



Monterey County Water Resources Agency

**Final 2020-2025 Strategic Plan Update Board
Workshop**

Workbook

Tuesday, February 18, 2025

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Introduction

The purpose of Baker Tilly's engagement with the Monterey County Water Resources Agency (MCWRA) is to assist the Agency with updating the Board of Directors on the 2020-2025 strategic plan and to facilitate the development of a new strategic plan for the next five years. Baker Tilly's approach emphasizes stakeholder engagement and partnership with the Board, executive team, staff, and community, considering the distinctive circumstances of the agency and community.

Purpose of the Workbook

This workbook is a resource provided to the Board of Directors ahead of the MCWRA Final 2020-2025 Strategic Plan Update Board Workshop. It provides an outline of what participants can expect to discuss during the workshop and integrates the information gathered to date from the Board and staff. The information in this workbook is intended to inform and stimulate thinking and discussions about governance, guiding principles, and preparing for the next five-year strategic plan.

We encourage you to set aside time to review this workbook a few days before the workshop. Reflection prompts are provided throughout to stimulate thinking so that you are prepared to share your ideas and engage in planning for the future of MCWRA.

Please complete the reflection prompts and bring this document with you to the workshop on February 18, 2025.

The key elements of the current strategic plan include vision, mission, values, and multi-year goals. These elements are provided for your reference in Attachment A. The 2020-2025 Strategic Plan is provided for your reference in Attachment B.

Workshop Objectives

Figure 1. Workshop Objectives



Review and discuss governance roles, best practices, and strengthen teamwork



Review the successes of the final year of the five-year strategic plan



Review and discuss the upcoming strategic planning process and key milestones

Workshop Facilitators

- Al Zelinka, Baker Tilly
- Mary Locey, Baker Tilly

Workshop Participants

- Mike LeBarre, Chair, by Selection Committee
- Matthew Simis, Vice Chair, by Grower-Shipper Association
- John Baillie, by Agricultural Advisory Committee
- Mike Scattini, District 2, by Glenn Church
- Mark Gonzalez, District 1, by Supervisor Luis Alejo
- Deidre Sullivan, District 4, by Supervisor Wendy Root-Askew
- Ken Ekelund, District 5, by Supervisor Kate Daniels
- John Canatser, District 3, by Supervisor Chris Lopez
- Jason Smith, by Monterey County Farm Bureau
- Ara Azhderian, General Manager
- Shaunna Murray, Deputy General Manager
- Eva Gonzales, Board of Directors Clerk
- Kelly Donlon, Chief Assistant County Counsel
- MCWRA staff

Workshop Agenda

Tuesday, February 18, 2025
9:30 am – 3:30 pm

1. Welcome and call to order
2. Review workshop objectives, agenda, and ground rules
3. Board icebreaker exercise
4. Review interview themes
5. Discuss characteristics of effective governing bodies
6. Review and discuss guiding principles
7. Staff presentations on final update of strategic plan goals

Lunch break

8. Hear the General Manager's vision for the future
9. Roundtable discussions about challenges and priorities
10. Discuss the upcoming strategic planning project milestones
11. Wrap up and next steps



When did you first realize water was an important resource?

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Board Interview Themes

In preparation for the Board workshop, Baker Tilly conducted individual interviews with Board members. The Board was asked to reflect on recent accomplishments, potential opportunities, and upcoming challenges. The themes that emerged from the interviews are provided below.

Recent successes

- Progress on the Castroville Seawater Intrusion Project (CSIP) initiatives, habitat conservation plan, and strategic plan goals.
- Improved communication and public engagement in planning.
- Grant funding successes and strategic financial planning.
- Leadership's ability to focus on vision and mission.
- Staff's progress in recruitment, retention, and promotion within.
- Staff morale has improved.
- Enhanced relationships with other agencies and leveraging partnerships.

Potential opportunities

- Explore new revenue streams.
- Improve governance practices.
- Enhance Board member onboarding.
- Address financial challenges and seek funding for sustainability.
- Enhance transparency and collaboration with stakeholders.

Upcoming challenges

- Financial constraints and the need for sustainable funding.
- Overcoming regulatory challenges.
- Staffing challenges related to wage rates and recruitment.
- Addressing infrastructure disrepair and environmental issues.
- Decision-making challenges can lead to repetitive discussions and a lack of progress.
- Navigating a complex governance structure and relationships with other water agencies.
- Addressing flooding issues and seawater intrusion.
- Ongoing litigation.

Roles and Responsibilities

The workshop will include a high-level overview of the complexity of the Agency's governance structure. A thorough review of the roles and responsibilities of the County Board of Supervisors, Agency Board of Directors, and the General Manager is currently underway. It is proposed that staff continue their research and have the Planning Committee discuss and review this matter. The Planning Committee's findings and observations will be brought back to the Board of Directors for discussion.

A broad overview of the roles and responsibilities as currently identified is provided below.

Applicable Governing Bodies and Individuals

- MCWRA Board of Supervisors
- MCWRA Board of Directors
- MCWRA General Manager/MCWRA Staff

Sources of Authority

- MCWRA Act¹ (aka, Agency Act)
- MCWRA ordinances²
- Monterey County General Plan, 2010² (where MCWRA is specifically mentioned)
- Monterey County Code of Ordinances, ¹ (where MCWRA is specifically mentioned)
- MCWRA Resolutions²
- MCWRA Board of Directors Bylaws¹
- Memoranda of Understanding²

Notes

¹ Review complete

² Currently being researched/reviewed

MCWRA Board of Supervisors: Sampling of Key Roles and Responsibilities

- Establish and amend zones within the Agency.
- Adopt procedures, rules, and regulations to implement the Act and manage nuisances.
- Make and enforce rules for the administration and government of the Agency.
- Employ consultants and employees for flood and stormwater control plans.
- Determine projects or works of improvement to be carried out.
- Impose water tolls or charges for the use of water served by the Agency.
- Seek recommendations from the Directors before taking any action.
- Adopt the Agency's budget after approval by the Directors.
- Grant authority to the purchasing agent to execute contracts on behalf of the Agency.
- Approve contracts for which funds have not been previously budgeted.
- Select or reject candidates for General Manager and retain the authority to terminate the General Manager.

- Take actions such as adopting Agency ordinances, creating zones, levying assessments or taxes, authorizing bonds, and adopting an Agency budget.
- Initiate and conduct litigation by the Agency and settle any litigation.
- Hold a joint meeting with the Directors semiannually.

MCWRA Board of Directors: Sampling of Key Roles and Responsibilities

- Advise the Board of Supervisors on all matters relating to the Agency.
- Establish long-term and short-term policy objectives for the Agency.
- Prepare and submit an annual budget for the Agency.
- Oversee the work of the Agency to ensure policy objectives are pursued.
- Approve and execute all contracts of the Agency.
- Establish procedures for the recruitment and hiring of the General Manager.
- Prepare an annual performance evaluation of the General Manager.
- Hold regular meetings and public hearings on Agency matters.
- Adopt bylaws for the conduct of their business.
- Establish and appoint advisory committees to assist the Agency.
- Exercise Agency powers not reserved to the Supervisors.
- Refer matters with potential litigation to the Board of Supervisors.
- Communicate major policy changes to the Supervisors for review and concurrence.

MCWRA General Manager: Sampling of Key Roles and Responsibilities

- Submit contracts within the purchasing agent's authority for approval by the Directors.
- Compile and recommend to the Directors an annual budget for the Agency.
- Refer matters with potential litigation to the Board of Supervisors.
- Report actions taken by the Board members to the Board of Supervisors in a timely manner.
- Prepare and submit quarterly reports to the Board of Supervisors.
- Report actions taken by the Board of Supervisors to the Directors in a timely manner.
- Cite violations for infractions or civil violations within regulatory responsibilities.
- Serve on the Monterey County Disaster Council.
- Consult with the Director of Parks on matters regarding the use of boats or water contact in Lake San Antonio or Lake Nacimiento.

Effective Governance

The second segment of the workshop focuses on characteristics of effective governing bodies. The facilitators will review what good governance means and will refer to two articles from the Institute of Local Governance. These two articles (*Attributes of Exceptional Councils* and *Tips for Promoting Civility in Public Meetings*) are provided in Attachment C.

Guiding Principles

Guiding Principles: Agreed-upon standards of behavior and practices that form the basis of rules of order, conduct and procedure that can be included in MCWRA Bylaws.

Ten potential guiding principles for consideration by the Board of Directors are listed below.

1. **Follow the Rules:** Respect and comply with the Monterey County Water Resources Agency Act, applicable laws (e.g., Political Reform Act, Brown Act), ordinances, resolutions, and bylaws adopted by the Agency's governing bodies.
2. **Lead with Purpose:** Govern professionally by fostering collaboration, promoting the Agency's mission, staying committed to learning, and engaging stakeholders to achieve the best outcomes for our community.
3. **Respect Leadership:** Support the presiding officer's role in maintaining order, guiding meetings with fairness, and setting a positive tone through knowledge of parliamentary procedure.
4. **Practice Civility:** Treat everyone with respect, act with honesty and integrity, and engage in disagreements professionally and constructively.
5. **Be Prepared:** Review meeting materials in advance and familiarize yourself with agenda topics to participate effectively.
6. **Communicate Proactively:** Discuss questions or concerns about agenda items with the General Manager before meetings to ensure productive discussions and prevent surprises.
7. **Listen and Learn:** Pay attention to staff and consultant presentations, ask thoughtful questions, and seek to understand their recommendations.
8. **Engage Thoughtfully:** Contribute to discussions by sharing your perspective clearly, avoiding repetition, and focusing on building consensus or mutual understanding.
9. **Work as a Team:** Model teamwork, maintain civility during debates, and express dissent respectfully to uphold decorum and constructive dialogue.
10. **Respect Decisions:** Once a vote is taken, support the majority's decision while honoring and respecting differing opinions.

Which guiding principles ring true and resonate with you? Are there others that should be considered?

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Staff Updates on Priorities

Agency staff will provide updates to the seven priority items from the January 2024 Board workshop, including recent accomplishments. A summary of the seven priority items is provided below.

Summary of Seven Priority Items

Recycled Water Master Plan		
Successes	Opportunities	Challenges
Received some grant funding from SVBGSA under their round 1 implementation funding, to start the project.	Pull together other ongoing efforts for one comprehensive plan: hydraulic model, optimization, expansion, condition assessment, Title 22 Engineer's Report, etc.	Need to identify additional funding resources for this effort.
Staff team was identified to begin this work.	Leverage staff knowledge and experience in creating and implementing master planning efforts.	Will take three or more years to complete.
Briefed the CSIP Growers at the fall workshop briefing and received the support.	New staff exposure to historical documentation.	Need to expand to SVRP and SRDF. Catalog
Kicking off the project with the development of a scope of work and plan to begin this fiscal year.	all existing documentation.	Need to sort through historical information and determine a path forward.
General understanding of the need for this effort and support from various stakeholders.	Understand the needs and priorities of the system for the near future.	Heavily relies on up-to-date comprehensive documents, records and plans to inform the Recycled Water Master plan.
The timing is good due to the age of the infrastructure and excitement over the recycled water system and SGMA compliance.	Allows us to understand the financial needs to implement it.	
	Work collaboratively with Monterey One Water as they embark on a Master Plan to upgrade the Regional Treatment Plant and are eager to begin one for the recycled water plant.	

Project Feasibility Studies to Address Seawater Intrusion and Groundwater Sustainability		
Successes	Opportunities	Challenges
Collaboration with SVBGSA is underway to complete a few feasibility studies this fiscal year.	Outside funding is available and improved access to additional resources and technical teams.	Must dedicate staff time and effort to steer the studies and define Agency activities.
Staff have identified other improvements to current facilities and operations to study that may show better water resources management.	Gain access to and analyze results of the seawater intrusion groundwater model prepared by the SVBGSA/Montgomery & Associates.	Outside technical teams leading efforts on Agency facilities and operations.
Participating in various forums to discuss and provide input on studies.	Expand CSIP Hydraulic model to run additional scenarios to understand if the projects could be feasible.	Project development and implementation take a significant amount of time and may be longer than most stakeholders hope.

Project Feasibility Studies to Address Seawater Intrusion and Groundwater Sustainability		
Successes	Opportunities	Challenges
Participate in various SVBGSA committees to provide technical expertise on management actions and projects.	New conversations about solutions.	There are numerous unknowns in the feasibility phase, and additional work, monitoring and studies may be needed to determine the best solutions.
Participate in the Seaside TAC.	Eagerness in the community to improve sustainability.	
Collaborate and share data with various Groundwater Sustainability Agencies to improve the understanding of seawater intrusion and groundwater sustainability.		

Relationship Building with Other Water Agencies		
Successes	Opportunities	Challenges
PVWMA is facing similar issues and has been collaborative.	Learn PR and other successful mechanisms from Santa Clara Valley Water.	Funding structure is unique.
Groundwater Monitoring Program (GMP) and related activities were funded and comprehensive outreach completed.		Identify who we are and what we do to better connect.
SVBGSA collaboration on critical projects.	Learn from M1W's outreach approach and branding.	Rate payers only see us on tax bill versus community updates.
We support flood fight skills and supplies and ALERT with MPWMD and PRFMA.	Have our BOD network and reach out to stakeholders.	Defining our core mission.
Coordination on various projects and studies with the Resource Conservation District of Monterey County.	SVBGSA monthly newsletters could be used to guide us.	Overlap of responsibilities with other agencies.
Coordination on ALERT with various agencies.	Help develop messaging but let other agencies also spread it.	Stakeholders are confused about our role and what we do.
Joined ACWA and coordinate regularly.	MCWD is reaching out and wants to coordinate to balance the basin.	Make sure our messaging is consistent on joint projects.
SLO County regular meetings on SA Spillway.	MPWMD opportunities to coordinate on the Carmel River and other studies.	
DWR/DSOD communication has improved.	Santa Ana Weather Modification Program collaboration.	
Increased State Board Water Rights Coordination at all levels.		
NMFS and USFWS with HCP progress and open communication.		
DWR grants team is very responsive and supportive.		
We provided assistance on grant applications for Castroville CSD.		

Relationship Building with Other Water Agencies		
Successes	Opportunities	Challenges
Central Coast Wetlands Group partnership on grant and monitoring lagoon together and data collection.		

Legislative Platform and Engagement Strategy		
Successes	Opportunities	Challenges
Adoption of Agency Ordinance 5426 consolidating authorities for the Agency's Groundwater Monitoring Program and establishing the first new revenue source for the Agency in 17 years.	The 119th Congress may look to expand the use of previously authorized funds, e.g. from "green" infrastructure to more traditional "brick and mortar" projects.	While the State's fiscal situation improved over last year, the wildfires devastation in Southern California will demand significant resources, thereby likely limiting new funding opportunities for the Agency in the 25-26 fiscal year.
Congressional passage of the Water Resources Development Act of 2024, which includes authority for the Army Corps of Engineers to conduct a feasibility study for flood risk management and ecosystem restoration on the Salinas River.	The Trump Administration will likely consider proposals to streamline/ease the federal regulatory regime.	The 119th Congress will likely be more fiscally constrained than the previous three, which authorized significant funding for water infrastructure projects.
Agency support for and State voter approval of Proposition 4 to help fund future Safety of Dams Projects.	Funding from Proposition 4, when made available.	The State and Federal political dynamic; the Agency's federal elected representatives are in the minority.
Garnered letters of support from State Senator Laird, Assembly Speaker Rivas, and Assemblymembers Addis and Caballero for our federal Community Project Funding request submitted by Senator Padilla to support the Castroville Seawater Intrusion Project.	Continuing engagement with the County of Monterey's legislative team to advance the Agency's interests.	The Agency's limited ability to engage in State and Federal legislative and administrative processes.
Participated in the Dam Safety Coalition's successful effort to protect State funding for the "Dam Safety and Climate Resilience Local Assistance Program."	Increasing engagement with stakeholders to develop and implement new revenue streams.	
Execution of a ~\$16M funding agreement with the Department of Water Resources to fund Safety of Dams Projects at Nacimiento and San Antonio.	Support from Senator Laird and Speaker Rivas.	
Execution of a ~\$400k funding agreement with the United States Bureau of Reclamation to develop a Forecast Informed Reservoir Operations (FIRO) decision support tool.	Leveraging relationships with the Association of California Water Agencies, the Family Farm Alliance, and other like-minded entities.	
Execution of a ~\$230k funding agreement with the Department of Water Resources to fund an update of the Carmel River flood model.	Authorizing funds to implement a public outreach and education program.	
Award of a ~\$180k grant from the Department of Water Resources to fund a flood forecasting model for the Salinas River.		

Legislative Platform and Engagement Strategy		
Successes	Opportunities	Challenges
Award of funding from the National Oceanic and Atmospheric Administration through a subgrant agreement with CA Marine Sanctuary Foundation for the Old Salinas River/Salinas River Lagoon Connectivity Improvement Project.		

Conditions Assessment of Facilities		
Successes	Opportunities	Challenges
Established an annual inspection and maintenance plan for the Nacimiento Dam Spillway.	Grant opportunities continue to be available.	Predictable long-term funding needs to be established to implement a capital replacement and improvement plan.
Performed regular Division of Safety of Dams (DSOD) and Federal Energy Regulatory Commission (FERC) inspections and received follow-up reports outlining deficiencies.	Training for staff on performing inspections and documentation.	Reactive versus proactive/preventative.
Thorough condition assessment and overhaul of Hydro plant unit 2 after 20 years.	These plans will increase budget predictability.	A staff increase would help complete this promptly.
Performed numerous tests and evaluations of the CSIP supplemental wells and the significant above-ground infrastructure.	These plans will help in the prioritization of projects and identification of future needs.	Many facilities are beyond life expectancy.
Completed all the 2023 post-storm inspections of Agency facilities and anticipate receiving over \$5.5M in Federal Emergency Management Agency (FEMA) money for numerous repairs.	Documents supporting staff recommendations.	Recordkeeping is not centralized or consistent.
Began a comprehensive condition assessment of CSIP to inform a CIP and ultimately be incorporated into the Master Plan.	Risk-informed decision making.	Many new staff members and a need for succession planning.
Performing pilot studies on Agency pump stations to inform replacement and upgrades to pumps.	Modernized processes.	Aging facilities have many obsolete and custom parts that are hard to replace.
Investigated underwater components at the Salinas River Diversion Facility (SRDF) and performed necessary maintenance and planning for additional repairs.	Improved safety and optimization.	Location of infrastructure (underground, underwater).
Nearly all Agency facilities are fully operational.		Specialized training and expertise are required for the evaluations.
		Funding structure is not well suited for large/expensive repairs and replacement.

Conditions Assessment of Facilities		
Successes	Opportunities	Challenges
		Need a reserve policy to address future needs.

Public Information and Community Engagement Plan		
Successes	Opportunities	Challenges
Use of new technology to expand public access (Zoom, Teams, recorded meetings, Constant Contact).	Create a social media presence.	Staff bandwidth.
Individual projects require public outreach throughout the process and those steps have been built into the plan.	Participate in community events (fairs, job fairs, etc.).	Consensus on prioritization and/or project approach.
Convene and participate in many public meetings.	Rebranding opportunity.	Funding – no budget designated or short on funds.
Working on website improvements and accessibility.	Required content creation.	Make watershed/hydrologic data more publicly accessible.
Staff participation in multiple Technical Advisory Committees with other agencies and stakeholders.	Expand internship opportunities.	Threat of litigation.
	Enhance Director's engagement with the public on behalf of the Agency.	

Funding Strategies and Implementation Plan		
Successes	Opportunities	Challenges
New grant funding awarded annually.	Project/program-based budgeting.	Depleting fund balances and lack of a reserve policy.
Boat dock fee recovery.	Groundwater Monitoring Program fee (well-by-well fee vs. acreage based).	Capturing full costs of projects.
Financially sustainable programs.	M1W audit and agreement.	Stakeholder perception of how funds are spent.
CSIP water delivery charges have increased in the last two years.	Historical benefits analysis update.	Perception of overlapping fees with other water agencies.
Pajaro responsibilities were transferred.	Collaboration with groundwater sustainability agencies.	
Hydroelectric revenue increases higher than anticipated.	Prop 26 regulatory fees for much Agency work could be pursued.	Staffing levels are low and staff don't have much additional capacity for new activities.
		Hydropower generation contract locks us in long term.
		Costs of aging infrastructure (custom parts).
		No action plan for financing.
		Stakeholder reluctance to pay.
		North/South County division on how much to pay for assessments.

Note from staff: Many of the items under Legislative Engagement also fit within this priority.

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Summary of Agency Priorities for Next Year

Finance Section

- Developing & providing Agency training programs regarding contracts, budgets, payments, travel claims, etc.
- Maximization of revenue opportunities, e.g. adoption of the Groundwater Monitoring Fees
- Implementation/training of new Enterprise Resource Planning (ERP) system and setting up programs and projects
- Recruitment of senior account clerk

Operations and Maintenance Section

- Achieve and maintain optimal staffing levels and performance
- Implementation of Interim Operations Plan
- Generate property-related revenues to support adequate infrastructure on those lands
- Continue Recycle Water Project implementation with long-term sustainability in mind

Hydrology & Environmental Resources Section

- Conduct timely and high-quality data collection, analysis, and reporting of groundwater, surface water, water quality, and biological parameters
- Complete development of an online well registration portal
- Continue preparation of an administrative draft of the Salinas River Operations Habitat Conservation Plan (HCP)

Engineering & Dam Safety Section – San Antonio Dam

- San Antonio Dam Spillway Replacement project
- Fully utilizing SB104 funds
- Support funding opportunities
- Standardizing internal project procedures to improve workflow and staff onboarding
- Developing a Capital Improvement Projects program

Engineering & Dam Safety Section – Nacimiento Dam

- Complete CSIP hydraulic modeling and optimization design
- Design Nacimiento Plunge Pool projects
- Perform annual spillway inspection, maintenance, and repairs
- Design low-level intake chamber replacements and modifications
- Complete design of penstock protection wall
- Address Federal Energy Regulatory Commission (FERC) and Division of Safety of Dams (DSOD) recommendations and reporting

Administration Section

- Enhance efficiency and accessibility of public meeting processes
- Explore research options for improved records file management

- Create a comprehensive filing system for managing and organizing agency records
- Provide targeted training to ensure continuous development and operational excellence for Board members and staff

Summary of Upcoming Challenges

- Attracting, maintaining and developing Agency Staff
- Sustaining adequate resources to support Agency core functions
- Implementing standardized procedures and clear process control mechanisms to increase efficiency and effectiveness
- Consistent, functional communication with stakeholders
- Clear direction on Agency priorities and an understanding of the level of effort needed to complete those priorities

Upcoming Strategic Planning Milestones

The strategic planning effort for the 2026-2030 strategic plan will begin in the Spring of 2025. A tentative schedule of milestones is provided below.

Activities and Tasks	Tentative Schedule
First management team workshop	September 11, 2024
Final 2020-2025 Strategic Plan update workshop	February 18, 2025
90-minute in-person focus groups (up to 3)	March – April 2025
Staff questionnaire	March – April 2025
External stakeholder questionnaire	March – April 2025
Prepare background summary	March – May 2025
First 2026-2030 Strategic Plan workshop	June 2025
Second 2026-2030 Strategic Plan workshop	September 2025
Second management team workshop	September – October 2025
Draft 2026-2030 Strategic Plan	May – October 2025
Finalize 2026-2030 Strategic Plan	January 2026
Update Implementation Action Plan	April 2026

Attachment A – Key Elements of the 2020-2025 Strategic Plan

Vision

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

Mission

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

Organizational Values

- **Leadership:** Set a positive example for others in water resources management and flood control through our knowledge, integrity, and actions.
- **Stewardship:** Operate with financial and environmental responsibility so the Agency continuously succeeds.
- **Transparency:** Work in ways 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 a way that brings pride to the Agency, showing that we care about quality and safety, are accountable, think long term, and provide excellent service to the community we serve.
- **Collaboration:** Work with stakeholders and related organizations to advance our mission and vision.

Multi-Year Goals

- Infrastructure maintenance
- Planning and new projects
- Financial sustainability
- Effective core services and organizational improvement
- Community relations

Attachment B – 2020-2025 Strategic Plan

Monterey County Water Resources Agency Strategic Plan 2020 to 2025

December 2020



Monterey County Water Resources Agency

Prepared for the Monterey County Water Resources Agency by Management Partners



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Photos in this document provided by the Monterey County Water Resources Agency



Monterey County Board of Supervisors

The Monterey County Board of Supervisors consists of five members elected by County residents with legislative and executive authority. The Supervisors appoint the General Manager and along with other organizations, appoint a Board of Directors of the Monterey County Water Resources Agency (MCWRA).

Luis Alejo Supervisor – District 1 John M. Phillips Supervisor – District 2 Chris Lopez Supervisor – District 3	Jane Parker Supervisor – District 4 Mary Adams Supervisor – District 5
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MCWRA Board of Directors

The Agency is governed by a nine-member Board of Directors. The members of the Board of Directors are shown below.

Richard Ortiz, Chair Nominated by District 3 Supervisor John Baillie, Vice-Chair Nominated by Agricultural Advisory Committee Mark Gonzalez Nominated by District 1 Supervisor Mike Scattini Nominated by District 2 Supervisor Deidre Sullivan Nominated by District 4 Supervisor	Ken Ekelund Nominated by District 5 Supervisor Mike LeBarre Nominated by City Selection Committee Matthew Simis Nominated by Grower-Shipper Association Jason Smith Nominated by Monterey County Farm Bureau
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The Board of Directors has the following responsibilities, which they carry out in collaboration with the assistance of Agency staff:

- Establishing short- and long-term policy objectives for the Agency, including a strategic plan, subject to review by the Board of Supervisors;
- Preparing an annual budget;
- Holding public hearings on proposed budget; and
- Approving all contracts for which funds have been budgeted.



Message from the General Manager



On behalf of the Monterey County Water Resources Agency, I am excited to present this Five-Year Strategic Plan. This is the first time our Agency has developed a comprehensive plan that takes into account our various programs and projects, resource needs, and priorities all in one place that can be shared widely with the many people who care about the mission of our Agency.



The staff is ready to carry out this Strategic Plan in partnership with the Board of Supervisors, Board of Directors and our stakeholders.

To be effective in our work, we need to have clear priorities and we must also have a realistic plan to carry them out. By undertaking a strategic planning process, the Agency has been able to ascertain its needs and opportunities and select priorities to focus on for the next five years. The intent is to create the highest return for the Agency through the best allocation of staff and other resources.



Accompanying this Strategic Plan is an Implementation Action Plan that contains specific tasks, timelines, resources and assignments. We will be reporting progress on the Strategic Plan utilizing the Action Plan. See Attachment A for a summary of the strategic planning approach.

Sincerely,

Brent

Brent Buche
General Manager



Agency Overview



The Monterey County Water Resources Agency (MCWRA) has evolved substantially over the years. Major restructuring has occurred in Agency operations, the value and complexity of capital projects has increased, and the amount and type of programs and projects have broadened to meet regulatory and environmental challenges.

\$34.4 Million

operating budget for FY 2020/21



Prior to being formally established in 1991, the MCWRA was the Monterey County Flood Control and Water Conservation District (MCFCWCD), established in 1947 and organized as a division of the Public Works Department of the County of Monterey. The Agency provides services related to the control of flood and storm waters in Monterey County, conservation, protection of water quality, reclamation of water and the exchange of water. MCWRA owns the Nacimiento and San Antonio dams and operates a hydroelectric facility.

MCWRA operations are the responsibility of the General Manager who reports to the Board of the Supervisors of the Monterey County Water Resources Agency as advised by the Board of Directors. All staff within MCWRA report to the General Manager through assigned supervisors and managers.

The FY 2020/21 annual operating budget is \$34,443,516. See Attachment B for more information.



Rationale for Strategic Plan

The MCWRA has an ambitious work plan. A comprehensive list of programs and projects, and the extent to which funding is available for each of them, is included as Attachment C.

Based on the information gathered by staff, and as shown below, **it is clear the MCWRA does not have enough funding for all existing programs and projects.** The strategic planning process is a critical step in prioritizing the limited resources that are available and in identifying new funding and staffing resources needed to carry out the array of programs and projects desired and expected by stakeholders.

For the purposes of this Strategic Plan, MCWRA has defined a program as an activity that reoccurs on a regular basis, i.e., monthly, quarterly, annually, etc. Projects are defined as activities that have a start and a finish, so replacing a valve would be considered a project.

The graphs in Figures 1 and 2 reflect the programs and projects currently identified by staff that are either ongoing, been done in the past, or are on a list to be completed. The Agency has strived to maintain its programs in order to keep the facilities operational and to gather the data necessary for proper evaluation of the groundwater basins. Even so, only 44% of the programs are fully funded in this year's budget. Projects are funded from the same funds as programs and for this this fiscal year only 14% of the projects are fully funded.

Figure 1. FY 2020/21 Program Funding

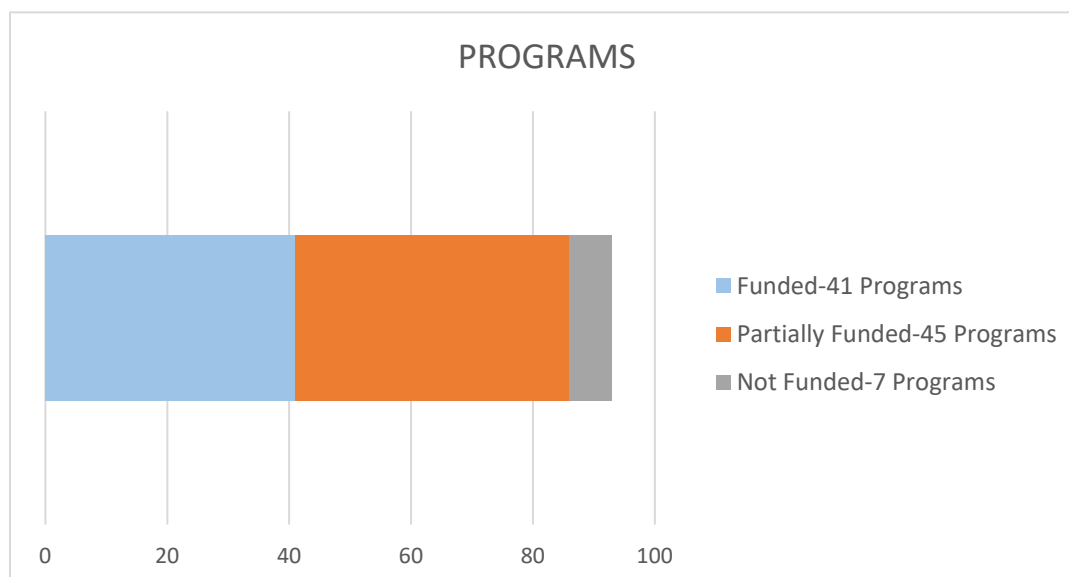
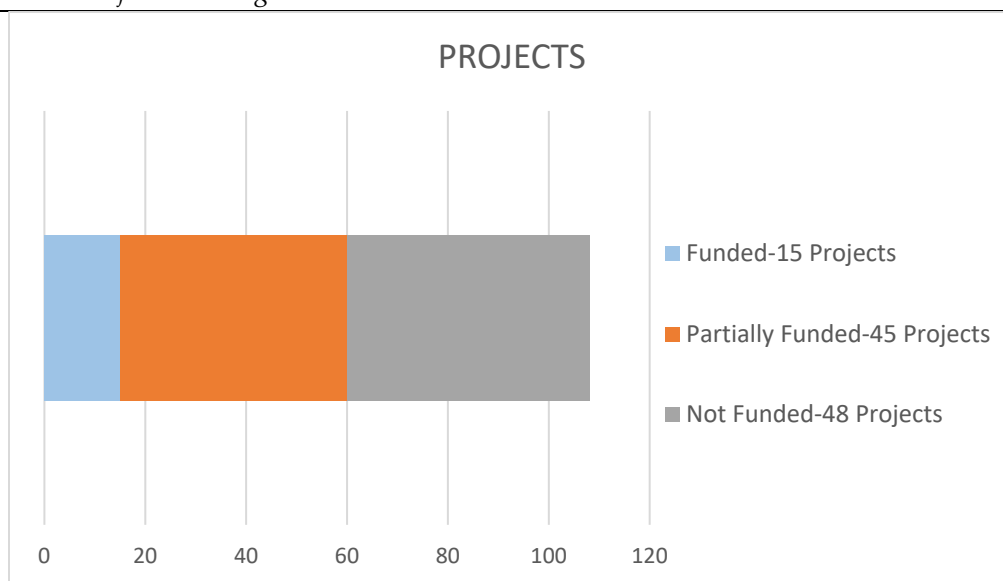
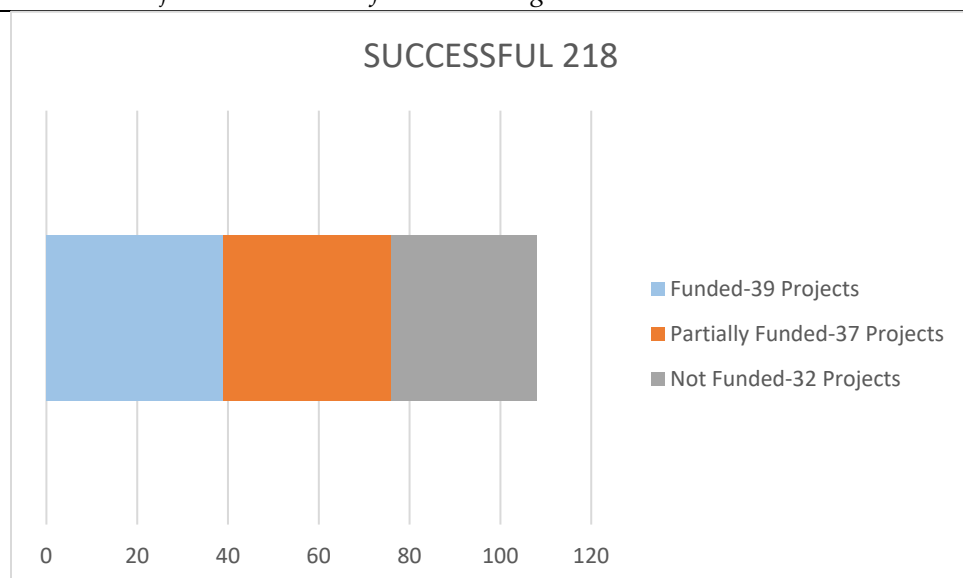


Figure 2. FY 2020/21 Project Funding

In 2019, MCWRA started an initiative to develop a new revenue source that will, if successful, increase the funding for the necessary projects at Nacimiento and San Antonio reservoirs and dams. Several funding mechanisms were evaluated and the mechanism that is being pursued is a Proposition 218 ballot proceeding. An Engineer's Report is currently being developed and voting is scheduled for the Spring of 2021. If this initiative is successful it will increase the projects that can be funded to 36%, as noted in Figure 3. Once funding is secured for the projects at the dams, MCWRA will turn its attention to securing funding for all the projects and programs.

Figure 3. Potential Funded Projects with Successful 218 Passage

Mission and Vision



Mission

The mission states the purpose of the Agency.

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

Vision

The vision describes the desired future for the Agency.

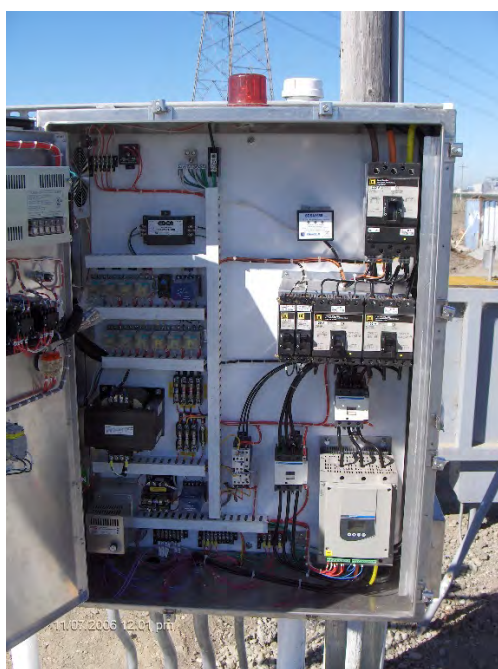
Be recognized throughout the region as a leader in water resource management through demonstrated knowledge, integrity and the quality of our actions.



Values of the Organization

Our Agency values provide the basis for how we work to achieve our vision and mission. They describe what we stand for.

Through the strategic planning process, we identified our key values for the Water Resources Agency.



Leadership

- Set a positive example for others in water resources management and flood control through our knowledge, integrity, and actions.

Stewardship

- Operate with financial and environmental responsibility so the Agency continuously succeeds.

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 a way that brings pride upon the Agency, showing that we care about quality and safety, are accountable, think long term, and provide excellent service to the community we serve.

Collaboration

- Work with stakeholders and related organizations to advance our mission and vision.



Multi-Year Goals



The Monterey County Water Resources Agency has five multi-year goals. Each goal has a set of strategies for implementation through this five-year Strategic Plan. The following pages show the strategies by goal.

Multi-Year Goals



Goal A

- Infrastructure Maintenance

Goal B

- Planning and New Projects

Goal C

- Financial Sustainability

Goal D

- Effective Core Services and Organizational Improvement

Goal E

- Community Relations



Goal A. Infrastructure Maintenance

Properly maintain MCWRA infrastructure to ensure safe and reliable function.

Strategies

Strategy	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.	✓		
Strategy 3. Create a funding plan for infrastructure maintenance.	✓		
Strategy 4. Develop a replacement plan for 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.

Strategies

Strategy	Years 1 to 3	Years 4 and 5	Ongoing
Strategy 1. Expand and optimize the Castroville Seawater Intrusion Project (CSIP) system.		✓	
Strategy 2. Collaborate with local Groundwater Sustainability Agencies (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 4. Create a Habitat Conservation Plan for the Salinas River.	✓		
Strategy 5. Develop plans to enhance our critical water resources facilities and increase sustainability.	✓		
Strategy 6. Complete the planning stage of the Interlake Tunnel.	✓		
Strategy 7. Use data and analysis to make informed decisions based on science.			✓



Goal C. Financial Sustainability

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

Strategies

Strategy	Years 1 to 3	Years 4 and 5	Ongoing
Strategy 1. Develop a five-year financial plan that includes funding sources for programs and projects.	✓		
Strategy 2. Obtain new funds to support the Agency's programs and projects that are either underfunded or unfunded so that all programs and projects will have enough staffing and other resources to be successful.			✓
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 funding and cost saving opportunities from all available sources, including collaborating with the GSA.			✓

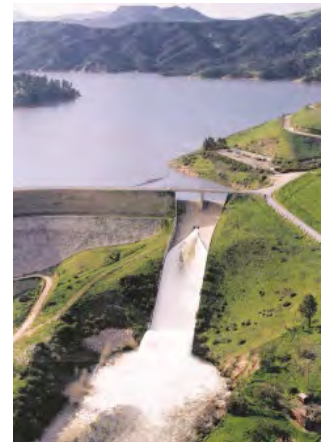


Goal D. Effective Core Services and Organization Improvement

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

Strategies

Strategy	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 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.

Strategies

Strategy	Years 1 to 3	Years 4 and 5	Ongoing
Strategy 1. Improve public outreach 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 information on Agency Operations to stakeholders.	✓		



Programs to Transfer and Projects to Defer Implementation

Programs	Projects
<p>Program Leadership Transfers to Other Agencies</p> <ul style="list-style-type: none"> Quagga/Zebra Mussel Prevention Program (Parks and SLO) Salinas River Stream Maintenance Program – transition permits to RMU association Salinas Valley Groundwater Monitoring program – addressed by Regional Board Ag Order Floodplain Regulations/Land Use – transitioned to RMA via MOU <p>Evaluate Internal Agency Functions</p> <ul style="list-style-type: none"> Internally Review Agency functions for opportunities to increase efficiency and transparency. <ul style="list-style-type: none"> Review Committees Structure Review Organizational Structure 	<p>Project Deferrals Due to Lack of Funding</p> <p>Invasive Species Plan Update</p> <p>The Agency has a draft Invasive Species Plan that needs updating. Currently Nacimiento Reservoir is included in San Luis Obispo’s plan and Agency staff intend to apply for grant funding in 2021 to update the plan for San Antonio Reservoir.</p> <p>CSIP Expansion</p> <p>The Salinas Valley Groundwater Sustainability Agency (GSA) has the CSIP boundary expansion listed as one of its preferred projects in the Groundwater Sustainability Plan (GSP) that was submitted to California Division of Water Resources (DWR) in January 2020 for approval. Currently there is a Seawater Intrusion Working Group (SWIG) facilitated by the GSA that is evaluating projects, including this one for potential implementation in the 180/400 Subbasin. The Agency is a contributing member of the SWIG and will continue to participate. The Agency will provide information to the GSA and SWIG to assist with the data gathering necessary to scope this project. As the GSA acquires eligible grant funding, the Agency and GSA will identify strategic opportunities to implement this project.</p> <p>Salinas Valley Water Project Phase II (11043)</p> <p>The Salinas Valley GSA has included this project in the GSP submitted to DWR in January 2020. The Agency posted a Notice of Preparation for an Environmental Impact Report in 2014 but has progressed no further. The Agency and GSA will work to assess feasibility of this project and identify the steps necessary to bring it to implementation.</p>



Moving Forward to Implementation



An Action Plan containing timeline, review process and milestones for each of the strategies will be developed by staff. This Action Plan will serve as a management tool for tracking the implementation of the strategic plan.

The General Manager will report progress regularly to the Board of Directors, Board of Supervisors, Agency staff and stakeholders. Information about the status of the strategies will be updated on the Agency's website.



Conclusion



The Monterey County Water Resources Agency is committed to achieving our vision, mission, values, goals and strategies.

We will continue to collaborate with the entire community, including our stakeholders, our talented staff, and other County and City partners in achieving the goals in this strategic plan.

Thank you to each person who contributes to this important initiative.



Attachment A: Strategic Planning Approach



Members of the Board and Agency staff provided valuable input for the strategic plan.

Questionnaires

Questionnaires were distributed to all Monterey County Water Resources Agency staff seeking input about mission, vision, values, goals, business systems and processes, training, professional development, staffing and recruitment.

Financial Information

Agency staff prepared revenue and cost information about programs and projects in order to identify what resources will be needed to carry out the goals and strategies contained in this Strategic Plan.

Workshops

Two strategic planning workshops were facilitated by Management Partners as part of the process.

- The first was held on December 18, 2019 with Agency staff.
- The second workshop, open to the public, was held via Zoom on August 28, 2020 with the Board of Directors and Agency staff.

Strategic planning is about **setting priorities** among competing needs and interests.

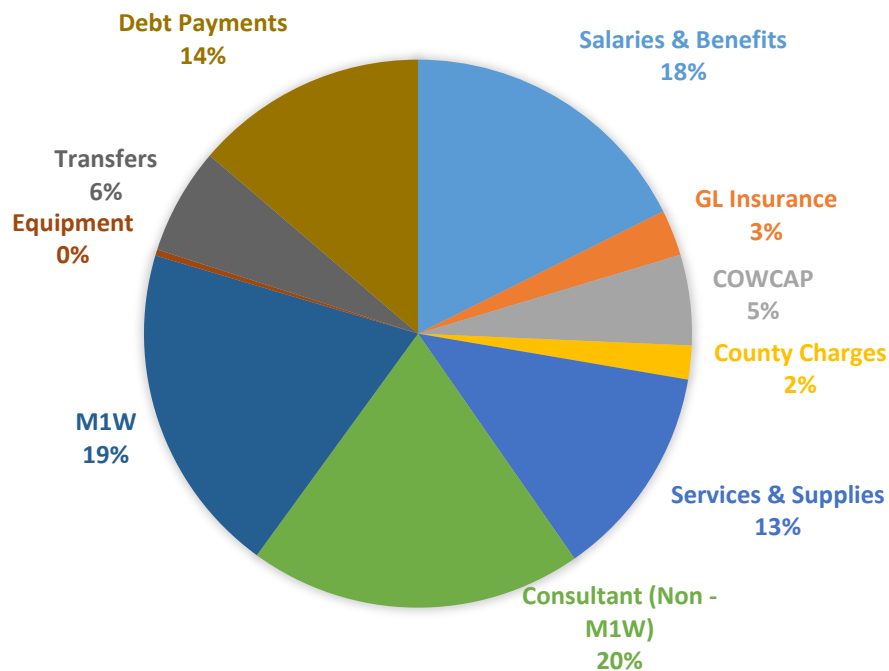
Data were gathered and analyzed

2 workshops were held

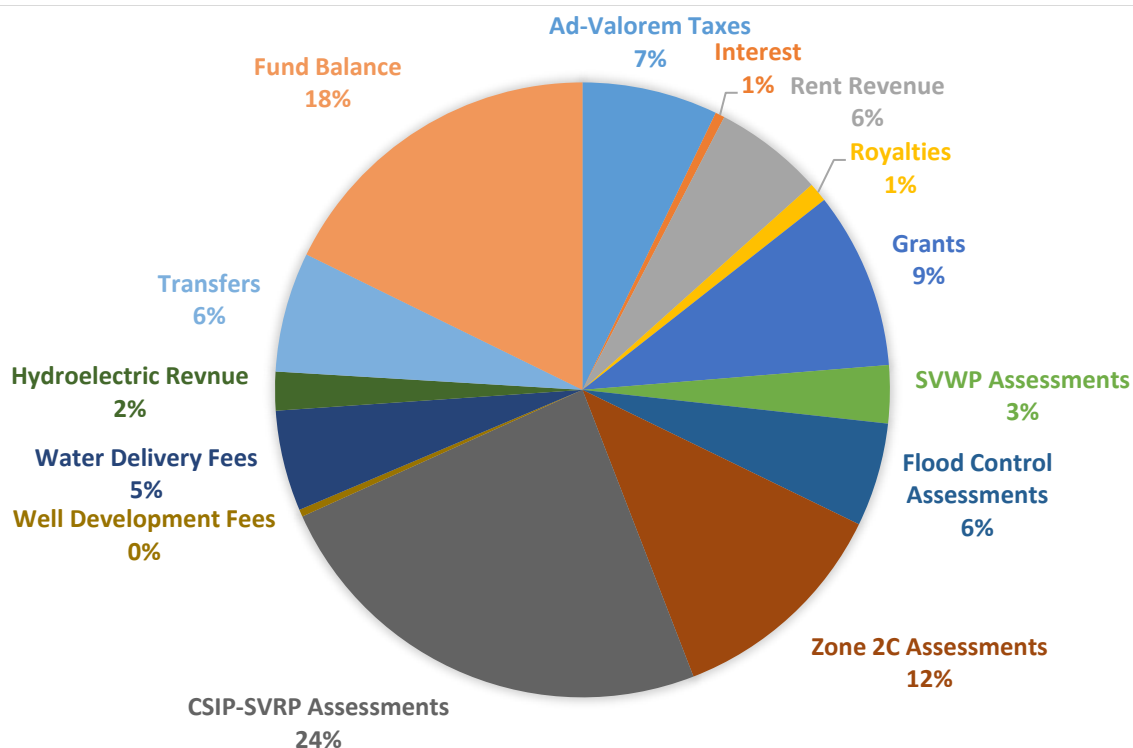


Attachment B: FY 2020/21 Adopted Budget

FY20/21 Major Expense Categories



FY20/21 Major Revenue Categories



Attachment C: Project and Program Funding Status





Major projects and programs funded and/or planned for the period 2020 through 2025 are shown in the tables below. This information is current as of August 28, 2020.

A program is something that is continuous and recurring.



Key: **Green** = Budgeted FY20/21 **Yellow** = Concern about levels of funding **Blue** = Not budgeted FY20/21

 Not Started  Minimal work has been completed  Substantial work has been complete

Table 1. Major Programs Planned for 2020 through 2025

No	PROGRAMS	Goals from Strategic Plan	Fund	FY 20/21	Admin	Core	Agency Act
1	FEMA/CRS/Land Use 	E	111				General Plan
2	Gonzales Slough O&M	A	111	X		X	Sec 9
3	Illegal Dumping/Litter Abatement Task Force	E	111	X			Sec 9
4	Integrated Regional Water Management	E	111	X			Sec 9
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			Sec 9
8	Pajaro Encampment Removal	A	112	X			Sec 19
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



No	PROGRAMS	Goals from Strategic Plan	Fund	FY 20/21	Admin	Core	Agency Act
25	Quagga/Zebra Mussel Prevention Plan 	D	116				Sec 17
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				Sec 9
34	San Antonio Dam O&M	A	116	X		X	Sec 9
35	Seaside Watermaster TAC	E	116	X			Sec 9
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	Sec 9
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	Sec 17
59	Accounts Receivable	D	All	X	X	X	Sec 17
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 48/64
66	Board of Supervisors Meetings (Agendas, minutes,	D	All	X	X	X	Sec 15



No	PROGRAMS	Goals from Strategic Plan	Fund	FY 20/21	Admin	Core	Agency Act
	meeting attendance)						
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	Sec 17
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			Sec 17
76	Library Upkeep	D	All	X	X		Sec 17
77	Office Management	D	All	X	X	X	Sec 17
78	Personnel Recruitments	D	All	X	X	X	Sec 17
79	Procurement	D	All	X	X	X	Sec 17
80	Training Tracking	D	All	X	X	X	Sec 17
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 (CalAM-MPWSP) On hold 	D	TBD				Sec 9
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	Sec 17
88	Heavy Equipment Maintenance Plan	A	Various				Sec 17
89	Herbicide Program	A	Various	X		X	Sec 17
90	Light Vehicle Management	A	Various	X			Sec 17
91	Med/Light Equipment Maintenance/Replacement Plan	A	Various				Sec 17
92	Public Records Requests	D	Various	X	X	X	FOIA
93	Sandbag distribution	E	Various	X		X	Sec 9



A **project** has a beginning and an end.

Key: **Green** = Budgeted FY20/21 **Yellow** = Concern about levels of funding **Blue** = Not budgeted FY20/21




















⦿ Not Started ◐ Minimal work has been completed ◑ Substantial work has been complete

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

Table 2. Major Projects Planned for 2020 through 2025

No	PROJECTS	GOALS from 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			X
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 Outlet valve 6 - Flow control ◐	A	116			X
27	Nacimiento low level Outlet valve in-kind replacement	A	116		X	X
28	Nacimiento office/breakroom ⦿	A	116			
39	Nacimiento plunge pool erosion control design	A	116	X	X	X
30	Nacimiento Dam Powerhouse Slope Review/Improvement	A	116	X		X



No	PROJECTS	GOALS from Strategic Plan	Fund	FY 20/21	FY 21/22	Deferred Maint. 218
31	Nacimiento Dam Seismic Stability Evaluation	A	116	X	X	X
32	Nacimiento Dam north high-level gate actuator service	A	116	X	X	
33	Nacimiento Dam Spillway Bridge Maintenance 	A	116			X
34	Nacimiento Dam Spillway Investigation	A	116	X	X	X
35	Nacimiento Dam Spillway sub-drain access retrofit 	A	116			
36	Nacimiento Dam Spillway void under chute design of repair	A	116	X	X	
37	Nacimiento/San Antonio residences water system upgrade 	A	116			
38	San Antonio Dam 84" Howell Bungler Valve Maintenance	A	116	X		
39	San Antonio Dam Annual Performance Evaluation Report	A	116	X		
40	San Antonio Dam BFM Hydraulic Operator Upgrade 	A	116			X
41	San Antonio Dam Boat Barrier and Spillway Log Boom replacement 	A	116			X
42	San Antonio Dam CC TV/phone in Valve Chamber 	A	116			X
43	San Antonio Combination Air Release Valve replacement 	A	116			X
44	San Antonio Dam Emergency Action Plan (EAP) 	A	116	X		
45	San Antonio Dam Operation Policy Manual 	A	116			
46	San Antonio Dam Tunnel Emergency Comm. System	A	116	X		
47	San Antonio Dam Install New Piezometers 	A	116			X
48	San Antonio Dam Intake Structure Bulkhead Gate Replacement 	A	116			X
49	San Antonio Dam Intake Structure Trash Rack Design & Replace	A	116	X		
50	San Antonio Dam Left Abutment Drain Repair	A	116	X	X	
51	San Antonio Dam Low Level Conduit Access Hatches	A	116	X		
52	San Antonio Low Level Discharge Valve Maintenance 	A	116			X
53	San Antonio Dam Penstock Painting 	A	116			X
54	San Antonio Dam Potential Failure Mode Analysis 	A	116			X
55	San Antonio Reline Low Level Conduit Annual Sinking Fund	A	116	X	X	
56	San Antonio Dam Repair 12" Horizontal Drain Repair	A	116	X	X	
57	San Antonio Dam Road Repair 	A	116			X
58	San Antonio Side Drain Repair	A	116	X		X
59	San Antonio Dam Spillway chute repair/replacement 	B	116			X
60	San Antonio Dam Staff Gauge Upgrade 	A	116	X		X
61	San Antonio Dam Subdrain Repair Pilot Program 	A	116			
62	San Antonio Dam Toe Drain Repair	A	116	X		
63	San Antonio Dam Update Stability Analysis 	A	116			X
64	SRSMP Long-Term Effectiveness Assessment	A	116	X		
65	Water rights telemetry equipment installation	A	116	X		



No	PROJECTS	GOALS from Strategic Plan	Fund	FY 20/21	FY 21/22	Deferred Maint. 218
66	Pump Station upgrades (Hebron Heights)	A	122	X		
67	Moro Cojo Tide gate repair (design and feasibility)	A	127	X		
68	Upgrade Unit 2 at Hydroplant	A	130			
69	CSIP Cathodic Protection Repairs	A	131	x		
70	CSIP Engineering Design and Dynamic Modeling/Feasibility	B	131	X		
71	CSIP Flow Control Valve Inspection	A	131	X		
72	CSIP Flow Control Valve repair/replace	A	131	X		
73	CSIP New Source Waters	B	131	X		
74	CSIP RMU Installation	A	131	X		
75	CSIP USBR Loan Refinance	C	131	X		
76	CSIP Web Based Water Scheduling	A	131	x		
77	CSIP Well destruction (2)	A	131	X		
78	SRDF Dry Chlorine Scrubber	A	134	x		
79	SRDF Replace AC units for SCC	A	134	X		
80	Interlake Tunnel EIR	C	426	X		
81	Interlake Tunnel project	C	426	X		
82	Dedicated Monitoring Well Replacement/Maintenance	A	111/116			
83	Salinas Valley Integrated Hydrological Model (SVIHM)	D	111/116	X		
84	Salinas Valley Operational Model (SVOM)	D	111/116	X		
85	WRAIMS Upgrade	D	111/116			
86	Develop Water Rights Compliance Plans	C	130/116			
87	Water Rights Compliance SOP	D	130/116	X		
88	State Lands Slide Gate lease renewal	D	130/131	X		
89	Agency Compliance Database	D	All	X		
91	Regional Conservation Investment Strategy (TAMC)	C	All	X		
92	Safety program	D	All			
92	Monterey County Basin Investigation	D	MOU			
93	CSIP Expansion/Optimization	B	TBD			
94	Deep Aquifer Study	A	TBD			
95	Deep Aquifer Well Working Group	E	TBD			
96	Prop 1 Drinking Water Protection Grant	B	TBD			
97	Salinas Valley Water Project Phase II (11043)	B	TBD			
98	Seawater Intrusion Working Group	E	TBD			
99	Agency Lands Access Policy	B	Various			
100	Habitat Conservation Plan	B	Various	X		
101	Habitat Conservation Plan Grant	B	Various			
102	Maintenance Mgmt. System	A	Various			
103	Non-glyphosate test	A	Various	X		
104	Strategic Planning	D	Various	X		



No	PROJECTS	GOALS from Strategic Plan	Fund	FY 20/21	FY 21/22	Deferred Maint. 218
105	 Upgrade of flood warning system to ALERT2 technology	D	Various			
106	WRA Maintenance Agreements 	A	Various			
107	ADA Transition Plan	A	Various	X		



Attachment C – Institute for Local Government: Attributes of Exceptional Councils

Attributes of Exceptional Councils

Leading public organizations and governing with colleagues on a council is a challenging art of community service. The Institute recognizes that many aspects of leadership and governance are not intuitive. This piece is intended to provide councilmembers and city managers insight into the attributes of exceptional councils as well as provide practical tips to help them become exceptional.

1. Exceptional councils develop a sense of team – a partnership with the city manager to govern and manage the city

The mayor, councilmembers and city manager see themselves and work as a team as they undertake a series of tasks to further their common purpose. The individual team members work in a coordinated and collaborative manner with a high degree of respect, trust and openness. The team values diversity in style and perspective. The team thinks and acts strategically as it examines issues/situations and decides on a course of action serving their city's mission and goals.

KEY CHARACTERISTICS

- Successfully transition from candidate to a member of the council.
- Become a champion of the city. Make decisions based on the needs and interests of the community at-large / the greater good.
- Develop, communicate and support policy goals and council decisions.
- Demonstrate a willingness to work collaboratively (as a team) and have a citywide perspective.

BEST PRACTICE TIPS

Build capacity to create a more effective team. The governance team (mayor, councilmembers and city manager) should get to know each other; how each person approaches issues, decision making style and so on. This can be accomplished at annual meetings or workshops through-out the year. In the event that councilmembers disagree, clear ground rules (norms of behavior and practice) can help quell acrimony before it becomes a problem. It's important to remember that trust is built around understanding and respect, not necessarily agreement.

2. Exceptional councils have clear roles and responsibilities that are understood and adhered.

Exceptional councils understand their role is to serve as policy maker - to represent the values, beliefs and priorities of their community while serving in the community's best interest. They carry out a variety of responsibilities including: developing and adopting a vision for the city; focusing and aligning plans, policies, agreements and budgets in furtherance of this vision; and holding themselves and the city manager accountable for results.

Exceptional councils understand that the city manager is responsible for the day-to-day operations of the city. The city manager is responsible for undertaking and accomplishing the policy objectives of the council. Exceptional councils recognize the subject matter expertise of staff and utilize their knowledge and experience to guide and inform decision making.

KEY CHARACTERISTICS

- Understand the role of local government and their responsibilities.
- Know their role- to set vision and policy, avoid micromanagement.
- Councilmembers should strive to be informed about the issues facing the city and be prepared to ask questions of staff and each other.

BEST PRACTICE TIPS

Create a shared understanding of the city manager's role and the council's expectations to optimize the working relationships. This shared understanding is informed by local charter and ordinance provisions that provide the overall framework for the relationship. The council should make time to have conversations during retreats and or study sessions to define and/or reveal and refine their role and responsibilities. Since role clarity between the city council and city management is critical to mutual success, having clear protocols helps avoid misunderstandings.

3. Exceptional councils honor the relationship with staff and each other

Exceptional councils understand that a good working relationship with staff is vital for the city to be run successfully. Exceptional councils treat each other and staff with dignity and respect. They act with civility and a high level of professional decorum. Councilmembers build trust by not playing the “gotcha game” and strive to have a no secrets, no surprises approach as an operating norm. Finally, they respect the diversity of styles and perspectives among their colleagues and staff and are open to new ideas.

KEY CHARACTERISTICS

- Councilmembers have the ability to respectfully disagree (to disagree without being disagreeable). They are able to leave it at the dais; debates are about policy, not personality.
- Exceptional councilmembers reflect positive decorum/model of leadership by providing respectful tone with colleagues.
- Establish a set of behaviors ahead of time, potentially documented in a code of conduct, to help promote civility and respect.

BEST PRACTICE TIPS

Set council priorities and strategic goals at an annual meeting; these goals and priorities are a tool to guide the city manager and staff on where to focus their efforts. This annual meeting provides time for the council to reflect on community priorities as well as offer an opportunity to discuss their decorum and their relationship among each other and the relationship between the city manager/staff and the council.

4. Exceptional councils routinely conduct effective meetings

Open and public meetings are central to democratic decision-making. Exceptional councils master the art of effective meetings. They develop and adhere to meeting protocols and processes. They spend time planning and organizing the agenda with the aim of having a more focused meeting. They allocate the council’s time and energy appropriately (focused on the council’s role and responsibilities) and meeting short- and long-term priorities. They honor the public’s participation and engagement and they generally start on time and are held during reasonable hours.

Exceptional councils use public meetings not only for their intended purpose, information sharing and decision-making,

KEY CHARACTERISTICS

- Councilmembers are respectful of each other, the public and everyone’s time.
- Councilmembers use engaging body language as a way to demonstrate respect.
- Issues are not personalized, thoughtful dialogue is the objective.
- Agenda packets are read, councilmembers come prepared and have an open mind
- Respect is demonstrated for varied opinions.
- Everyone strives to be civil and act with decorum.

but they also use the meeting to demonstrate respect and civility for each other, staff and the public. Exceptional councilmembers prepare in advance of the meeting, remain focused on the city goals and objectives and mindful of their role and responsibilities.

BEST PRACTICE TIPS

Develop and adopt (with regular reviews and updates), guidelines for conducting meetings and making decisions. These governance protocols typically address meeting procedures (agenda preparation, how to put issues on the agenda, debate and voting procedures (parliamentary rules) and standards of decorum (civility)). As part of a regular self-assessment, councils should evaluate their meetings and their effectiveness and adjust behavior and practices for better results.

5. Exceptional councils hold themselves and the city accountable

Exceptional councils operate openly, ethically and work to engage the community in a myriad of decisions impacting the prosperity and well-being of their community. Toward that end, exceptional councils consistently provide short- and long-term strategic direction and goals, as well as provide budget, program and policy oversight.

Exceptional councils hold themselves accountable for the conduct, behavior and effectiveness of the council. They establish clear priorities and goals and hold the city manager accountable for results. And finally, they embrace accountability as a process and tool to calibrate ongoing efforts to address and meet policy and program objectives.

KEY CHARACTERISTICS

- Councilmembers operate ethically and with integrity.
- Councils conduct team building / goal setting exercise to track progress towards mutually agreed upon goals
- Councils taking responsibility for the results (good and bad).
- Councils celebrate success.
- Councilmembers hold themselves responsible for adhering to operating protocols and codes of conduct.

BEST PRACTICE TIPS

Annually evaluate council and city manager performance toward achieving the city's priorities and goals (consider having this be part of an annual goal setting meeting). Council should consider assessing its own behavior and effectiveness as part of its annual self-assessment.

6. Exceptional councils have members who practice continuous personal learning and development

Governance is not intuitive. In addition, the policy and economic environment impacting cities are ever changing. Exceptional councils continually provide the opportunity to build their knowledge and skills, to enhance their understanding of key issues, increase their awareness of best practices and sharpen their leadership and governance skills.

KEY CHARACTERISTICS

- Stay informed on key issues
- Gain key insights and knowledge on all aspects of governing, from budgets to plans and everything in between.
- Learning to listen is sometimes more important than learning to give a speech.

BEST PRACTICE TIPS

Seek out national, state and local professional growth and educational opportunities. These opportunities can focus on the nuts and bolts of governing to helping you gain valuable information and/or insights on key policy issues facing your city. In addition, city run orientations for newly elected officials provide a good way to acclimate new members to the council's norms and protocols as well as the budget and key policy issues.

Attachment D – Institute for Local Government: Tips for Promoting Civility in Public Meetings

Tips for Promoting Civility in Public Meetings

www.ca-ilg.org/PromotingCivility

December 2011

What is Civility?

In the context of democratic debate, civility is about how people treat each other. Civility involves the display of respect for those who have positions with which one disagrees.

Even though disagreement plays a necessary role in governance and politics, the issue is *how* one expresses that disagreement. The key is to focus on the strengths and weakness of proposed solutions to community problems—not to engage in personal attacks against those who favor different solutions.¹ An even more powerful leadership strategy is to listen for the concerns and values that underlie people's diverse perspectives to try to identify points of agreement and common ground.

Specific Strategies

- **Embrace Diverse Points of View.** Local officials are grappling with difficult policy challenges. Bringing as many perspectives on what might be the best solution to a given problem increases the likelihood that the solution will indeed be successful and enduring. A goal is to create a culture of tolerance for differing points of view that credits everyone with having the best interests of the community in mind.
- **Everyone Gets a Chance to Share Their Views.** Voltaire said "I may not agree with what you say, but I will fight to the death for your right to say it." Everyone's right to have their view heard is a central democratic value. Conversely, a strategy that relies on drowning other perspectives out usually results in a turning up of the volume and corresponding decreases in civility in discussions.

Related Resources

This tip sheet is a distillation and update of the Institute for Local Government's 2003 whitepaper called *Promoting Civility at Public Meetings: Concepts and Practice*, available at www.ca-ilg.org/civility.

Additional resources from the Institute include

- *Dealing with Emotions at Public Hearings*, available at www.ca-ilg.org/respondingtoconflict and
- *A Leader's Role When Tragedy Strikes*, available at www.ca-ilg.org/tragedy

- **With Rights Come Responsibilities.** For there to be time for everyone to weigh in on an issue, there may need to be reasonable time limits on how long individuals speak. The goal is to create a culture in which as many people as possible (including decision-makers) are respectful of other people's time in attending and participating in the meeting.
- **Avoid Debates and Interruptions.** Interruptions should be discouraged so that individuals have the opportunity to complete their thoughts. A good practice for everyone participating in the conversation is to make a note of a question or different point of view that occurs to you when someone is speaking and then address that issue when it is one's turn to speak. This is an especially important approach for decision-makers to model.
- **Reduce Uncertainty.** Assuring people they will be allowed to share their views and how can reduce concerns that they will not be allowed to be heard. Explaining the process to be used to allow all views to be heard at the outset of a meeting or discussion item can reduce tension levels.
- **The Importance of Listening.** Listening is an important sign of respect, as is giving others the opportunity to listen. Decision-makers' active interest in what people are saying is vital. Repeating back core points that a speaker makes reassures the speaker that their message has indeed been heard—even if one does not necessarily agree with it. The mood turns ugly if the public thinks the matter has already been decided, decision-makers don't care about public input, or decision-makers are being impolite or disrespectful of the public they serve. Everyone attending a meeting should respect other attendees' right to both listen and be heard. One person should talk at a time, any private conversations should be taken outside or deferred, and smart phones should be turned off (texting and emailing should not occur during the meeting).
- **Be Compassionate About the Fear Factor/ Heckling and Applause Not Allowed.** Polls suggest many people fear public speaking.² This fear can come from concerns about

Agenda Guidance

Some local agencies include language to the following effect on their agendas:

Free expression of all points of view is an important democratic value in this community.

To allow all persons to speak who may wish to do so, each speaker is allowed a maximum of __ minutes. An effective approach is to lead with your key point or concern and then explain the reasons underlying it.

If others have already expressed your views, you may simply indicate that you agree with the previous speaker. If appropriate, a spokesperson may present the views of a group.

To encourage and respect expression of all views, meeting rules prohibit clapping, booing or shouts of approval or disagreement from the audience.

being judged negatively or having ideas that people will ridicule or reject. Allowing cheering and booing or other forms of heckling discourages people from sharing their views (even silence or no applause can be perceived as rejection). It also runs the risk that those that do speak will focus more on getting applause than moving the conversation towards addressing difficult issues. (Eye-rolling and grimacing can be non-verbal forms of heckling and also have no place in communities that value mutual respect.)

- **Separate People from The Problem.** Personal attacks or questioning people's motives or character rarely moves the conversation forward to a solution of a problem. In the book about effective negotiating called *Getting to Yes*,³ the authors encourage negotiators to attack the problem, not the people involved in the problem. Anything that approaches name-calling should be off limits.
- **Consider Using Titles.** Referring to each other by title and last name (Supervisor Hassan, Council Member Lee, Board Member Aviña) can serve as a way of showing respect that an individual has been elected and is participating in the conversation in that capacity. Using similar forms of respect for members of the public (Mr., Ms, Sir, Madam) when speaking can also reinforce the notion that everyone is engaged in a special kind of discussion. Community norms vary, however, and in some communities this may be perceived as an affectation.
- **Take a Break.** If conversations get heated, consider taking a break. As one veteran observer of public meetings noted "time can be an anti-inflammatory agent" that can give people a chance to calm down and restore order.⁴

A Note on Civility and Staff

Staff plays a critical role in providing service to the agency and the public the agency serves. An agency's ability to attract and retain capable and motivated staff is an important determinant of how satisfied the public is likely to be with the agency's performance and that of its elected officials.

An old management saw counsels those with oversight responsibilities to praise in public and criticize in private. That advice is sound for those in public service.

If an elected official has concerns about a staff member's performance or actions, a good practice is to make the top administrative official of the agency aware of those concerns.

Similarly, if a member of the public raises concerns about the performance of a public agency employee, refer it to management with a request for follow up.

If the communication is more in the nature of a personal attack, try to identify the underlying concern and respond to that. Encouraging the person to focus on the issue and avoid personal attacks. Separating people from the problem can be just as valuable a strategy when it comes to staff.

- **Ejection a Last Resort.** If a recess does not work to restore order and other techniques are not successful, calling in the sergeant of arms is a last resort. A good practice is to create a record that disruptor was given ample warnings and opportunity to leave or reform their behavior voluntarily. If selective removal of one or more disruptors does not restore order, state law does allow clearing the room with the media allowed to remain⁵ (as an even more last resort).

Parliamentary Procedure and Civility

Rules of parliamentary procedure are another tool to encourage civility and decorum at meetings. The most famous source of parliamentary procedure is Robert's Rules of Order. A good starting point is www.robertsrules.com/ (the "survival tips" page is especially helpful).

A former mayor and county supervisor (and now judge) has created a simplified version for use at the local level. Called "Rosenberg's Rules," the text and an explanatory video are accessible from the Institute's website at www.ca-ilg.org/rosenbergrules.

The following is an excerpt from Rosenberg's Rules on about courtesy and decorum:

The rules of order are meant to create an atmosphere where the members of the body and the members of the public can attend to business efficiently, fairly and with full participation. At the same time, it is up to the Chair and the members of the body to maintain common courtesy and decorum. Unless the setting is very informal, it is always best for only one person at a time to have the floor, and it is always best for every speaker to be first recognized by the Chair before proceeding to speak.

The Chair should always ensure that debate and discussion of an agenda item focuses on the item and the policy in question, not the personalities of the members of the body. Debate on policy is healthy, debate on personalities is not. The Chair has the right to cut off discussion that is too personal, is too loud, or is too crude.

Debate and discussion should be focused, but free and open. In the interest of time, the Chair may, however, limit the time allotted to speakers, including members of the body.

Can a member of the body interrupt the speaker? The general rule is "no." There are, however, exceptions. . . .

Note that the chair may have greater latitude in enforcing decorum among decision-makers than between the public and decision-makers.

- **Walk the Talk.** For civility to be a regular part of community discourse, community leaders must set the standard. Scholars are concerned—and the data seems to demonstrate—that public officials’ incivility to one another contributes to voter alienation and antipathy toward public officials and public agencies.⁶

A good approach is to treat people how you would like to be treated. This includes a) limiting one’s statements in discussions to those that move the conversation forward, b) keeping one’s remarks brief, to the point and non-repetitive of comments others have made (other than to note one’s agreement), c) avoiding personal attacks (in public and private) and d) otherwise adhering to the strategies described above.

Conclusion

How a community conducts its public meetings is a reflection of the community and its values. As Dr. Martin Luther King’s observed:

In a neighborhood dispute there may be stunts, rough words, and even hot insults; but when a whole people speaks to its government, the dialogue and the action must be on a level reflecting the worth of that people and the responsibility of that government.⁷

Dr. King’s admonition to his listeners to set their standards of discourse high--irrespective of how others behave--is consistent with the quote from Gandhi to his followers that “you must be the change you wish to see in the world.”

About This Resource

This resource is a service of the Institute for Local Government (ILG) whose mission is to promote good government at the local level with practical, impartial, and easy-to-use resources for California communities. ILG is the nonprofit 501(c)(3) research and education affiliate of the League of California Cities and the California State Association of Counties. For more information and to access the Institute’s resources on Local Government 101, go to www.ca-ilg.org/localgovt101.

*The Institute welcomes feedback and suggestions on enhancing this resource:

- *Email:* info@ca-ilg.org Subject: *Tips for Promoting Civility in Public Meetings*
- *Mail:* 1400 K Street, Suite 205 ▪ Sacramento, CA ▪ 95814

Sample Codes of Civility

Drafting Note: A threshold issue is whether an agency's code will be positive or negative. In other words, will the code describe conduct that is prohibited or describe the kind of conduct it desires to be the norm. Describing the kind of conduct that is preferred has the advantage of being more instructive in setting the goal and encouraging people to meet that goal.

Commitment to Civil Behavior

To maintain a cohesive, productive working environment, the members of the San Diego County Water Authority Board of Directors commit to:

1. Support the Authority's mission.
2. Bring Authority related concerns, issues, and conflicts to the Authority Board for discussion.
3. Offer alternative solution(s) when addressing a problem or issue.
4. Show respect to each other as appointed representatives of their member agencies.
5. Promote civility during Board meetings and tolerate nothing less.
6. Maintain the confidentiality of material discussed during closed Board meeting sessions. Similarly, not to disclose the content or substance of confidential or privileged communications relating to Authority business.
7. Limit the length of comments during Board meetings to three minutes per Director per item and not repeat points that already have been stated by other Directors.

Pledge of Civility

1. The manner in which we govern ourselves is often as important as the positions we take.
2. The organization's collective decisions will be better—and truer to our mission—when differing views have had the opportunity to be fully vetted and considered.
3. All those who appear before the organization's board and committees have the right to be treated with respect, courtesy, and openness. We value all input.

Accordingly, we commit to conduct ourselves at all times with civility and courtesy, to both those with whom the Board interacts and to each other. We also pledge to endeavor to correct ourselves, should our conduct fall below this standard.⁸

Resources and References

¹ Burgess, Guy and Heidi, *The Meaning of Civility*, Conflict Research Consortium at www.colorado.edu/conflict/civility.htm.

² <http://www.gallup.com/poll/1891/Snakes-Top-List-Americans-Fears.aspx> (fear of public speaking ranks second to fear of snakes).

³ Fisher, Roger and Ury, William L., *Getting to Yes: Negotiating Agreement Without Giving In* (1991).

⁴ See Vermont Institute for Government, *Born to Chair: An Introduction to the Science and Art of Chairing a Board Meeting* (1998), available at <http://www.sec.state.vt.us/municipal/pubs/chair.pdf> and <http://crs.uvm.edu/citizens/chair.pdf>, page 3.

⁵ See Cal. Gov't Code § 54957.9, which provides:

In the event that any meeting is willfully interrupted by a group or groups of persons so as to render the orderly conduct of such meeting unfeasible and order cannot be restored by the removal of individuals who are willfully interrupting the meeting, the members of the legislative body conducting the meeting may order the meeting room cleared and continue in session. Only matters appearing on the agenda may be considered in such a session. Representatives of the press or other news media, except those participating in the disturbance, shall be allowed to attend any session held pursuant to this section. Nothing in this section shall prohibit the legislative body from establishing a procedure for readmitting an individual or individuals not responsible for willfully disturbing the orderly conduct of the meeting.

⁶ Carter, Stephen L., *Civility: Manners, Morals and the Etiquette of Democracy* (1998) at 9.

⁷ *From the March on Washington for Jobs, Peace and Freedom*, 1963.

⁸ Adapted from the Pledge of Civility adopted by the California Public Employee Retirement System Board.

Please use this section for additional notes you would like to capture in preparation for the final 2020-2025 Strategic Plan Update Board Workshop. We look forward to a productive session!

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