road** and **Spillway Bridge** repairs, with completion anticipated in 2027, using amended SB104 Grant Agreement with DWR

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2026 Priorities

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 through the SB104 Grant Agreement with DWR
- Complete the revised draft of the **San Antonio Emergency Action Plan**
- Perform annual **preventive maintenance** of the **Nacimient Power Plant** and Switchyard equipment

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2026 Priorities

Finance Section

- Successful **Implementation of Oracle**, County's new Enterprise Resource Planning (ERP) in spring of 2026
- Maximization of Revenue Opportunities: prepare for **1st year billing of the GMP Fees**
- Improve budget control & expense monitoring internally
- Recruit for a **Senior Account Clerk**

Hydrology & Environmental Resources Section

- Complete an Invasive **Mussel Prevention Plan for San Antonio Reservoir**
- **Broaden the groundwater extraction reporting program** to include water systems of 15 or more connections and agricultural wells in the **GMP expansion areas**
- Fully implement the **Monitoring Plan for the Deep Aquifers**
- Implement the **GMP and Low Effect Habitat Conservation Plan**



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2026 Priorities

Maintenance Section

- Fill current **Water Maintenance Worker** vacancy (flex series to promote within)
- Perform a **condition assessment and rehabilitation plan of San Antonio's outlet valve and operating equipment**
- Perform **caretaker infrastructure** repairs and improvements at Dams
- Evaluate **drone spray program** and feasibility of using technology in **other areas**

Operations Section

- Secure **funding** to complete the **Salinas River Operations HCP development**
- Analyze and **update annual funding** for the **WRA Recycled Water Projects** for long-term support
- **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 operations



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Breakout Session #1

How do we realize Opportunities?

Communication and public engagement	Future of WRA Recycled Water Projects	Staff recruitment, development and retention	Modeling tools and applications
-------------------------------------	---------------------------------------	--	---------------------------------

- Choose your top two topics
- Join one of the table groups for one of those topics (go to your next choice if table is already full)
- Staff will present the topic and facilitate discussion
- Total time in breakout group will be about 30 minutes



81

Lunch




82

General Manager's Vision



Jan 4, 2024 9:31:28 AM
36.7500N 121.8039W



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Achieving the Mission

“Manage water resources sustainably while minimizing impacts from flooding for present and future generations.”

1) Maintain Service & System Reliability

2) Recruit, Retain, & Reward Quality Staff

3) Ensure Financial Sustainability



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INVEST!

- People
- Infrastructure
- Communities



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What is the Agency's Greatest Asset?

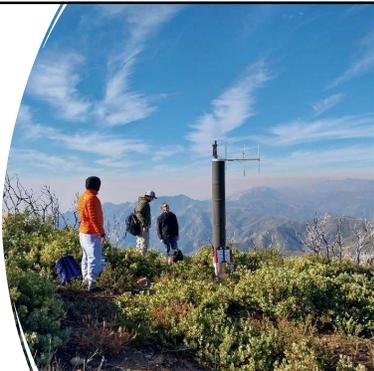



86

Our People

They are:

Smart



87

Our People

They are:

Skilled



11/12/20

88

Our People

They are:

Dedicated



89

Our People

They are:

Caring

Routinely meeting great expectations!




90



91

Our People

- Educate
- Cross-Train
- Reward Performance
- Succession Planning

Empower People Inspire People

LEADERSHIP

Lead Change Share Vision

92

Meeting the Challenges

INFRASTRUCTURE

LIFE IS A CHALLENGE,
MEET IT.

MOTHER TERESA

93

Meeting the Challenges

- ~\$73M in unmet capital needs;
- Routine O&M funding shortfalls
- Unfunded regulatory burden costs
- Inadequate reserves

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Meeting the Challenges

- ~\$94M in unmet capital needs;
- Routine O&M funding shortfalls
- Unfunded regulatory burden costs
- Inadequate reserves

95

Meeting the Challenges

- ~\$30-\$90M in unmet capital needs;
- Routine O&M funding shortfalls
- Unfunded regulatory burden costs
- Inadequate reserves

96

Meeting the Challenges

Attachment C: Project at [unclear]

97

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Meeting the Challenges

- Job #1: Winning hearts & minds
 - Stakeholder engagement
 - Develop majority opinion about path forward
 - Consider new cost recovery methods
 - Identify the tools
 - Economic
 - Hydrologic
 - Communications strategy
 - Develop the analysis
 - Identify the purpose(s)
 - Quantify the benefits
 - Determine the approval pathway

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How to Fund Future Needs

- **Status Quo**
 - Land-based assessments would remain the same with annual CPI increases.
 - Water-based charges would continue to be relied upon to recover necessary CSIP revenue.
 - Changes in water-based charges are disproportionately high to the relative impact upon total revenue;
 - Each \$100k of revenue need = ~\$5 per acre-foot increase

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Meeting the Challenges

100

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How to Fund Future Needs

- **Land-based Assessments – Special Benefits**
 - Rescind, modify, combine, and/or create new land-based assessments
 - Subject to Proposition 218 processes
 - Expensive
 - Lengthy
 - Uncertain
 - Subject to litigation

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How to Fund Future Needs

- **Proposition 26 – Specific Benefits**
 - User Fees
 - Regulatory Fees
 - Property Charges
- **Independent Authority – General Benefits**
 - Sec. 9 (j): “Cause taxes or assessments to be levied and collected in order to pay any obligation of the Agency and carry out any of the purposes of this act.”
 - Subject to other statutory limitations, e.g. Water Code 10730.2, which requires an agency to proceed through the Prop 218 notice and hearing requirements before adopting a fee.

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How to Fund Future Needs

• Issue Debt

- Flatline costs over known period
- Requires Proposition 218 process **OR**
- Contractual Agreements
 - Requires participation by ALL landowners within benefit zone
 - Can be narrow, for a specific purpose, or broad and programmatic
- Requires reviving Monterey County Financing Authority
- Requires review of Agency's credit rating
 - Could package financing needs to lower issuance cost
- Trades off lower annual cost for higher total cost



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How to Fund Future Needs

• Donations

- Assumes private sector can move faster, at less cost
- Donation must serve a public purpose
- Donation must be accepted by the Agency's BOS
 - Gov. Code, § 25355 ["The board may accept or reject any gift, bequest, or devise made to or in favor of the county, or to or in favor of the board in trust for any public purpose. . . ."];]
 - Gov. Code, § 25356 ["If any gift, bequest, or devise is unaccompanied by any provision prescribing or limiting the uses and purposes to which the property received, or the income or increase thereof, may be put, it may be put to any uses and purposes which the board prescribes, . . ."].]



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How to Fund Future Needs

• Contractual Agreements

- Requires participation by ALL landowners within benefit zone
- Could be narrow, for specific actions in a fixed timeframe, a supplement to the existing revenue mechanisms
 - Retains current revenue system complexity and risk
 - Rigid to changing priorities
 - Highest degree of certainty for landowners
- Could be broad and programmatic, a replacement of the existing revenue mechanisms
 - Improves program sustainability and flexibility
 - Reduces program costs and administrative risk
 - Prompts greater landowner engagement



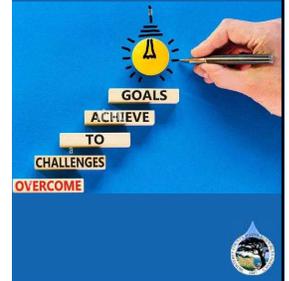
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Meeting the Challenges

COMMUNITIES

- Job #2: Managing Expectations
 - Strategic Planning
 - Establish priorities and timeframes
 - Clearly identify goals and objects
 - Stay committed but adaptable
 - Communication
 - Build public recognition
 - Deepen trust
 - Identify value
 - Develop support
 - Board Engagement
 - Leverage networks
 - Advance Agency interests



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LOOKING AHEAD

• Thinking about our Vision

- Reliability – “the quality of being dependable and trustworthy”
- Sustainability – “the ability to continue over a long period of time.”
- Resiliency – “the ability to recover from difficulties or adjust easily to change.”



**INNOVATE
OR DIE**



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Discussion



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Agency Bylaws Update

Agency Bylaws were updated on by the Board of Directors on November 17, 2025:

- Merging of standing committees to increase efficiency and effectiveness
- Committee appointments increased from 1 to 2-year terms
- Other points of clarification
- Committee changes effective in 2026



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Finance and Administration Committee "FAC"

- Merged the former Finance and Personnel & Administration Committees
- Purpose is to advise on existing programs and projects, and financial management systems, including personnel, administration, and governmental affairs.
 - Reviews and recommends the annual budget
 - Reviews the Agency's financial performance under the adopted budget at least quarterly
 - Makes recommendations to the Board of Directors on expenditures beyond the authority of the GM
 - Reviews the financial aspects of proposed programs, projects and charges to be levied

• Held on the first Friday of the month at 9 am

• Staff liaison: Nan Kim, Finance Manager III

• Members: Board of Directors




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Planning Committee

- Remained the same
- Purpose is to advise on development of short- and long-range plans for the Agency with respect to all activities in which the Agency is involved, or might become involved, including strategic planning.
 - helps to screen, evaluate, and prioritize projects and programs considered for implementation by the Agency
 - reviews the Agency's ongoing projects and programs consistent with the Agency's Strategic Plan

• Held on the first Wednesday of the month at 10 am

• Staff liaison: Shaunna Murray, Deputy General Manager

• Members: Board of Directors




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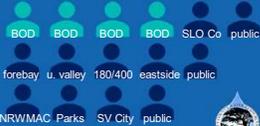
Water Resource Advisory Committee "WRAC"

- Merged the Reservoir Operations and Basin Management Advisory Committees
- Purpose is to review 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
- Applications for public seats will open this month for 2026 appointments by the Chair of the Board of Directors

• Held on the third Thursday of the month at 1:30 pm

• Staff liaison: Jason Demers, Operations Manager

• Members: Board of Directors & Public




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Break




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Breakout Session #2

How do we realize Opportunities?

Communication and public engagement	Future of WRA Recycled Water Projects	Staff recruitment, development and retention	Modeling tools and applications
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- Same topics as session #1
- Join a different table group (go to your next choice if table is already full)
- Staff will present the topic and facilitate discussion
- Total time in breakout group will be about 30 minutes
- BOD members will report out the findings



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Preview Next Strategic Planning Effort

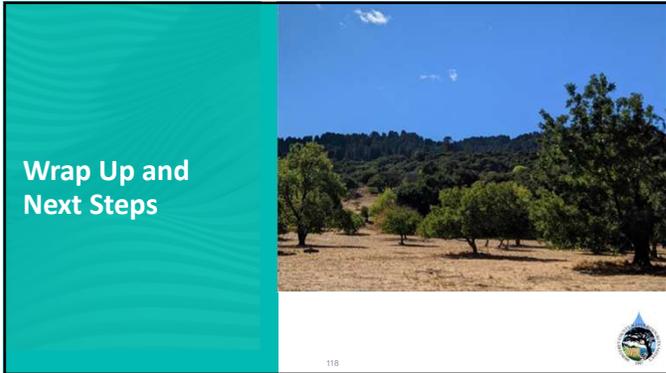
The Agency is seeking proposals to assist with updating the Agency's existing Strategic Plan

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

Will guide the Agency over the next five years

<p>Tasks include:</p> <ul style="list-style-type: none"> Review the existing plan and assess progress Conduct a scan of internal and external factors affecting the Agency Engage the Board, staff, and 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 	<p>Key milestones for the process include:</p> <ul style="list-style-type: none"> December 2025: Issue a Request for Proposals February 2026: Consultant Selection April 2026: Project Kickoff Fall & Winter 2026: Draft and Final Plans
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Thank you for participating!

Please fill out survey here:

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

or

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

or

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