

County of Monterey

*Saffron Room
1441 Schilling Place
Salinas, CA 93901*



Meeting Agenda

Wednesday, December 4, 2024

10:00 AM

Saffron Room 1441 Schilling Place, Salinas, Ca 93901

Water Resources Agency Planning Committee

*Deidre Sullivan, Chair
Ken Ekelund
Mark Gonzalez
Matthew Simis*

To participate in this Planning Committee meeting through the following methods:

1. You may attend in person,
2. For ZOOM participation please join by computer audio at:
<https://montereycty.zoom.us/j/95511982423>
OR to participate by phone call any of these numbers below:
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+1 929 205 6099 US (New York)
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+1 301 715 8592 US

Enter this Meeting ID number: 955 1198 2423, PASSWORD: 884853 when prompted. Please note there is no Participant Code, you will just hit # again after the recording prompts you. You will be placed in the meeting as an attendee; when you are ready to make a public comment, if joined by computer audio, please Raise your Hand; and by phone, please push *9 on your keypad.

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your comment, limited to 250 words or less, to the Monterey County Water Resources Agency at WRAPubliccomment@countyofmonterey.gov In an effort to assist Agency staff in identifying the agenda item relating to your public comment please indicate in the subject line, the meeting body (i.e. Planning Committee) and item number (i.e. Item No. 10). Every effort will be made to read your comment into the record, but some comments may not be read due to time limitations. Comments received after an agenda item will be made part of the record if received prior to the end of the meeting.

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9. The Chair and/or Secretary may set reasonable rules as needed to conduct the meeting in an orderly manner.

Participar en esta reunión del Comité de Planificación a través de los siguientes métodos:

1. Puede asistir en persona,

2.El público puede observar la reunión ZOOM a través de computadora haciendo clic en el siguiente enlace: <https://montereycty.zoom.us/j/95511982423>

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9. El Presidente y / o Secretario pueden establecer reglas razonables según sea necesario para llevar a cabo la reunión de manera ordenada.

Call to Order

Roll Call

Public Comment

Committee Member Comments

Consent Calendar

1. Approve the Action Minutes of the Planning Committee meeting held on July 3, 2024.

Attachments: [Draft Planning Minutes July 3, 2024](#)

Staff Reports

2. Overview of the Upcoming Strategic Planning Update Workshop.
(Staff Presenting: Shaunna Murray)

Attachments: [Strategic Plan Update Planning PPT](#)

3. Castroville Seawater Intrusion Project (CSIP) Master Planning Update.
(Staff Presenting: Elise Harden)

Attachments: [CSIP Program Master Plan PPT](#)

4. Castroville Seawater Intrusion Project (CSIP) Program Reserve Policy Overview.
(Staff Presenting: Ara Azhderian)

Attachments: [CSIP Program Reserve Policy\(DRAFT V.01 clean\)](#)
[CSIP Reserve Policy PPT](#)

5. Establish Guiding Principles for the Board of Directors.
(Staff Presenting: Shaunna Murray)

Calendar

6. Set next meeting date and discuss future agenda items.

Adjournment



County of Monterey

Item No.1

Board Report

Board of Supervisors
Chambers
168 W. Alisal St., 1st Floor
Salinas, CA 93901

Legistar File Number: WRAPL 24-033

December 04, 2024

Introduced: 11/19/2024

Current Status: Agenda Ready

Version: 1

Matter Type: WRA Planning Item

Approve the Action Minutes of the Planning Committee meeting held on July 3, 2024.

County of Monterey

1441 Schilling Place
Cayenne Room
Salinas, CA 93901



Meeting Minutes

Wednesday, July 3, 2024

10:00 AM

Cayenne Room 1441 Schilling Place, Salinas Ca 93901

Water Resources Agency Planning Committee

Deidre Sullivan, Chair

Ken Ekelund

Mark Gonzalez

Matthew Simis

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9. El Presidente y / o Secretario pueden establecer reglas razonables según sea necesario para llevar a cabo la reunión de manera ordenada.

Call to Order

The meeting was called to order at 10:01 a.m.

Roll Call

Present: Deidre Sullivan, Ken Ekelund, Mark Gonzalez, Matthew Simis (left meeting at 11:35 a.m.).

Absent: None

Public Comment

None

Committee Member Comments

None

Consent Calendar

Upon Motion by Mark Gonzalez and Second by Matthew Simis the Committee approved the Consent Calendar of the Planning Committee meeting.

Ayes: Deidre Sullivan, Ken Ekelund, Mark Gonzalez, Matthew Simis.

Noes: None

Abstained: None

Approve the Action Minutes of the Planning Committee meeting held on June 5, 2024.

Attachments: [Draft Planning Minutes June 5, 2024](#)

Scheduled Items

Consider recommending that the Monterey County Water Resources Agency Board of Directors approve a services contract with Baker Tilly US, LLP for Strategic Planning services for a total amount not to exceed \$212,300; and authorize the General Manager to execute the contract.

(Staff Presenting: Shaunna Murray)

Attachments: [Board Report](#)
[Baker Tilly's Proposed Work Plan June 2024](#)

Upon Motion by Matthew Simis, Second by Ken Ekelund the Committee recommended that the Monterey County Water Resources Agency Board of Directors approve a services contract with Baker Tilly US, LLP for Strategic Planning Services for a total not to exceed \$212,300; and authorize the General Manager to execute the contract.

Ayes: Deidre Sullivan, Ken Ekelund, Mark Gonzalez, Matthew Simis.

Noes: None

Absent: None

Committee Member Comments: Matthew Simis, Deidre Sullivan, Ken Ekelund Mark Gonzalez.

Public Comment: None

Consider recommending that the Monterey County Water Resources Agency Board of Directors approve a professional services agreement with Larry Walker Associates for the preparation of an updated Title 22 Engineering Report for the Castroville Seawater Intrusion Project and to assist the Agency in migration to the required Recycle Water Use Permit under the California State General Order for Water Reclamation Requirements, for a total amount not to exceed \$181,390; and authorize the General Manager to execute the contract. (Staff Presenting: Peter Vannerus)

Attachments: [Board Report](#)
 [Professional Service Agreement - Larry Walker Associates](#)

Upon Motion by Ken Ekelund, Second by Mark Gonzalez the Committee recommended that the Monterey County Water Resources Agency Board of Directors approve a professional services agreement with Larry Walker Associates for the preparation of an updated Title 22 Engineering Report for the Castroville Seawater Intrusion Project and to assist the Agency in migration to the required Recycle Water Use Permit under the California State General Order for Water Reclamation Requirements for a total amount not to exceed \$181,390; and authorize the General Manager to execute the contract.

**Ayes: Deidre Sullivan, Ken Ekelund, Mark Gonzalez, Matthew Simis.
Noes: None
Absent: None**

**Committee Member Comment: Ken Ekelund, Mark Gonzalez, Deidre Sullivan, Matthew Simis
Public Comment: None**

Staff Reports

**Committee Member Comment: Ken Ekelund, Matthew Simis, Mark Gonzalez, Deidre Sullivan.
Public Comment: None.**

Groundwater Monitoring Regulatory Program Update.
(Staff Presenting: Ara Azhderian)

Calendar

Set next meeting date and discuss future agenda items.

Adjournment

The meeting adjourned at 11:38 a.m.



County of Monterey

Item No.2

Board Report

Board of Supervisors
Chambers
168 W. Alisal St., 1st Floor
Salinas, CA 93901

Legistar File Number: WRAPL 24-034

December 04, 2024

Introduced: 11/19/2024

Current Status: Agenda Ready

Version: 1

Matter Type: WRA Planning Item

Overview of the Upcoming Strategic Planning Update Workshop.
(Staff Presenting: Shaunna Murray)



MCWRA STRATEGIC PLANNING UPDATE

PLANNING COMMITTEE

DECEMBER 4, 2024

SCHILLING PLACE, SALINAS

STRATEGIC PLANS: ENHANCING OVERALL ORGANIZATION PERFORMANCE

Strategic planning compliments
other organization and business
planning tools



CURRENT VISION AND MISSION

Vision Statement

Be recognized throughout the region as a leader in water resource management through demonstrated knowledge, integrity and the quality of our actions.

Mission Statement

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



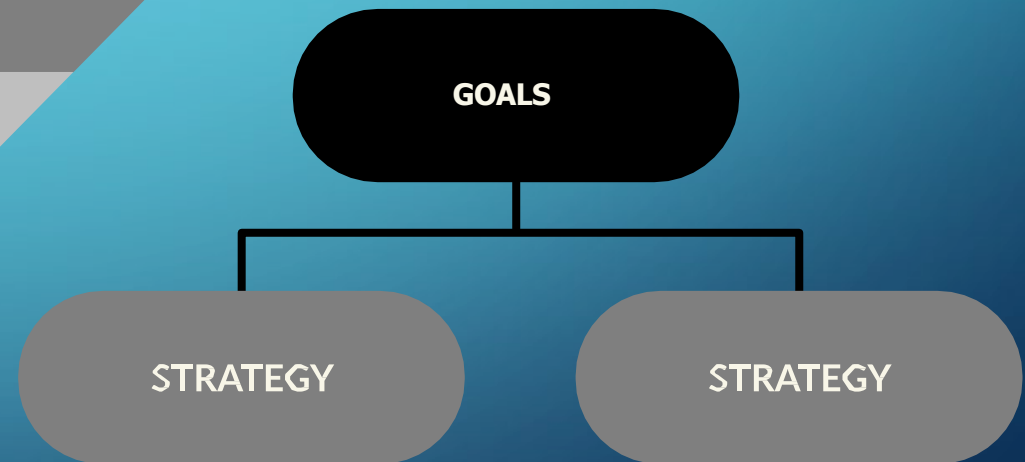
SEPTEMBER LEADERSHIP WORKSHOP



Objectives

- Celebrate team accomplishments and strengthen teamwork.
- Explore MCWRA branding approach.
- Review the scope and milestones of the strategic plan.
- Explore challenges and opportunities related to the strategic plan and identify team interests in engaging all staff in the project.

STRATEGIC PLAN FRAMEWORK



SEPTEMBER LEADERSHIP WORKSHOP: Implementation of the Strategic Plan

We reviewed and discussed the seven goals from the Board workshop earlier this year. The leadership team voted on what they thought the agency's top three priorities should be. The results of the voting exercise are presented in the table.

Priority	Votes
Recycled water system master planning	5
Project feasibility studies to address seawater intrusion/groundwater sustainability	3
Condition assessments of facilities to support capital replacement and improvement plan	10
Relationship building with other water resources agencies	4
Public information and community engagement plan	7
Funding strategies and implementation plan	8
Legislative platform and engagement strategy	1

SECTION GOALS AND OBJECTIVES

- Strategic Plan Goal D, Strategy 2:
 - Goal D. Effective Core Services and Organization Improvement
 - Strategy 2. Establish clear goals, objectives and responsibilities for each section of the Agency
- Key opportunities:
 - Clarify roles
 - Increase efficiencies
 - Identify resource allocations
- Developed in 2023 by each section
 - Periodic evaluation and reporting of progress on goals
 - Keep goals current with Core Activities
 - Reframe goals as needed to maintain effectiveness

Results of the Strategic Plan

Provide updates on:

- what was delivered?
- what was not?
- what got in the way?
- lessons learned

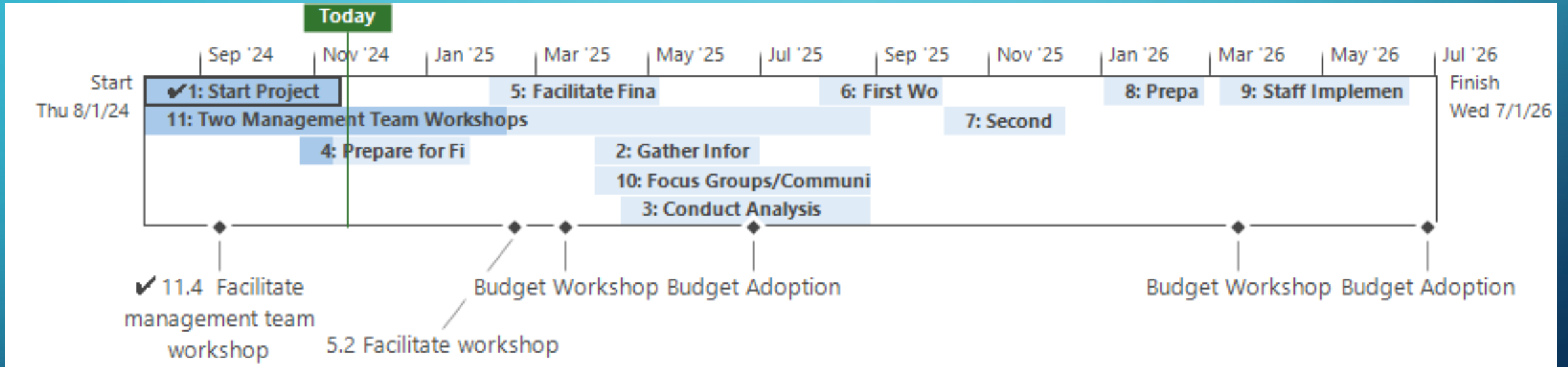
FINAL UPDATE WORKSHOP FOR STRATEGIC PLAN

- Mid-February BOD workshop
- DRAFT Agenda includes:
 - January 2024 Strategic Plan Workshop goals updates
 - Section Goals and Objectives - updates, progress, changes
 - Overall Plan Results
 - Current Strategic Plan Lessons Learned
 - New Strategic Plan Development Milestones

STRATEGIC PLANNING MILESTONES

Name	Start	Finish	% Complete
1: Start Project	Thu 8/1/24	Fri 11/15/24	100%
2: Gather Information	Tue 4/1/25	Mon 6/30/25	0%
3: Conduct Analysis	Tue 4/15/25	Fri 8/29/25	0%
4: Prepare for Final Update Workshop 2020-2025 Strategic Plan	Wed 10/23/24	Fri 1/24/25	20%
5: Facilitate Final Update Workshop 2020-2025 Strategic Plan	Mon 2/3/25	Wed 5/7/25	0%
6: First Workshop 2026-2031 Strategic Plan	Fri 8/1/25	Tue 10/7/25	0%
7: Second Workshop 2026-2031 Strategic Plan	Tue 10/7/25	Fri 12/12/25	0%
8: Prepare Strategic Plan Document 2026-2031	Fri 1/2/26	Wed 2/25/26	0%
9: Staff Implementation Action Plan Workshop	Thu 3/5/26	Wed 6/17/26	0%
10: Focus Groups/Community Meetings (See Activity 2)	Tue 4/1/25	Fri 8/29/25	0%
11: Two Management Team Workshops	Thu 8/1/24	Fri 8/29/25	50%
12: Prepare for and Conduct 2026-2031 Board Workshop (Year One Progress Report)	Mon 10/14/24	Fri 6/26/26	0%

STRATEGIC PLANNING MILESTONES





County of Monterey

Item No.3

Board Report

Board of Supervisors
Chambers
168 W. Alisal St., 1st Floor
Salinas, CA 93901

Legistar File Number: WRAPL 24-035

December 04, 2024

Introduced: 11/19/2024

Current Status: Agenda Ready

Version: 1

Matter Type: WRA Planning Item

Castroville Seawater Intrusion Project (CSIP) Master Planning Update.
(Staff Presenting: Elise Harden)

Master Plan Proposal & Next Steps:

1. A water master plan (WMP) is a long-term strategy that helps manage water resources sustainably and protect water sources. It's a roadmap that outlines a system's water supply and reuse capital improvement strategy. A WMP can include:
 - a) A budget and financing program
 - b) Identification of technical elements
 - c) Implementation plan schedules
 - d) Financial planning
 - e) Data compilation and data analysis
 - f) Definition of facility needs and alternatives

Master Plan Proposal & Next Steps cont.:

2. Expected outcomes from a WMP

- a) Understand current and future water system needs
- b) Strategically invest resources
- c) Set rates
- d) Visualize their future states
- e) Design infrastructure improvements
- f) Create digital water data files

3. A WMP can also help adopt sustainable financing strategies, Prioritize Capital Improvement Program (CIP) projects, and Identify a sustainable financial program.

Master Plan Timeline

- Advertise Request for Proposals November 2024
 - RFP Submittal Deadline January 2025
 - Evaluation of Proposals February 2025
 - Finance Committee / BOD March 2025
 - Notice to Proceed April 2025
-
- Agency staff estimates 12-18 months for Master Plan completion; however a better schedule will be known upon receipt of proposals.



County of Monterey

Item No.4

Board Report

Board of Supervisors
Chambers
168 W. Alisal St., 1st Floor
Salinas, CA 93901

Legistar File Number: WRAPL 24-036

December 04, 2024

Introduced: 11/19/2024

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Matter Type: WRA Planning Item

Castroville Seawater Intrusion Project (CSIP) Program Reserve Policy Overview. (Staff Presenting:
Ara Azhderian)

MONTEREY COUNTY WATER RESOURCES AGENCY

Administrative Policy

Policy Title:	“CSIP Program” Reserve Policy
Policy No.:	2025-01
Authorizing Resolution No.:	
Effective Date:	
Next Review Date:	

This Reserve Policy applies to the Monterey County Water Resources Agency’s (Agency) Castroville Seawater Intrusion Project, Salinas Valley Reclamation Project, and Salinas River Diversion Facility, collectively referred to herein as the “CSIP Program”. The purpose of this Reserve Policy is to ensure that the CSIP Program will, at all times, have sufficient funding available to meet its administration, operation, maintenance, repair, replacement capital, and debt service obligations. Reserves will be managed in a manner that allows the Agency to fund costs consistent with its annually budgeted CSIP Program activities and Master Plan, while minimizing significant rate fluctuations due to changes in cash flow requirements. Reserves will be maintained at levels established hereafter by this Policy. Adequate reserves and sound financial policies promote the Agency’s bond ratings in the capital markets; provide financing flexibility; minimizes risk of restrictive debt covenants; and the predictability of CSIP Program rates. This Reserve Policy covers all reserve funds of the CSIP Program. At the end of each fiscal year, compliance with the Reserve Policy will be reported to the Agency’s Board of Directors and Board of Supervisors as part of each Fiscal Year-End Financial Report.

CSIP Program Reserve Fund Types

There are three major types of reserve funds: Legally Restricted Reserves, Board Designated Reserves and Unrestricted Reserves. Legally Restricted Reserves have restrictions imposed by an outside source, such as bond covenants, contractual obligations, etc. Board Designated Reserves are set aside for a specific purpose, e.g. a capital improvement project, as determined by the Board of Supervisors. The Board of Supervisors has the authority to redirect the use of these reserves if the needs of the CSIP Program change. Unrestricted Reserves are held for unplanned needs and emergency actions, as determined by the Board of Supervisors.

CSIP Program Reserve Fund Purposes

Legally Restricted Reserves

Bond Reserve: This fund is governed by legal bond covenants for revenue bonds issued for the CSIP Program. Bond covenants require that this fund be maintained at a level sufficient to fund maximum annual debt service payments. These funds are held by the bond trustee during the term of the bonds and are to be used in the event the Agency is unable to meet its required semi-annual debt service obligation.

Reserve funds for each revenue bond issue will be used to make the last two semi-annual debt service payments for that issue. Annual interest earnings on bond reserve funds shall be applied to each year’s debt service payments. Reserve funds related to state revolving fund loans shall be treated identically to revenue bond reserve funds as these loans are contractually defined as parity debt to any senior lien bonds.

MONTEREY COUNTY WATER RESOURCES AGENCY

Administrative Policy

Legally Restricted Project-Related Reserves: The Agency will maintain legally restricted reserves for contract retention of other funds if required under a contract for specific CSIP Program projects or purposes.

Board of Supervisors Designated Reserves

Rate Stabilization Reserve: This fund is established for the purpose of smoothing annual rates paid for the delivery of water by the CSIP Program. Funds deposited into this reserve are treated as operating costs in the year of deposit and will be treated as revenues in years of use for the purposes of computing the Agency's annual rate. There is no industry-wide protocol for establishing the funding level for this reserve. The fund balance will be re-evaluated against future requirements annually, and any proposed adjustments presented to the Board of Supervisors for consideration.

Capital Improvement Reserve: This fund is established for revenue-funded capital projects as approved in the annual budget or Master Plan for the upcoming fiscal year. This fund shall assist with timing adjustments inherent in most capital projects as it will include funding for capital projects that require rebudgeting from one fiscal year to the next. This fund can be applied with other reserve funds or annual revenues to smooth future rate increases.

This fund will be drawn down annually as revenue-funded capital expenditures are made. At the end of each fiscal year, the fund balance will be evaluated and replenished based on forecasted, future revenue-funded capital requirements as reflected in the annual budget or Master Plan. Any proposed adjustments presented to the Board of Supervisors for consideration.

Vehicle Replacement Reserve: This fund is established to fund planned replacement of vehicles and equipment that have reached the end of their useful lives. This fund is utilized to cover equipment replacement costs while smoothing cash flows and lessening annual pressure on rates.

This fund will be drawn down annually as replacement vehicles and equipment are purchased, consistent with the adopted budget. At the beginning of each fiscal year, funds will be deposited in this fund as provided for in the adopted fiscal year budget. Budget levels will be based generally on annualized replacement costs as determined by the Agency's Finance Manager. Annual deposits shall be approved by the Board of Supervisors as part of the annual CSIP Program budget. Interest earnings on fund balances will be deposited into the fund as will the net proceeds of the sale of replaced vehicles and equipment. This fund shall be maintained at a minimum balance of the funds required for the following year's budgeted fleet replacements.

Liability Self-Insurance Reserve: This fund is established to pay extraordinary CSIP Program liability claims and expenses beyond the Agency's general insurance policies.

Emergency Response Reserve: The purpose of this reserve is to provide funding for events the Board of Supervisors may deem as "emergency". The reserve shall fund repairs to critical facilities or assets damaged from emergency events. Use of this reserve shall be approved by the Board of Supervisors. This fund shall be maintained at a minimum level of \$500,000. The balance in this reserve shall be evaluated annually and may be increased or decreased as authorized by the Board of Supervisors.

MONTEREY COUNTY WATER RESOURCES AGENCY

Administrative Policy

Unrestricted Undesignated Reserves

Unrestricted reserves will be drawn down over time to smooth rate increases. The balance will be maintained at a level equivalent to a minimum of six months of annual operating budget requirements. In any period, the required minimum may be satisfied by considering unrestricted reserves in conjunction with funds available within the Rate Stabilization Reserve. The planned use and replenishment of unrestricted reserves is re-evaluated annually in conjunction with the update of the annual budget, as approved by the Board of Supervisors.

DRAFT

Reserve Policy Goals & Considerations:

- WHY RESERVES?
 - Operational surprises and emergencies
 - Rate stabilization
 - Aging infrastructure
 - Legal Requirements
 - Specific project funding
 - Reduced cost of debt thru improved credit rating
- Reserves would be part of the CSIP Program rate structure
 - Reserve fund levels reviewed annually
 - Reserve Policy reviewed periodically

Reserve Policy Goals & Considerations:

- TYPES OF RESERVES:

- Restricted

- Debt related
 - Legal/contractual obligations

- Unrestricted

- Operating
 - Capital Improvement/Replacement

- CONSIDERATIONS:

- Financial volatility, risk, emergency preparedness
 - Types and age of infrastructure
 - Legal covenants and debt burden

Reserve Policy Goals & Considerations:

- PURPOSE OF OPERATING RESERVES:
 - Manage Risk
 - Emergency repairs, natural disasters, economic impacts (e.g. inflation, recession)
 - Manage revenue & expense fluctuations
 - Anticipated and unanticipated
 - Manage rate volatility
 - Rate stabilization fund
 - Manage opportunity
 - “all purpose” reserves

Reserve Policy Goals & Considerations:

- PURPOSE OF DEBT SERVICE RESERVES:
 - Ensure consistent and timely debt servicing
 - Meet debt issuance legal covenants
 - Improve credit rating
- PURPOSE OF CAPITAL RESERVES:
 - Extraordinary maintenance
 - System improvement
 - Planned Capital/Equipment replacement
 - Emergency repairs or replacement



County of Monterey

Item No.5

Board Report

Board of Supervisors
Chambers
168 W. Alisal St., 1st Floor
Salinas, CA 93901

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Matter Type: WRA Planning Item

Establish Guiding Principles for the Board of Directors.
(Staff Presenting: Shaunna Murray)



County of Monterey

Item No.6

Board Report

Board of Supervisors
Chambers
168 W. Alisal St., 1st Floor
Salinas, CA 93901

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Version: 1

Matter Type: WRA Planning Item

Set next meeting date and discuss future agenda items.