



Strategic Planning Workshop Workbook

August 28, 2020

Zoom

9 a.m. to 2 p.m. (with a half-hour lunch break)

DRAFT for Planning Committee Review July 27, 2020

Management
Partners



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Workshop Objectives and Agenda

Workshop Objectives

1. Refine or confirm vision, mission, and values
2. Understand financial capacity, including gap between what is needed
3. Understand what the Agency is doing that is in alignment with or beyond the Agency Act
4. Establish five-year goals and strategies, along with near-term priorities

Workshop Agenda

- Welcome from Board Chair
- Public comments
- Comments from the General Manager
- Overview of the strategic planning process
- Confirm or modify mission, vision, and values
- Present financial overview and project and program information
- Determine five-year strategic plan goals, near- and long-term strategies
- Public comments
- Wrap up and next steps

Agency Mission, Vision and Values



A mission statement tells the *purpose* of the organization; the reason for its existence.

Current Mission Statement

The Water Resources Agency manages, protects, stores and conserves water resources in Monterey County for beneficial and environmental use, while minimizing damage from flooding to create a safe and sustainable water supply for present and future generations.

Proposed Mission Statement

Provide flood protection and water conservation through the operation of its facilities and promote adequate water supplies for all uses.



A vision statement is about the *desired future* of the organization. It tells people where the organization plans to go in the future.

Current Vision Statement

To become a recognized and respected leader in the community we serve through demonstrated knowledge, integrity and the quality of our actions.

Proposed Vision

Be recognized as a leading water resources agency through demonstrated knowledge, integrity and the quality of our actions.



VALUES

Values drive the behaviors of staff and Board members in support of the Agency.

Proposed Values (based on December 18, 2019 workshop)

- **Leadership.** Set a positive example for others in the water resources arena through our knowledge, integrity, and actions.
- **Transparency.** Work in ways that are easily understood by stakeholders and the public, communicating effectively about Agency decisions actions, resources, and progress.
- **Integrity.** Act with openness, honesty, and consistency, showing no favoritism and utilizing professional standards for decision making.
- **Public service.** Work in way that brings pride upon the Agency, showing that we care about quality, are accountable, think long term, and aim to be “water heroes” in service of the community we serve.
- **Teamwork.** Consider the impact of others in the work that we do. Look out for the interests of all employees and board members, respect our colleagues and decision-makers, and do our part in a way that moves us to achieving our goals.



Discussion Question

Do you have any comments about the proposed mission, vision, and values?

NOTES

Goals and Strategies

The goals and strategies created with Agency staff on December 18, 2019 are provided below. These will be discussed with the Board on August 28 and refined as needed. **Each goal has a series of possible strategies to achieve over the five-year period from 2020 to 2025.**

Strategies are not intended to be at a detailed task level. Once strategies are identified, tasks will be incorporated into an **Implementation Action Plan** that includes tasks, timelines, and assignments.

Goal A. INFRASTRUCTURE MAINTENANCE Properly maintain MCWRA infrastructure to ensure safe and reliable function.	Years 1 to 3	Years 4 and 5	Ongoing
Strategy 1. Perform a conditions assessment for all facilities, determine which facilities should be replaced and which repaired, and prioritize service levels.	✓		
Strategy 2. Create a comprehensive capital improvement plan for all facilities which includes preventive maintenance, addressing backlog of maintenance repairs, and making improvements to ensure safe and reliable facilities. (Near term)	✓		
Strategy 3. Create a funding plan for infrastructure maintenance.	✓		
Strategy 4. Develop a replacement plan for that equipment not included in the capital improvement plan.	✓		
Strategy 5. Complete the repairs needed to the San Antonio spillway as required by the California Department of Water Resources Division of Safety of Dams by November 1, 2024.		✓	

Goal B. PLANNING AND NEW PROJECTS Plan for future water needs, carry out environmental studies, and plan new capital projects.	Years 1 to 3	Years 4 and 5	Ongoing
Strategy 1. Increase the reliability of Castroville Seawater Intrusion Project (CSIP) distribution system to make growing operations within zone 2B sustainable.		✓	
Strategy 2. Collaborate with local Groundwater Sustainability Agencies (GSAs), resolve MCWRA's role, and implement a GSA integration plan.	✓		
Strategy 3. Identify new water projects for development, utilizing existing or new water rights.		✓	
Strategy 4. Create a Habitat Conservation Plan for the Salinas River that includes feasible outcomes.	✓		
Strategy 5. Develop plans to enhance our critical water resources facilities and increase future sustainability.		✓	

Goal B. PLANNING AND NEW PROJECTS Plan for future water needs, carry out environmental studies, and plan new capital projects.	Years 1 to 3	Years 4 and 5	Ongoing
Strategy 6. Develop plans to enhance our critical water resources facilities and increase future sustainability.		✓	
Strategy 7. Finalize the planning stage of the Interlake Tunnel.	✓		
Strategy 8. Utilize data collection programs and analysis to make informed decisions.			✓

Goal C. FINANCIAL SUSTAINABILITY Ensure long term financial stability with sufficient funding to pay for Agency obligations and align expenditures and revenues.	Years 1 to 3	Years 4 and 5	Ongoing
Strategy 1. Obtain additional funding to fully fund programs.		✓	
Strategy 2. Secure funding to fully implement projects.		✓	
Strategy 3. Maximize hydroelectric revenue potential.	✓		
Strategy 4. Pursue alternative revenue sources based on renewable energy.		✓	
Strategy 5. Fully utilize Agency property to generate revenue.			✓
Strategy 6. Pursue grant opportunities from all available sources.			✓

Goal D. EFFECTIVE CORE SERVICES AND ORGANIZATIONAL IMPROVEMENT Ensure core services are carried out in a thorough and timely manner.	Years 1 to 3	Years 4 and 5	Ongoing
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 2. Establish clear goals, objectives and responsibilities for each section of the Agency.	✓		
Strategy 3. Increase staffing to meet the core workload needs and responsibilities of the Agency.	✓		
Strategy 4. Improve the hiring process to be able to efficiently and effectively fill positions with talented staff.		✓	
Strategy 5. Improve how the Agency coordinates our internal efforts and measures progress.	✓		
Strategy 6. Develop an improved staff training, professional development and safety program to meet the needs of the Agency.	✓		
Strategy 7. Centralize Agency records.		✓	

Goal E. COMMUNITY RELATIONS Foster transparent and positive relationships with stakeholders to advance the mission and vision of the Agency.	Years 1 to 3	Years 4 and 5	Ongoing
Strategy 1. Develop an improved public outreach campaign to increase transparency, communication, education and information about Agency projects and programs.		✓	
Strategy 2. Develop Agency “branding” to communicate a greater sense of the Agency’s mission.		✓	
Strategy 3. Update and maintain the Agency’s website.	✓		
Strategy 4. Provide operational information to external stakeholders.	✓		

Recommended Priorities and Deferrals

Recommended Near-Term Priorities for Years One to Three

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

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

Goal A, Strategy 3. Create a funding plan for infrastructure maintenance.

Goal A, Strategy 4. Develop a replacement plan for that equipment not included in the capital improvement plan.

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

Goal B, Strategy 4. Create a Habitat Conservation Plan for the Salinas River that includes feasible outcomes.

Goal B, Strategy 7. Finalize the planning stage of the Interlake Tunnel.

Goal C, Strategy 3. Maximize hydroelectric revenue potential.

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

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

Goal D, Strategy 5. Improve how the Agency coordinates our internal efforts and measures progress.

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

Goal E, Strategy 3. Update and maintain the Agency's website.

Goal E, Strategy 4. Provide operational information to external stakeholders.

Recommended Program Deferrals

Quagga/Zebra Mussel Prevention Program (Parks and SLO)

Salinas River Maintenance Program – transition permits to RMU association

Review BOD committees with the goal of reducing the number of committees

Recommended Project Deferrals

Invasive Species Plan Update (until grant funding available)

CSIP Engineering Design and Dynamic Modeling/Optimization

CSIP Expansion

Salinas Valley Water Project Phase II (11043)

Attachment A – Financial Overview

To be provided by MCWRA staff.

Attachment B – Program and Project Information

Key: Green = Funded

Yellow = Concern about levels of funding

Blue = No funding

Note: The programs below are sorted by fund, and then alphabetically by name. They are not in priority order.

No.	PROGRAMS	Goals from Draft Strategic Plan	Fund	FY 20/21	Admin	Core	Agency Act
1	FEMA/CRS/Land Use	E	111				
2	Gonzales Slough O&M	A	111	X		X	Sec 9
3	Illegal Dumping/Litter Abatement Task Force	E	111	X			
4	Integrated Regional Water Management	E	111	X			
5	Property Management Grazing	A	111	X		X	Sec 9
6	Property Management Land Use	A	111	X		X	Sec 9
7	Water Quality Protection Program (MBNMS)	E	111	X			
8	Pajaro Encampment Removal	A	112	X			
9	Pajaro Levee Mowing	A	112	X		X	Sec 9
10	Pajaro Levee Slope Rehabilitation	A	112				Sec 9
11	Pajaro Stream Maintenance Program	A	112	X			Sec 9
12	Pajaro System wide Improvement Framework (SWIF)	A	112			X	Sec 9
13	Pajaro Vegetation/Tree Removal	A	112	X		X	Sec 9
14	Annual EAP Orientation meeting	E	116			X	Sec 9
15	Annual MCWRA dam safety staff training	D	116	X		X	Sec 9
16	Boat Dock Program	A	116	X	X		Sec 9
17	Dam Safety functions (EAP, trainings, exercises, status reports)	D	116	X		X	Sec 9
18	Emergency Planning (Continuity of Operations Plan, Hazard Mitigation Plan)	D	116	X		X	Sec 9
19	FERC & DSOD Compliance Reporting	A	116	X		X	Sec 9
20	Groundwater Extraction Mgmt. (GEMS)	D	116	X		X	Sec 9/15
21	Groundwater Level Monitoring (annual)	D	116	X		X	Sec 9
22	Groundwater Level Monitoring (monthly)	D	116	X		X	Sec 9
23	Groundwater monitoring of dedicated wells	D	116	X		X	Sec 9
24	Nacimiento Dam O&M	A	116	X		X	Sec 9
25	Quagga/Zebra Mussel Prevention Plan	D	116				
26	Reservoir operations	D	116	X		X	Sec 9
27	Reservoir WQ Monitoring	D	116	X		X	Sec 9
28	Salinas River Lagoon Sandbar Management	D	116	X		X	Sec 9

29	Salinas River Lagoon/Slidegate Management	A	116	X		X	Sec 9
30	Salinas River Maintenance Program	D	116	X			Sec 9
31	Salinas River Series	D	116	X		X	Sec 9
32	Salinas River streamflow/end of flow measurements	D	116	X		X	Sec 9
33	Salinas Valley Groundwater Quality Monitoring (Discontinued 2009)	D	116				
34	San Antonio Dam O&M	A	116	X		X	Sec 9
35	Seaside Watermaster TAC	E	116	X			
36	Staff Dam inspections/condition assessment	A	116	X		X	Sec 9
37	Surface Water Quality Monitoring	D	116	X		X	Sec 9
38	Soledad (Bryant Canyon) O&M	A	121	X		X	Sec 9
39	Reclamation Ditch Management	A	122	X		X	Sec 9
40	Reclamation Ditch O&M	A	122	X		X	Sec 9
41	San Lorenzo Creek O&M	A	124	X		X	Sec 9
42	Moro Cojo O&M	A	127	X		X	Sec 9
43	Hydroplant O&M	A	130	X		X	Sec 9
44	CSIP (Castroville Seawater Intrusion Project) O&M	A	131	X		X	Sec 9
45	CSIP Supplemental Well Destruction	A	131	X			Sec 9
46	CSIP Supplemental Well Maintenance	A	131	X		X	Sec 9
47	CSIP Water Order scheduling	A	131	X		X	Sec 9
48	Fish Monitoring	D	134	X		X	
49	Salinas River Diversion Facility O&M	A	134	X		X	Sec 9
50	August Trough	D	111/116	X		X	Sec 9
51	CASGEM	D	111/116	X		X	DWR
52	Coastal GW Quality Monitoring	D	111/116	X		X	Sec 9
53	Pump Station O&M	A	111/122	X		X	Sec 9
54	Compliance monitoring of the Salinas Valley Water Project	D	116/134	X		X	Water right
55	Water Rights Compliance SOP	D	131/116	X		X	Sec 9
56	Water Rights Reporting	D	131/116	X		X	Sec 9
57	Salinas Valley Recycling Project O&M	A	131/132	X		X	Sec 9
58	Accounts Payable	D	All	X	X	X	
59	Accounts Receivable	D	All	X	X	X	
60	Agency Administration	D	All	X	X	X	Sec 9
61	Annual Budget	D	All	X	X	X	Sec 54
62	Annual Tax Assessment	D	All	X	X	X	Sec 24
63	Bi-weekly Payroll	D	All	X	X	X	Sec 63
64	Board of Director's Management	D	All	X	X	X	Sec 48
65	Board of Director's Meetings (Agendas, minutes, meeting attendance)	D	All	X	X	X	Sec 48
66	Board of Supervisors Meetings (Agendas, minutes, meeting attendance)	D	All	X	X	X	Sec 15

67	Committee Meetings (Agendas, minutes, meeting attendance)	D	All	X	X	X	Sec 67
68	Contract Administration	D	All	X	X	X	Sec 57
69	Emergency Operations (i.e. Flood, Earthquake)	D	All	X		X	Sec 9
70	Employee training	D	All	X		X	
71	Financial Reports	D	All	X	X	X	Sec 54
72	Fiscal Year End/Begin	D	All	X	X	X	Sec 54
73	General Ledger Review Adjust.	D	All	X	X	X	Sec 54
74	Human Resources Support	D	All	X	X	X	Sec 63
75	Information Technology Liaison	E	All	X			
76	Library Upkeep	D	All	X	X		
77	Office Management	D	All	X	X	X	
78	Personnel Recruitments	D	All	X	X	X	
79	Procurement	D	All	X	X	X	
80	Training Tracking	D	All	X	X	X	
81	Water Conservation Program	D	All	X			Sec 15
82	Well Permit Application Review	D	Fees/111	X		X	Sec 9
83	Integrated Coastal Monitoring Program (CaIAM-MPWSP) On hold	D	TBD				
84	ALERT Flood warning services to Monterey County	A	Various	X		X	Sec 9
85	ALERT System Maintenance	A	Various	X		X	Sec 9
86	CEQA/Permits for projects	A	Various	X		X	Sec 9
87	Grant applications	C	Various	X		X	
88	Heavy Equipment Maintenance Plan	A	Various				
89	Herbicide Program	A	Various	X		X	
90	Light Vehicle Management	A	Various	X			
91	Med/Light Equipment Maintenance Plan	A	Various				
92	Public Records Requests	D	Various	X	X	X	
93	Sandbag distribution	E	Various	X		X	

Key: **Green** = Funded

Yellow = Concern about levels of funding

Blue = No funding

Note: The projects below are sorted by fund, and then alphabetically by name. They are not in priority order.

No.	PROJECTS	GOALS from Draft Strategic Plan	Fund	FY 20/21	FY 21/22	Deferred Maint. 218
1	Groundwater Sustainability Agencies Support	E	111	X		
2	Hazard Mitigation Plan	A	111			
3	Ordinance 5303 Update	A	111			
4	Upper Merritt Pumps -Repair	A	111			
5	USBR Carmel/Salinas Basin Investigation	D	111			
6	Pajaro Culvert Video and Flushing	A	112			
7	Pajaro Joint Powers Authority Formation	A	112	X		
8	Pajaro Levee Road Grading	A	112	X		
9	Pajaro New Levee Design Cost Share	A	112	X		
10	2020 Salinas River Geographic Response Plan (CDFW)	E	116			
11	Annual Reservoir Operations Report	B	116	X		
12	Camp Roberts & Bradley Warning System	A	116	X	X	X
13	Deferred Maintenance Proposition 218	A	116	X		
14	GEMS Expansion	D	116			
15	Invasive Species Prevention Plan Update	D	116			
16	IRMP Grant	B	116			
17	Monitoring well cluster design (P180&400)	A	116			
18	Nacimiento Access Gate Upgrade	A	116			
19	Nacimiento Boils investigations	A	116	X	X	X
20	Nacimiento Dam Emergency Action Plan (EAP)	A	116	X		
21	Nacimiento Dam Operation Policy Manual Update	D	116			
22	Nacimiento dam spillway repair scope of work	A	116	X		X
23	Nacimiento Hydraulic Intake Valve Actuators (3)	A	116	X		X
24	Nacimiento Lake Drive Road Repair	A	116			X
25	Nacimiento Low level flow control outlet design	A	116	X		
26	Nacimiento low level intake valve actuator replacement	A	116	X		X
27	Nacimiento Low level Outlet valve 6 - Flow control	A	116			X
28	Nacimiento low level Outlet valve in-kind replacement	A	116		X	X
29	Nacimiento office/breakroom	A	116			
30	Nacimiento plunge pool erosion control design	A	116	X	X	X
31	Nacimiento Power House Slope Review/Improvement	A	116	X		X
32	Nacimiento Seismic Stability	A	116	X	X	X

33	Nacimiento Seismic Stability for Embankment	A	116			X
34	Nacimiento south high level gate actuator service	A	116	X	X	
35	Nacimiento Spillway Bridge Maintenance	A	116			X
36	Nacimiento Spillway Investigation	A	116	X	X	X
37	Nacimiento spillway sub-drain access retrofit	A	116			
38	Nacimiento spillway void below chute design of repair	A	116	X	X	
39	Nacimiento/San Antonio residences water system upgrade	A	116			
40	San Antonio 84" Howell Bunger Valve Maintenance	A	116	X		
41	San Antonio Annual Performance Evaluation Report	A	116	X		
42	San Antonio BFV Hydraulic Operator Upgrade	A	116			X
43	San Antonio Boat Barrier and Spillway Log Boom replacement	A	116			X
44	San Antonio Closed Circuit TV/phone in Valve Chamber	A	116			X
45	San Antonio Combination Air Release Valve (8) replacement	A	116			X
46	San Antonio Dam Emergency Action Plan (EAP)	A	116	X		
47	San Antonio Dam Operation Policy Manual	A	116			
48	San Antonio Emergency Tunnel Communication System	A	116	X		
49	San Antonio Install Hatch in 84" Penstock	A	116			X
50	San Antonio Install New Piezometers	A	116			X
51	San Antonio Intake Structure Bulkhead Gate Replacement	A	116			X
52	San Antonio Intake Structure Trash Rack Design	A	116	X		
53	San Antonio Left Abutment Drain Repair	A	116	X		
54	San Antonio Low Level Conduit Access Hatches	A	116	X		
55	San Antonio Low Level Discharge Valve Maintenance	A	116			X
56	San Antonio Penstock Painting	A	116			X
57	San Antonio Potential Failure Mode Analysis	A	116			X
58	San Antonio Reline Low Level Conduit Annual Sinking Fund	A	116	X		
59	San Antonio Repair 12" Horizontal Drain	A	116	X		
60	San Antonio Road Repair	A	116			X
61	San Antonio Side Drain Repair	A	116			X
62	San Antonio spillway chute repair/replacement	B	116			X
63	San Antonio Staff Gauge Upgrade	A	116			X
64	San Antonio Subdrain Repair Pilot Program	A	116			
65	San Antonio Toe Drain Repair	A	116	X		
66	San Antonio Update Stability Analysis	A	116			X
67	SRSMP Long-Term Effectiveness Assessment	A	116			
68	Water rights telemetry equipment installation	A	116	X		
69	Pump Station upgrades (Hebron Heights)	A	122	X		
70	Moro Cojo Tide gate repair (design and feasibility)	A	127	X		
71	Upgrade Unit 2 at Hydroplant	A	130			
72	CSIP Cathodic Protection Repairs	A	131	x		

73	CSIP Engineering Design and Dynamic Modeling/Feasibility	B	131			
74	CSIP Flow Control Valve Inspection	A	131			
75	CSIP Flow Control Valve repair/replace	A	131			
76	CSIP New Source Waters	B	131	X		
77	CSIP RMU Installation	A	131	X		
78	CSIP USBR Loan Refinance	C	131	X		
79	CSIP Web Based Water Scheduling	A	131	x		
80	CSIP Well destruction (2)	A	131	X		
81	SRDF Dry Chlorine Scrubber	A	134	x		
82	SRDF Replace AC units for SCC	A	134	X		
83	Interlake Tunnel EIR	C	426	X		
84	Interlake Tunnel project	C	426	X		
85	Dedicated Monitoring Well Replacement/Maintenance	A	111/116			
86	Salinas Valley Integrated Hydrological Model (SVIHM)	D	111/116	X		
87	Salinas Valley Operational Model (SVOM)	D	111/116	X		
88	WRAIMS Upgrade	D	111/116			
89	Develop Water Rights Compliance Plans	C	130/116			
90	Water Rights Compliance SOP	D	130/116	X		
91	State Lands Slide Gate lease renewal	D	130/131	X		
92	Agency Compliance Database	D	All	X		
93	Regional Conservation Investment Strategy (TAMC)	C	All	X		
94	Safety program	D	All			
95	Monterey County Basin Investigation	D	MOU			
96	CSIP Expansion/Optimization	B	TBD			
97	Deep Aquifer Study	A	TBD			
98	Deep Aquifer Well Working Group	E	TBD			
99	Prop 1 Drinking Water Protection Grant	B	TBD			
100	Salinas Valley Water Project Phase II (11043)	B	TBD			
101	Seawater Intrusion Working Group	E	TBD			
102	Agency Lands Access Policy	B	Various			
103	Develop Preventative Maintenance Plan	A	Various			
104	Habitat Conservation Plan	B	Various	X		
105	Habitat Conservation Plan Grant	B	Various			
106	Maintenance Mgmt. System	A	Various			
107	Non-glyphosate test	A	Various			
108	Strategic Planning	D	Various	X		
109	Upgrade of flood warning system to ALERT2 technology	D	Various			
110	WRA Maintenance Agreements	A	Various			
111	ADA Transition Plan	A		X		

Key: **Green** = Funded

Yellow = Concern about levels of funding

Blue = No funding

Attachment C – Managers’ Strategic Planning Survey Summary

Monterey County Resources Agency Consolidation of Manager Strategic Planning Survey Responses

November 26, 2019

As part of the Monterey County Resources Agency’s strategic planning process, Management Partners prepared a questionnaire to obtain input from both division and senior managers about the vision, mission, values, goals, business systems and processes, training and professional development, and staffing and recruitment. The questionnaire was available to managers from October 7 to October 30, 2019 and resulted in 12 responses. This document contains a summary of the responses.

Critical Needs

Respondents were asked to identify ***three to five of the most critical needs*** of the Agency. Individual responses were categorized into overarching themes and are summarized below.

Secure Funding and Identify New Revenue Streams

- Secure funding for staffing, ongoing program support, and infrastructure.
- Secure additional funding that allows the Agency to operate efficiently.
- All projects and programs should identify adequate funding sources to complete entire projects or continue program operations prior to project/program start.

Address Infrastructure Maintenance

- Get facilities to adequate service levels (e.g., dams, Pajaro levee, Reclamation Ditch, etc.).
- Dam repair(s).
- Develop deferred maintenance and preventative maintenance program.

Improve Staff Resources, Training and Development

- Increase employee staffing adequate to meet core Agency workload.
- Hire appropriate levels of trained/skilled/qualified staff needed to complete priority projects.
- Conduct a class study of the maintenance worker series.
- Staff level (water resources technicians and hydrologists) resources.
- Invest in improved staff training and safety programs, and to provide enough coverage for programs and projects.
- Develop a succession plan.

Provide a Clear Direction and Focus

- Develop clear goals, priorities, and project execution.
- Define and agree on priorities for the Agency, along with communication between sections/divisions regarding staff and resource allocation.
- Develop a vision and pathway (goals) that is forward-thinking.

Enhance Operations and Reputation

- Resolve the Agency’s role with Groundwater Sustainability Agency (GSA), and become the GSA for Salinas Valley.
- Develop a better public outreach campaign to increase the transparency of the Agency to the public. Agency does a poor job touting successes and setting public expectations.
- Manage the conflicting interests of stakeholder groups to minimize lawsuits against the Agency.
- Build some level of trust with stakeholders.
- Improve how the Agency coordinates our efforts and measures progress, we need more cohesion when interacting with the customers we serve, promotion of increased teamwork between divisions, and identification of what is needed to excel in the responsibility of County Water Resources.
- Categorize existing resources (documents, reports, judgments, etc.), and make them readily available to staff.
- Develop new water projects.

Important Goals

Respondents were asked to identify the ***three to five most important goals*** for the Agency over the next five years. Individual responses were categorized into categories, as noted below.

Maintain Infrastructure

- Improve facilities maintenance service levels (e.g., dams, Pajaro levee, Reclamation Ditch, etc.).
- Make infrastructure upgrades and repairs. Address failing/obsolete infrastructure.
- Address deferred maintenance and future operational conditions on critical Agency facilities and infrastructure (i.e., dams).
- Eliminate deferred maintenance backlog on critical safety infrastructure (dams).
- Address preventative maintenance needs.

Planning, Infrastructure Development, and New Projects

- Identify coverage for Steelhead Lake, collaboration with local Groundwater Sustainability Agencies (GSA), Castroville Seawater Intrusion Project (CSIP) enhancements.
- Increase reliability of CSIP distribution system to make growing operations within zone 2B sustainable.
- Develop new water projects.
- Maintenance and enhancement of our critical water resources facilities. Increase sustainability of water resource yields.
- Finalize/create a Habitat Conservation Plan that includes feasible outcomes.
- Finalize the planning stage of the Interlake Tunnel.
- Have a role or become the GSA – define role going forward post-GSA.
 - Implement GSA integration-plan.
 - Be progressive and collaborative with the groundwater planning efforts.

Obtain Financial Stability

- Obtain additional program funding.
- Achieve fiscal alignment of expenditures and revenue.
- Generate steady revenue to secure funding to fully implement projects and programs.
- Find adequate/additional funding sources to cover all Agency costs required to fulfill all responsibilities the Agency is charged with.

Enhance Operations and Organizational Culture

- Develop a comprehensive capital improvement plan for all facilities.
- Establish clear goals, objectives, and responsibilities for each section of the organization chart.
- Focus on project completion and factual communication; less litigation.
- Establish operational expectations for our internal and external customers.
- Develop a positive relationship with the community.
- Promote more Agency “branding” to create a greater sense of responsibility and teamwork within the Agency and the community.
- Ensure employee staffing meets core workload needs and duties.
- Improved staff training and safety program.
- Develop a robust team of staff members.
- Increase staffing resources.

Hopes for the Strategic Plan

Respondents were asked to share what they ***hope will be achieved through the strategic plan.***

Individual responses were categorized into overarching themes, as summarized below.

Prioritization of Projects/Identification of Resource Needs

- Prioritize staff effort and spending that results in action and follow-up on maintaining the priorities over time.
- Align Agency programs and projects with the resources (fiscal and staffing) available.
- Identify its strengths and weaknesses and consider how project management can be improved upon in order to meet greater demands (i.e., through increased teamwork). The Agency should also outline what is necessary to ensure its success and be very specific about the high level of involvement and commitment necessary by all staff. Change should not be feared and avoided but understood by all employees that it is worthwhile, and it is everybody’s responsibility. This is happening more and more since the shift in the General Manager one year ago.

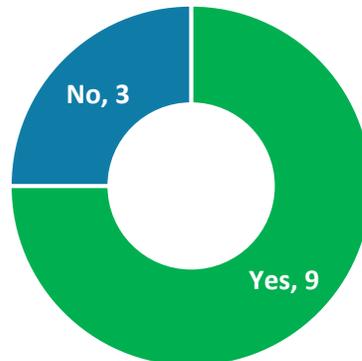
Provide Focus and Direction to Agency Activities

- Create a clear and concise vision and mission, in addition to a clear pathway for the Agency to achieve its goals.
- Develop a five-year plan with a priority of projects and activities.
- Create a roadmap that we can build on and use to demonstrate solid actions to stakeholders.
- Develop a guideline for the future on how staff should address stakeholders' goals and objectives.
- Develop goals that Agency staff can act on. Those goals should be used as a guide for the Agency staff’s decision making. Agency staff would have stakeholder support to achieve stated strategic goals.
- Identify a clear vision of the agency’s future, increased funding, replacement of old infrastructure, and priority of preventative maintenance.

Business Systems and Processes

Technology. The questionnaire asked respondents if there are any ***technology systems or software(s)*** that they believe would improve the work efficiency of their individual or Agency core duties. Responses are shown in Figure 1.

Figure 1. Are there changes to technology systems or software(s) that you believe would improve your efficiency or the Agency’s efficiency?

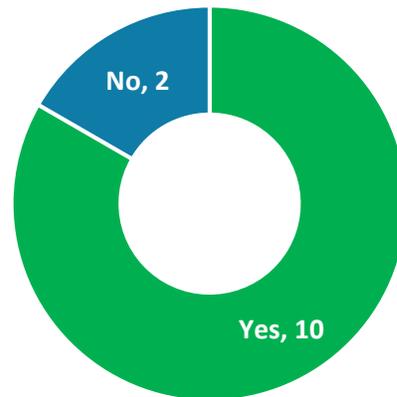


Suggestions

- I believe simple things, such as the ability to take a laptop to a meeting are beneficial in our current era. All meeting rooms should also have a screen that allows laptops to project to them. This would allow for smooth presentations and meetings. I also believe the agency should explore telecommuting as this may attract more candidates.
- Database upgrades; data collection improvements; operational improvements.
- The Data Acquisition Section has been working with the IT Department to migrate the Water Resources Agency Information Management System (WRAIMS) database from Oracle to Sequel, and that needs to be completed.
- Toughbook tablets for all field data collection activities. Telemetry for groundwater level data, induction logging of Agency’s small-diameter monitoring wells, other geophysical techniques for water quality monitoring.
- More integration into products such as SharePoint, etc.
- Develop more resources that are cloud-based and accessible to all staff to ease communication in the Agency.
- I’m not sure what they are, but I feel like we are not on the cutting edge of technology. We could use better ways to track projects, gather and report data, etc.
- Updated resources.
- The Agency has mountains of archive data in hardcopy form. Putting that data into a searchable electronic database would increase staff efficiency.
- The Agency needs to embrace social media and the internet to a greater extent to better inform the public as a component of an improved public outreach campaign.
- Mobile devices – tablets, laptops. Agency specific applications. Preventative maintenance computer Program.

Internal processes. The questionnaire asked respondents if there are any improvements to **internal processes** that they believe would enhance their efficiency or the Agency’s efficiency. Responses are shown in Figure 2.

Figure 2. Are there improvements to internal processes that you believe would enhance your efficiency or the Agency’s efficiency?



Suggested Improvements

- Procurement of goods and services (particularly services, such as engineering services and contractors) is cumbersome and time-consuming. Getting standard professional service agreements can still take three weeks or more. Assistance with permitting is also needed.
- We need to develop uniform practices for all internal processes. Currently, it feels like everyone has a way of doing things, which may work but creates additional work for staff.
- Streamlining
- Communication regarding who is the lead for Funds 111 and 116 when it comes to budgeting for them. So many of the Agency’s programs and projects are in these two funds, and it always feels like we must fight amongst ourselves for those resources.
- A lot of the County processes hinder the Agency from moving forward in a timely manner.
- Development of data analysis and reporting that feeds into decision making. Budget tracking that is interactive and collaborative amongst staff representing various divisions. Creating more of a flow between divisions so that we are working towards common goals.
- The creation of purchase orders takes a long time once it goes to the County processing level.

Training and Professional Development

Respondents were asked what type of **training and/or professional development they would like to have and/or participate in**. A summary of responses provided is below.

- Two engineers from Dam Safety and Engineering Section go to ASDSO Dam Safety Annual Conference, plus all three engineers from Dam Safety and Engineering go to one engineering seminar per year, and all three engineers attend at least two online webinars per year. This is estimated to cost around \$10,000 per year. Also, safety training kept up on confined space entry

and rescue, arc-flash, basic electrical safety, first aid, and other applicable industrial safety practices.

- Project management and public administration.
- Leadership training, supervision/management training, communication, etc.
- Operation decision-making based on multi-benefits objectives, which include maintaining and enhancing biological resources, groundwater enhancements, drought planning, etc.
- Water Rights definitions training to make sure that water rights annual reports are filed correctly, and reservoirs are operated following water rights requirements.

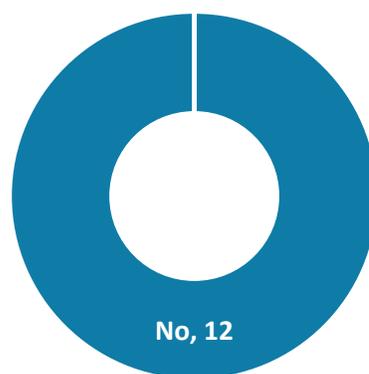
Respondents were asked what type of ***training and/or professional development would be beneficial for their staff***. A summary of responses is provided below.

- Training opportunities for professional licensure.
- Identified staff should be offered introduction and advanced training with ArcMap, R, database querying and technical writing.
- It depends on the staff being sent to training.
- Management training, team-building exercises, and technical enhancements. This varies greatly by person, but some include emergency planning, hydrologic analysis tools, and construction techniques.
- Ability to participate in the Board of the National Hydrologic Warning Council, an organization that assists emergency agencies in the use of real-time systems to protect lives and property. This takes budget to attend the conferences the group organizes at a national level.

Staffing and Recruitment

Respondents were asked if the Agency have the ***complement of staff and consultants*** to meet the Agency’s mission and accomplish their work plan. Responses are shown in Figure 3.

Figure 3. Does the Agency have the complement of staff and consultants to meet the Agency’s mission and accomplish the Agency’s work plan?



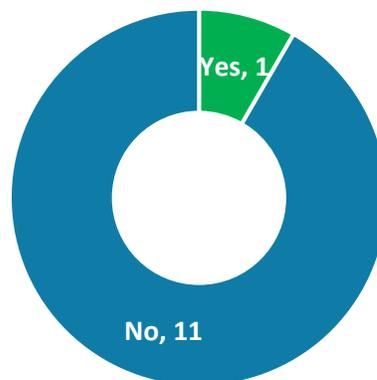
Comments Regarding Staffing and/or Consultants

- ***Lack of Funding***
 - This comes back to the lack of funding. Staff have identified additional needs in all areas, but it’s difficult to hire either a consultant or staff to assist without the additional funding.
 - Overtasked for staff and funding resources.

- Inadequate funding for positions, consultants, projects, and programs is partially to blame. The Agency is currently working on increasing revenues to address the shortfall.
- **Lack of Defined Work Plan and Work Processes**
 - Not all the data are being collected by Hydrology, and only a portion of the data that are, are processed. Environmental compliance is being done by project managers, which slows down project timelines.
 - The Agency’s work plan has not been defined in a long time, but maybe this is happening more at a standing manager level amongst a few key managers from each division.
- **Lack of Resources to Fulfill Core Duties**
 - Two new engineers for the Dam Safety and Engineering Section are being recruited for now.
 - The Agency needs a couple more water resource technicians and hydrologists to handle the current tasks that should be assigned to a staff level. Currently, data acquisition water resource technicians cover assignments for the whole Agency (fieldwork and technical) at the cost of completing the section's own programs and projects.
 - The Agency seems to be understaffed in general for the existing planned work, but standing managers are doing more to increase teamwork between divisions, which helps manage the workload more efficiently.
 - The Agency is short-staffed in all areas.
 - We need more biologists and those well-versed in regulatory compliance and the endangered species act. We also need a strong team of engineers who can perform condition assessments and recommendations to keep facilities running.
 - Additional engineering staff is needed to catch up with the deferred maintenance of the dams and to stay current with ongoing maintenance of the dam facilities.
 - Too many projects in operations and maintenance and not enough staff to manage work and/or implement the work.
 - The Agency is currently trying to address staffing shortfalls. Recruitments are out but have yet to be filled.
 - Dam safety engineers, specialist support staff, accounting, maintenance workers

Respondents were asked whether ***job vacancies*** are filled in a timely manner. Responses are shown in Figure 4.

Figure 4. Are vacancies filled in a timely manner?



Suggested Improvements to Address Vacancies

- County Human Resources department delays the hiring process
 - The Agency tries to fill them in a timely manner
 - Central HR Department doesn't have an appropriate response time during hiring process because it is burdened with handling HR activities for too many departments within the County.
 - This is a countywide issue and having worked for other departments in the county, I can say it's difficult to address. It's not cost-effective to have our own HR Department; I really don't know how this can be solved.
 - It seemed to take four to five months to fill a position, not sure where the problem is (Agency or County Human Resources).
 - County HR makes unilateral decisions about those they have assigned to the Agency, and it directly impacts work in progress.
 - Bottleneck at County HR Department. HR is not clear on some items and sends conflicting information. Improve communications or not use them.
 - The process takes so long – the coordination with HR is always a challenge. We could get better on our end to turn around things to HR, but their processes are inconsistent. Our budget is always a challenge to filling positions as well.
- Fill vacancies in a timely manner.
- Streamline the recruitment process by dedicating an individual to walk them all through and to be trained in HR policies.
- Open positions have not been filled in a timely manner due to a combination of factors such as inadequate funding, workload (staff time required to engage County HR). A priority on staffing and a succession plan would be appropriate to prevent current staff burnout.

Attachment D – Employee Strategic Planning Survey Summary

Monterey County Resources Agency Consolidation of Employee Strategic Planning Survey Responses November 26, 2019

As part of the Monterey County Resources Agency’s strategic planning process, Management Partners prepared an employee survey to obtain input about the vision, mission, values, goals, business systems and processes, training, professional development, staffing and recruitment. The questionnaire was available from October 7 to October 30, 2019, and resulted in nine responses. This document contains a summary of the input provided.

Critical Needs

Respondents were asked to identify the *three to five most critical needs* of the Agency. Individual responses were categorized into overarching themes, as summarized below.

Secure Funding and Identify New Revenue Streams

- Obtain new funding/revenue and purchase new furniture (chairs).
- Secure enough funding to operate and manage programs and projects effectively and professionally (at least to maintain and carry out the projects we’re already responsible for).
- Acquire money to support the following: manpower to get the work done; cooperation with other agencies; and to be allowed to do the things that need to be done in a responsible efficient way, with little or no red tape.
- Secure funding and staff/consultants to complete necessary projects.

Improve Staff Resources, Training and Development

- Hire a permanent Assistant General Manager.
- Have trained backups for those who may be out of office.
- Achieve adequate staffing levels to relieve incessant workload stress and bottlenecks.
- Offer genuine opportunities for staff professional development.

Enhance Operations and Organizational Culture

- Much better hiring practices, maybe with in-house Human Resources instead of going through the County. This should lead to more competent management and line staff with requisite training and experience, as well as more sensible promotions.
- Separation from Monterey County into a stand-alone agency; the Groundwater Sustainability Agency (GSA)?
- Evaluation and discussion of the employee survey of May 2018 (conducted by Management Partners) to address the many issues identified by Agency staff. Hard to believe we have not done this yet.

Community Development and Branding

- Update the Agency’s website with more information on assessments/pricing, etc.
- Improve communication and education with the public.

Important Goals

Respondents were asked to identify the **three to five most important goals** for the Agency over the next five years. Individual responses were categorized into overarching themes, summarized below.

Maintain Infrastructure

- Manage seawater intrusion and continue the maintenance work of the Pajaro River Levee.
- Tie-off all forgotten projects (namely the reservoir repairs) and have a sound plan for sustaining future maintenance/program costs.
- Bring the dams up to compliance and secure funding for dam maintenance (current problems and for ongoing maintenance that should be expected in the future).
- Clean up river bed and control, trees, brush, other vegetation and keep the squatters out of the riverbed.
- Carrying out the deferred maintenance on the dams, pump stations, ditches, and other Agency infrastructure.

Planning, Infrastructure Development, and New Projects

- Create a Habitat Conservation Plan for the Salinas River.
- Secure existing but unused water rights.
- Decide whether to move forward with the tunnel project.

Obtain Financial Stability

- Acquire a steady funding stream.
- Stay within budget and make sure funds get spent on what's most important.
- Add a new Unit #2 to increase our revenue stream.
- Consider utilization of smaller inexpensive surface plug and plug flooding generators.

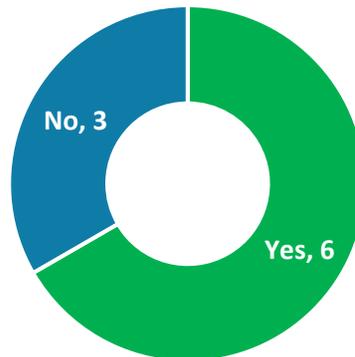
Enhance Agency's Operations and Organizational Culture

- Become an integral part of the Groundwater Sustainability Agency (GSA), if not the GSA.
- Remain a great team.
- Create a plan for public outreach.
- Integrate Agency programs and activities with GSA implementation.
- Improve inclusion of staff in the different aspects of the work of the Agency.
- Improve morale at work through genuine professional development opportunities.
- Obtain a method to secure reliable accounting for the water sent downstream.
- Hiring and retaining the best staff possible.

Business Systems and Processes

Technology. The questionnaire asked respondents if there is **technology** that they believe would improve the work efficiency of their individual or Agency core duties. Responses are shown in Figure 5.

Figure 5. Are there changes to technology that you believe would improve your efficiency or the Agency's Efficiency?

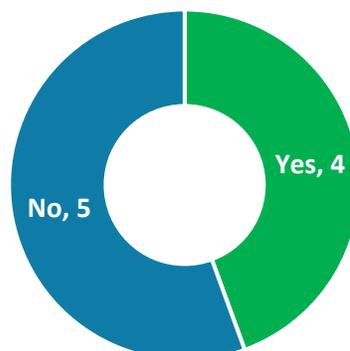


Suggestions

- To accept payment here via credit/debit card (costs money but eventually a great idea). Also, to create an automatic phone directory to answer the phone first to give options of what subject/to whom the call should go to “press 1...”, etc.
- Data collection can change and seems to be coming down the pipe.
- Field equipment upgrades. Losing data due to old, malfunctioning equipment means we’ve wasted time going out to try and collect it at all.
- In general, Agency staff need more access to Information Technology Department staff.
- More dedicated monitoring wells are needed to reduce our resource-wasting dependence on private wells.
- An improved central database system that enables programming so that first drafts of recurring products, reports, and analytical tools could be auto-generated and customized, saving enormous wasted effort in re-creating from scratch the same items, year after year.
- A dedicated, ongoing attention to the Agency website, and make it more user-friendly.
- Yes, there are Micro generators and surface floating arrays that can produce power once waded and floating downriver.

Internal Processes. The questionnaire asked respondents if there are any improvements to **internal processes** that they believe would enhance their efficiency or the Agency’s efficiency. Responses are shown in Figure 6.

Figure 6. Are there improvements to internal processes that you believe would enhance your efficiency or the Agency's efficiency?



Suggested Improvements

- The timesheets.
- Despite discourse in recent years from executive management about creating a collaborative working environment in which different departments and sections work together, the Agency has made very little progress on the problem of having “siloed” employees. The fact that each division knows so little about what other divisions are doing is a testimony to this problem. Such isolation is damaging to morale and creates cynicism and mistrust among staff.
- Senior staff should make substantive presentations to staff on a periodic basis. There is not a single minute of time reserved for Senior Engineers and Senior Hydrologists to make substantive presentations to the rest of the staff about the work they are doing. Because of this lack of knowledge sharing, staff growth and development are stunted, and there is a lack of cohesion or sense of common purpose and all-around respect for the work being done.
- Many Agency processes (purchasing and board reports for two) seem to me to be overly complicated. Even more problematic is that these complicated processes change quite often to other equally complicated processes that need to be relearned. If we can’t reduce the complication, we should at least stick with a given process for longer efficiency sake.

Training and Professional Development

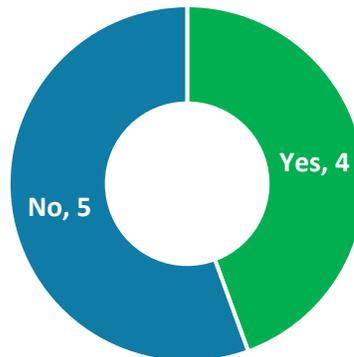
Respondents were asked what type of training and/or professional development they would like to have and/or participate in. A summary of responses provided is below.

- Management/supervising training.
- Training on professionalism for self-improvement to represent the Agency better when dealing with the public. I would also be interested on a training in assessments.
- Everyone could use more technical computer skills.
- One aspect of training and professional development that is not being offered at the Agency is the interdepartmental sharing of what other professionals are doing at the Agency. There needs to be more inclusion of lower-level professional staff in the work of higher-level professional staff.
- Project management and program management training.
- Opportunities to attend conferences and seminars where professionals share knowledge and management strategies.
- Attend industry workshops to improve our efficiency and gain industry knowledge.

Staffing and Recruitment

Respondents were asked if the Agency have the complement of staff and consultants to meet the Agency’s mission and accomplish their work plan. Responses are shown in Figure 7.

Figure 7. Does the Agency have the complement of staff and consultants to meet the Agency's mission and accomplish the Agency's work plan?



Comments Regarding Staffing and/or Consultants Needs

- The Agency still needs to beef up its Engineering Division, although management is working on that.
- The Agency has a shortage of technical level staff.
 - Managers are waiting in line for access to technicians, and professional level employees are having to set aside their work to do technical level work.
 - Every department needs technicians for fieldwork. Data acquisition supplies them all right now.
 - The Agency has chosen to not hire a dedicated full-time Geographic Information Systems (GIS) specialist. There seems to always be a backlog of GIS related work, which begs the question, why not keep a full-time specialist. Not having a full-time specialist is also costly because the technicians doing the GIS work are not tasked with keeping up with GIS technology, nor with maintaining GIS files and databases. This results in significant inefficiencies.
- We have a shortage of Associate Hydrologists (supervisor/low-level managers).
 - In one case, we have an Associate Hydrologist who is overwhelmed with the workload and cannot task project management or program management tasks to a hydrologist because it is “out of class” work.
 - The Agency seems unwilling to work staff temporarily “out of class” to relieve the workload of associate hydrologists.
- Improve wages to attract more qualified laborers; develop an apprenticeship program to provide advancement opportunities.
- Most of the staff is fine and quite dedicated, but we have a few incompetents in management. In a perfect world, we would weed out these incompetents. But from what I have seen, incompetent people are rarely dismissed or demoted in government.