

**MONTEREY COUNTY WATER RESOURCES AGENCY
BOARD OF DIRECTORS
PLANNING COMMITTEE – SPECIAL MEETING**

COMMITTEE MEMBERS

Deidre Sullivan, Chair
Ken Ekelund

John Huerta

TIME: 10:00 a.m.
DATE: Wednesday, October 15, 2014
PLACE: Monterey County Water Resources Agency
Board Room
893 Blanco Circle
Salinas, CA 93901
(831) 755-4860

A G E N D A

- 1. CALL TO ORDER**
- 2. PUBLIC COMMENT**
(Limited to three (3) minutes per speaker on matters within the jurisdiction of the Agency not listed on this agenda. The public will have the opportunity to ask questions and make statements on agenda items as the Committee considers them.)
- 3. APPROVE THE MINUTES OF THE PLANNING COMMITTEE MEETINGS HELD ON JUNE 18, 2014 AND AUGUST 13, 2014.**
The Committee will consider approval of the minutes of the above-mentioned meetings.
- 4. CONSIDER RECEIVING A DRAFT REPORT REGARDING THE STRATEGIC PLANNING WORKSHOP SCHEDULED FOR NOVEMBER 13, 2014; AND PROVIDING DIRECTION TO STAFF.**
David Chardavoyne, General Manager, will present materials related to the Workshop.
- 5. SET NEXT MEETING DATE AND DISCUSS FUTURE AGENDA ITEMS.**
The Committee will discuss and determine details for its next meeting.
- 6. ADJOURNMENT**

**MONTEREY COUNTY WATER RESOURCES AGENCY
BOARD OF DIRECTORS
PLANNING COMMITTEE**

Deidre Sullivan, Chair
Ken Ekelund

John Huerta

TIME: 10:00 a.m.
DATE: Wednesday, June 18, 2014
PLACE: Monterey County Water Resources Agency
893 Blanco Circle
Salinas, CA 93901
(831) 755-4860

MINUTES

1. Call to Order @ 10:05 a.m. by Committee Chair Deidre Sullivan.

Members present: Directors Deidre Sullivan, Ken Ekelund, John Huerta
Members absent: None

A quorum was established.

2. Public Comment

None.

3. Approve the Minutes of the Planning Committee meeting held on April 9, 2014

Committee Action: Upon Motion made by Committee Member Ken Ekelund and seconded by Committee Member John Huerta the Committee approved the Minutes for April 9, 2014.

4. Review Planning Committee Responsibilities

David Chardavoyne, General Manager, led the review and discussion on the suggested areas of responsibility for the Planning Committee.

A. CAMP – Capital Asset Management Program:

Through discussion it was revealed that the Program is unfunded and is managed internally. Because it is managed in a piecemeal fashion efforts take time and it is not current. Cathy Paladini, WRA Finance Manager noted that the Agency is working to get its books in order to ensure that revenues and expenditure are in alignment.

Staff is working to identify specific work tasks within the zones and is now operating under “precision maintenance” instead of a blanket maintenance system. In this way, critical tasks are being addressed while other less critical tasks are temporarily left undone. The Committee suggested reviewing certain maintenance items to see if they

can be folded into other larger projects in order to get funded. The Committee stated that it was important to be able to justify requests for more money and also to maintain transparency to the public.

B. Strategic Planning – Develop Agenda:

The Planning Committee will be responsible for developing the Agenda for the Strategic Planning meeting to be held in November. The Committee would like to review the Agency goals before the Strategic Planning meeting.

C. Channel Maintenance Program (short term):

The EIR will be going before the Board of Supervisors in the very near future for certification. The next phase will be implementing the program.

D. River Management (long term): This plan is currently being updated.

E. Floodplain Management Plan:

The project is currently being updated. The Floodplain Management Plan is updated every five years and is produced by Agency staff. There is a \$90,000 grant in place to produce the update to the Plan.

F. Office Move:

Staff indicated the Agency lease expires at the end of July 2015. The Agency is being pressured by County Administration to move to the “Capital One” building should the County purchase the property. There are several drawbacks to such a move such as the lack of a board room and a separate entrance for the Agency. Much of Agency activity is interacting with the public. Where the building is located would make this very difficult to do. Other issues requiring resolution include the cost of the lease and the cost of any necessary improvements.

The Committee suggested engaging a realtor to help seek a suitable location. Staff indicated that there had been a meeting with MCOE who at that time, indicated it may be willing to renegotiate the lease. There is also a possibility of leasing with the option to purchase.

G. IRWMP:

Staff provided a brief background to the IRWMP. It is in the final process now. The Planning Committee monitored the IRWMP process. Staff indicated that funding could become available because of the drought proclamation. The next opportunity would be mid-year 2015.

H. Grants:

The Committee asked for a list of the grants currently available to the Agency. The Agency Performance Indicator graph will be helpful to show the status of the grants. The USBR Basin Study grant was denied to the Agency and a debriefing will occur the third week of June to explain the reasons for the denial.

The Committee asked that Drought Contingency Plan be added to this list. Staff indicated that the Agency participates in the County Drought Task Force. Staff also noted that the Agency does not possess enforcement authority during a drought. The Committee suggested the Agency inform the public of its capabilities and limitations.

Committee Action: Upon Motion made by Committee Member Ken Ekelund and seconded by Committee Member John Huerta the Committee accepted the Planning Committee's Suggested Areas of Responsibility.

5. Review Agency Critical, Routine and Essential Projects

David Chardavoigne, General Manager, noted that at the time the Critical Projects list was created the subject of the Interlake Tunnel had not surfaced. The Interlake Tunnel Project is now very high on the Critical Projects list. Also on the list are the Agency Water Rights Permit #11043; the Salinas River Stream Maintenance Program (short-term); and, the Floodplain Management Plan, among others.

Bob Perkins, a member of the public spoke. He expressed concern that some issues being discussed overlapped into more than two committees and might violate the Brown Act. He urged the Committee and staff to focus on assuring that projects are discussed in the appropriate committees especially since time and budgets are stretched. The Committee assured him that all committee members of each committee are aware that the Brown Act must be followed in that only one other committee may consider any item brought forth for consideration. David Chardavoigne assured Mr. Perkins that Agency staff is aware of the rules of the Brown Act and strive to comply. Committee Chair Sullivan suggested that staff create a matrix defining the responsibilities of each of the committees.

David Chardavoigne noted that "Well Testing/Monitoring" has been added to the Routine Agency Activities list. This and other activities are monitored monthly through the Performance Indicator Program.

The Committee appreciated the lists brought before them and asked that Staff continue to provide them with updates. Staff noted that even though the "Additional Essential Agency Projects" list contains 21 items there are, in fact, over 300 projects or tasks requiring Agency action.

Committee Action: Upon Motion made by Committee Member John Huerta and seconded by Committee Member Ken Ekelund the Committee received the Agency Critical, Routine and Essential Projects lists.

6. Consider recommending that the Full Board approve and authorize the General Manager to execute a Produce Wash Water Utilization Agreement, substantially in the form attached.

David Chardavoigne, General Manager, presented information regarding the Produce Wash Water Utilization Agreement. He noted that because of the drought the SRDF will not produce water for CSIP therefore additional water is required from a new source and/or from additional groundwater pumping.

The City of Salinas produces approximately 4,000 acre-feet/year of produce wash water that it receives and treats at its Industrial Wastewater Treatment Facility. The PCA and the City of Salinas entered into a test period of sixty days whereby Salinas has agreed to provide produce wash water from its treatment facility to PCA for the sole purpose of determining the viability of combining produce wash water with sanitary sewer water for use in CSIP. The results of that test period have been positive.

The Produce Wash Water Utilization Agreement among the Monterey County Water Resources Agency, PCA and Salinas will result in the continued provision of treated produce wash water during the June 1, 2014 to October 31, 2014 time period to CSIP. Salinas will pay the incremental costs of treatments at \$179/acre-foot during this period, as established by PCA.

Mr. Chardavoyne noted that one of the long-term goals of all the parties is to curtail and potentially eliminate groundwater pumping in the existing, and expanded, CSIP service area in order to help halt seawater intrusion. It is anticipated that a similar agreement to utilize Salinas' produce wash water in CSIP can be negotiated.

Committee Action: Upon Motion made by Committee Member Ken Ekelund and seconded by Committee Member John Huerta the Committee recommended approval by the full Board of Directors and authorize the General Manager to execute a Produce Wash Water Utilization Agreement, substantially in the form received.

7. **SET NEXT MEETING DATE AND DISCUSS FUTURE AGENDA ITEMS.**
The next meeting date is tentatively set for Wednesday, August 13, 2014 at 10:00 a.m. Potential agenda items will include the office move and grants.

ADJOURNMENT by Chair Deidre Sullivan @ 11:50 a.m.

Submitted by: Alice Henault

Approved on _____

**MONTEREY COUNTY WATER RESOURCES AGENCY
BOARD OF DIRECTORS
PLANNING COMMITTEE**

Deidre Sullivan, Chair
Ken Ekelund

John Huerta

TIME: 10:00 a.m.
DATE: Wednesday, August 13, 2014
PLACE: Monterey County Water Resources Agency
893 Blanco Circle
Salinas, CA 93901
(831) 755-4860

MINUTES

Members present: Director Ken Ekelund
Members absent: Directors Deidre Sullivan, John Huerta

Due to a lack of a quorum the Planning Committee meeting was cancelled.

**MONTEREY COUNTY WATER RESOURCES AGENCY
BOARD OF DIRECTORS – PLANNING COMMITTEE**

MEETING DATE:	October 15, 2014	AGENDA ITEM:	
AGENDA TITLE:	Consider receiving a draft report regarding the Strategic Planning Workshop scheduled for November 13, 2014; and providing direction to staff.		
Consent ()		Action (X)	
Information ()			
SUBMITTED BY:	David Chardavoigne	PREPARED BY:	Robert Johnson
PHONE:	(831) 755-4896	PHONE:	(831) 755-4860
DEADLINE FOR BOARD ACTION:		October 27, 2014	

RECOMMENDED BOARD ACTION:

Receive a draft report regarding the Strategic Planning Workshop scheduled for November 13, 2014; and provide direction to staff.

SUMMARY:

Attached is a report from Management Partners, the consultant hired to facilitate the upcoming Agency Strategic Planning Workshop, scheduled for November 13, 2014.

DISCUSSION:

Given the criticality and importance of a number of major issues at the Agency, a consultant was hired to facilitate the upcoming Strategic Planning Workshop, scheduled for November 13, 2014. The consultant, Management Partners, interviewed select Agency Board of Directors members, the General Manager, the two Acting Assistant General Managers, and the Finance Manager to gain an understanding of the issues to be discussed at the workshop. Attached is a report from the consultant that depicts; 1) an expanded draft agenda for the workshop, 2) a listing of common interests that emerged from the interviews, and 3) Pre-work for the Board of Directors.

Staff seeks to review this material at the Planning Committee meeting, take direction from the Committee, and provide a similar presentation to the full Board of Directors at the October meeting.

OTHER AGENCY INVOLVEMENT:

None

FINANCING:

There is no financial impact from receiving this report.

FINANCIAL IMPACT:	YES () NO (X)
FUNDING SOURCE:	Fund 111, Budget Unit 930
COMMITTEE REVIEW AND RECOMMENDATION:	None
ATTACHMENTS:	1. Draft Report from Management Partners
APPROVED:	<hr/> General Manager Date



October 13, 2014

DRAFT FOR DISCUSSION AT PLANNING COMMITTEE MEETING ON 10/15/14

**County of Monterey
Water Resources Agency
Strategic Planning Workshop**

November 13, 2014

Arrive for networking, refreshments 8:30 – 9 a.m.

Workshop 9 a.m. – 4 p.m.

Laguna Seca Raceway

Notes for Planning Committee and EMT: Interviews were conducted by Jan Perkins on October 6, 2014 with executive staff and three board members. The results of those interviews are summarized in **Attachment A**. The following agenda is based on the key interests shared in those interviews. **Attachment B** contains a page of suggested pre-work for Board of Directors to complete regarding guiding principles.

Once we finalize the agenda, Jan will prepare a short one-page summary level agenda for distribution to participants. This detailed version is for the EMT and Planning Committee to know what is suggested by way of how the time will be focused. The final agenda will not be this detailed!

Desired Workshop Outcomes:

- Understanding of the challenges and opportunities facing the agency.
- Agreement on the agency's core mission.
- Agreement on several multi-year goals.
- Agreement on principles to guide decision making about priorities.
- Agreement on priorities for the coming year.

Facilitator: Jan Perkins

Note: Times have been noted below to give the Planning Committee and General Manager a sense of how we will spend the day. These times are approximate and will not be on the final version of the one-page summary agenda to be distributed. The Board Chair will do item one, and then the rest of the agenda will be turned over to Jan.

1. **(9 am) Welcome and introductions** (Board Chair) (15 minutes)
 - a. Call to order
 - b. Roll call
 - c. Pledge of Allegiance
 - d. Opening comments by General Manager
 - e. Public comments

2. **(9:15 am) Review plans for the day** (5 minutes)
 - a. Review workshop agenda
 - b. Review and agree on ground rules (e.g., stay focused on the desired outcomes of the day, avoid getting into the weeds, listen carefully to each other, be open to new ideas)
 - c. Discuss how and when the public will be involved:
 - SWOT exercise (public to be invited to participate)
 - Mission (public to give brief comments)
 - Goals (public to give brief comments)
 - Priorities (public to give brief comments)

3. **(9:20 am) Understanding the Financial Context** (20 minutes)
 - a. Brief summary of the Agency's financial position, including multi-year forecast
 - b. Questions and comments

4. **(9:40 am) SWOT Exercise** (30 minutes)

Purpose: This strengths, weaknesses, opportunities and threats exercise will begin to surface common perspectives about the agency. It will serve as an icebreaker and give the public an early opportunity to share their views, along with the staff and Board of Directors. It will also serve to remind participants of what is going well and what impediments must be dealt with as the Board determines priorities.

 - a. Small groups to discuss strengths, weaknesses, opportunities, threats facing the agency
 - b. Large group discussion

5. **(10:10 am) Review Core Purposes as Authorized by Agency Act** (20 minutes)

Purpose: Review the fundamental purposes of the Agency as stated in the Monterey County Water Resources Agency Act. Priority should be given to goals and projects that are directly related to achieve the core purposes. (*Materials: Copy of the Act; Agency's stated mission per the website*)

 - a. Does the mission statement on the Agency's website match the Agency Act? If not, should the mission statement be modified? (*Note, there will not be enough time*)



to really discuss the mission– only to determine if it needs to be changed to better match what the Agency Act says)

- b. Public comment
- c. Board direction

Break – about 10:30 am

6. (10:45 am) Determine multi-year goals (45 minutes)

Purpose: Reach agreement on several large, multi-year goals. These will state what the agency is driving to accomplish through its projects and programs.

- a. Review staffs' suggestions about goals (*Note: staff will have done some pre-work on this*)
- b. Discussion
- c. Public comment
- d. Board direction

7. (11:30 am) Determine criteria for determining priorities (30 minutes)

Purpose: This is to establish criteria that will be used by staff and the Board of Directors in determining priorities. The intention is that these criteria will be used following the workshop as well as today.

- a. Discuss suggested criteria (*Note: Pre-work by Directors and EMT is suggested to gather input in advance of the workshop, which will aid in the efficiency of the discussion – please see Attachment B to this agenda*)
- b. Public comment
- c. Board direction

Break for short on-site lunch about Noon (30 minutes)

8. (12:30 pm) Determine priorities (2.5 hours)

Purpose: This is for the Board to set specific program and project priorities for the year. These should be based on the criteria previously discussed.

- a. Provide orientation to the materials prepared by staff
- b. Board members and General Manager to do dot voting on the priorities. (*Note: The list of projects/programs would be enlarged into posters for the wall and dot voting would be done there.*)
- c. Discussion of results of dot voting
- d. Public comment
- e. Board direction



9. (3:15 pm) Discuss accountability for implementation (30 minutes)

- a. Board comments about they would find of value regarding reporting on priorities
- b. General Manager comments

10. (3:45 pm) Wrap up and evaluation (15 minutes)

- a. Review next steps
- b. Workshop evaluation (form)
- c. Final comments from Board, General Manager

-----END BY 4 PM-----

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Attachment A: Common Interests Emerging From Interviews

Facilitator Jan Perkins conducted interviews with executive staff and three board members about what they hope to accomplish in the November 13, 2014 the strategic planning workshop. The following summarizes the key interests heard.

- Staff have a strong desire to have a set of clear and manageable priorities at the end of the day, recognizing that there are not enough resources (time and money) to do everything on the agency's list of "important" items to accomplish.
- Board members share the concern that priorities be set, and also wish to have clarity about the mission of the agency and a set of multi-year goals.
- There were numerous comments about the need to be clear about criteria for setting priorities, for having prudent financial practices, for building trust with stakeholders and various partners, for having transparency in all that the agency does, and for ensuring a positive organization for staff to work in.
- Many individuals noted the potential problem of "getting into the weeds" at this workshop. The interest is in staying at a high level, while setting clear priorities.
- Agency seems to be crisis driven, in a daily mode of putting out fires; we need to need better way of planning and decision making so as to minimize crisis management.
- Projects should not be added if there is no assured money for them.
- Projects are often delayed, sometimes by other regulatory agencies. We need to stay focused on getting things completed and ensure that our own working practices are efficient.
- New groundwater management legislation will require a decision within the next two years about the role of the Monterey County Water Resources Agency – whether or not to become the designated regulatory body for the county.

Overall Theme: "What's our job and how do we do it?"

Mission: Clarify the mission for the agency – the reason for its existence. The Monterey County Water Resources Agency Act establishes the purposes of the agency, which are to halt seawater intrusion and provide flood control. The mission statement on the Agency's website is: *"Monterey County Water Resources Agency manages, protects and enhances the quantity and quality of water and provides specified flood control services for present and future generations of Monterey County."*

Vision: Clarify or confirm the agency's vision, which should state what the agency is aspiring to. The current vision statement says: *"Monterey County Water Resources Agency's vision is to be the leader in efficient, innovative and equitable water resources management."*

Goals: Create multi-year goals to guide the agency over 5 – 10 years. Typically a strategic plan would have 5 – 7 large, multi-year goals.



Priorities: Set achievable priorities for the next year, directed toward the multi-year goals. Set those priorities based on guiding principles.

Guiding principles: Establish guiding principles for setting priorities. Factors suggested include:

- Is consistent with the core mission of the agency.
- Helps the agency make progress in meeting one or more of its goals.
- Meets legal, contractual and mandated obligations.
- Funding is currently available or new source is committed.
- Project or program will help the agency avoid future costs.
- Program or program will protect against loss of life.
- Approved priorities will not be beyond the financial capacity of agency. Priorities will allow the agency to match revenues and expenditures, maintain fund balances and operate with prudent financial practices.
- Board will have a risk/benefit discussion of a proposed project or program; what can go wrong or emerge that should be considered before committing to a project (i.e., legal, financial, regulatory, etc.).

Values: Establish a set of organization values. Ideas surfaced in interviews include:

- We rely on partnerships with others and work to build trust and positive relationships.
- We operate with transparency in all matters (financial, decision making, progress, accountability).
- We value our employees.
- We expect high performance and accountability in all we do.

Accountability: Build in accountability at the end of the workshop for the decisions made.



Attachment B: Strategic Planning Workshop
Pre-Work for Board of Directors
Guiding Principles

During interviews conducted to help prepare for the Strategic Planning Workshop to be held November 13, 2014, an interest in establishing guiding principles for making decisions about priorities was expressed. The possible principles listed below were mentioned during interviews.

The following form has been prepared to invite Directors to offer their comments about possible guiding principles. This input will be helpful in preparing for discussions at the workshop. Please send Directors' responses to Jan Perkins at jperkins@managementpartners.com by **October 27, 2014.**

Suggested Principle	Should this be a guiding principle for decision making?		Comments or suggested changes
	Yes	No	
1. Project or program is consistent with the core mission of the agency.			
2. Project or program helps the agency make progress in meeting one or more of its goals.			
3. Meets legal, contractual and mandated obligations.			
4. Funding is currently available or new source is committed.			
5. Project or program will help the agency avoid future costs.			
6. Project or program will protect against loss of life.			
7. Approved priorities will not be beyond the financial capacity of agency. Priorities will allow the agency to match revenues and expenditures, maintain fund balances and operate with prudent financial practices.			
8. Potential risks and costs, as well as benefits, will be fully			



discussed in advance of a decision to proceed.			
9.			
10.			

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