



Salinas Valley Basin

Groundwater Sustainability Agency

Salinas Valley Basin Groundwater Sustainability Agency Strategic Plan

Prepared for the Board of Directors of the Salinas Valley Basin
Groundwater Sustainability Agency
By SVBGSA Staff and Regional Government Services

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This Document

This document represents hours of work invested in developing this plan that arrives at a critical time in the evolution of the Salinas Valley Basin Groundwater Agency (SVBGSA). As in all things SVBGSA, this document represents a collaborative process with input provided from over 70 participants. The report was prepared with input from GSA staff, committee and board members, valley stakeholders, and consultants contracted to support this work from Regional Government Services.

The document begins with a brief introduction and process description. The opening is followed by a presentation of the strategic initiatives and actions that represent a proposed forward direction for the Agency. This portion of the document also includes a proposed structure for the GSA organization that will support the plan's implementation.

The planning outcomes are followed by a description of the data analysis that produced the strategic results. This detailed portion of the document will be helpful for those seeking a deeper understanding of how the data collected was processed. Finally, the report concludes with appendices that contain the "raw" data gathered during the planning sessions. This data represents a wealth of information and insight into how participants and stakeholders perceive the GSA process.

Introduction

The Salinas Valley Basin Groundwater Sustainability Agency (Agency) identified the need for the Agency to engage in strategic planning to define Agency roles and responsibilities as we transition from planning activities to implementation activities for the Agency. With six subbasin plans completed by 2022 and implementation underway immediately for sustainability goals, strategic planning is essential to ensure the subbasins can achieve long-term compliance with the Sustainable Groundwater Management Act (SGMA). Therefore, it was recommended to the Board of Directors that an efficient strategic planning effort be conducted that focused on defining and affirming organizational goals and objectives, examining staffing and support structure, initiating and defining financial and governance policies, and identifying Agency communications and outreach. Upon Board of Directors approval in January 2021, the strategic planning effort was undertaken in April 2021.

When considering the proposed approach to the effort, staff worked with all parties to develop the following framework to produce the strategic planning activities and outcomes. The purpose of the framework was to narrow the focus of the study and provide clear guidance to staff and the consultant to produce a plan that will be effective in guiding the future of the Agency.

Strategic Planning Framework

1. Premise

- SGMA requires the Agency to manage and maintain sustainability goals for the six groundwater subbasins within its jurisdiction.
- Sustainability will require the implementation of Groundwater Sustainability Plans (GSPs) with partner agencies and stakeholders.
- GSPs will require project development and program management actions and the estimated costs of these actions. These actions will likely include several high-cost projects.
- SVBGSA is taking steps into implementing one GSP but is primarily a small planning organization not structured for full implementation of six GSPs, especially regarding capital projects. For implementation, the Agency does not have the authority to operate or manage water delivery infrastructure owned and operated by other public agencies in the basin. However, the Agency must be structured to partner with other agencies effectively.
- The GSA should not develop as a full-service agency that duplicates the work of other agencies.

2. SVBGSA – Strategic Agency Development Phases

Phase 1 – Complete (2015-2021)

- Governance
- Committee Structure
- Intense focus on first Groundwater Sustainability Plan (GSP)

Phase 2 – Underway (2021-2022)

- Sustain governance and expanded committee structure
- Implementation of first GSP
- Concurrent development of five GSPs

Phase 3 – Requires strategic analysis (2022 – onward)

- Adapt governance and organizational structure to implement six GSPs
- Secure funding, complete studies, etc.
- Develop strategies and activate management actions and projects to achieve sustainability

3. Strategic Analysis

Funding

- What are the right mechanisms for funding projects and programs?

Structure

- What is the right structure for the Agency?
 - Staffing
 - Skill Sets
 - Governance

Partnerships

- How does the Agency distribute work across a regional network of partnerships to incentivize projects and programs in the GSPs?

Interactive Engagement to See Where We Are

A series of interactive sessions were scheduled with either the entire body or select members of the Subbasin Planning Committees, the Advisory Committee, the Board of Directors, and selected executive staff and Board members of the Monterey County Water Resources Agency. In addition, the meetings included Brown Act sessions for the Advisory Committee and the Board of Directors.

After the Board session, the data collected from the previous meetings were processed to identify themes associated with Strengths, Weaknesses, Opportunities, and Threats (SWOT). This information also included answers to specific questions posed to particular groups. Additional work included taking the data collected through the interactive sessions and sorting it into the three identified areas of strategic assessment. These areas: funding, structure, and partnership, when analyzed, produced three subcategories of further strategic consideration. These subcategories of review are communication, data collection, and project implementation.

The next step was to identify strategic initiatives that surfaced during the data analysis, and present those to the Board of Directors for discussion and alignment. The Board of Directors completed their assessment of priorities and initiatives on May 15, 2021.

Moving Forward

Agency staff and consultants are pleased to present the Salinas Valley Basin Groundwater Sustainability Agency 2021 Strategic Plan. The staff and team will utilize the Strategic Plan to develop annual work plans, budgets, and financial plans for the Agency and maintain clear and transparent action in implementing the six groundwater sustainability plans under the Agency's guidance.

Stakeholders in the Salinas Valley Basin have engaged with the Agency in creating the plans. The Agency acknowledges its responsibility to move towards sustainability in our groundwater basins guided by our plans, our Board's directives, and stakeholder inputs. The Agency appreciates all the stakeholders who have participated in the strategic planning efforts.

Strategic Initiatives

The following Strategic Initiatives represent a compilation of ideas generated through the planning process by all participants. The Board of Directors at their meeting identified three top priorities from the data collected.

BOARD OF DIRECTORS PRIORITY INITIATIVES:

The Board of Directors identified the following as top priorities. Notably, two of the three priorities involve significant financial planning.

- Prioritize low-hanging fruit – What can be implemented quickly and most cost-effectively for the largest benefit?
- Develop a long-range financial plan in addition to the annual budget
- Determine availability of funding and establish priorities for successful grant outcomes

The Board priorities should next be evaluated against the following proposed initiatives to provide further refinement and direction to staff for implementation.

STRATEGIC INITIATIVE 1: ENHANCE EFFECTIVENESS OF RELATIONSHIP WITH WRA

Partnerships represent good opportunities for the GSA to manage towards sustainability. However, the relationship between the GSA and the Monterey County Water Resources Agency rose to the forefront in nearly every planning meeting identifying the issue as a critical, stand-alone relationship that requires specific attention.

Goals:

1. Clarify roles of WRA and SVBGSA to reduce duplication of effort.
2. Conduct a study to determine if combining the GSA and WRA is a viable option.

STRATEGIC INITIATIVE 2: DEVELOP SUSTAINABLE AND TRANSPARENT FUNDING SOURCES

Significant focus rightfully addressed the need to establish financial plans, both short and long-range, to fund the many expensive projects included in Groundwater Sustainability Plans.

Goals:

1. Develop a long-range financial plan in addition to the annual budget
2. Pursue grant applications
3. Utilize transparent funding mechanisms

STRATEGIC INITIATIVE 3: CREATE STRATEGIC PARTNERSHIPS

Partnerships will be required to leverage resources to achieve sustainability. Understanding how to interact and engage potential partners will be an ongoing effort of the GSA.

Goals:

1. Strengthen partnerships with Monterey One Water and Monterey Regional Water Management District
2. Develop partnerships with both Government and Non-Government agencies

STRATEGIC INITIATIVE 4: DEVELOP UNIFORMITY ACROSS DATA COLLECTION TOOLS AND METHODOLOGIES

The development of GSP's has illuminated the need to expand and coordinate data collection and formatting. In some cases, data is needed that has not been collected. In other cases, the data lies in various locations and needs to be acquired and aggregated.

Goals:

1. Standardize extraction reporting
2. Standardize calibration well metering flow meter
3. 100% Transparency of all modeling.

STRATEGIC INITIATIVE 5: ACTIVELY MANAGE PUBLIC COMMUNICATIONS

Many advancements have been made in the past year to improve outreach and communication. However, this effort must be focused and ongoing to keep stakeholders and constituents fully informed of and engaged in Agency activities.

Goals:

1. Highlight agency benefits
2. Emphasize simple, straightforward, and transparent communications.

STRATEGIC INITIATIVE 6: MEASURED APPROACH TO SELECTION OF PROJECTS FOR IMPLEMENTATION

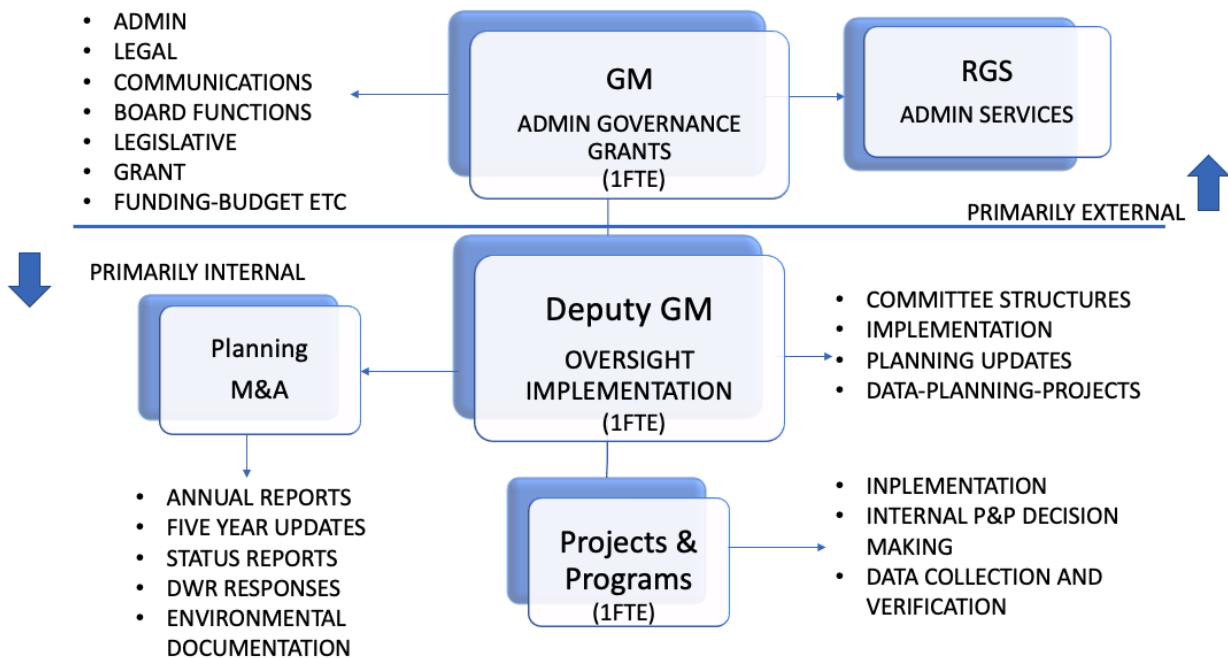
With the recent efforts of WRA to pass a 218 vote for reservoir repairs, it is clear that the funding of major projects will require careful selection and vetting to ensure that we are using resources most effectively

Goals:

1. Prioritize low-hanging fruit – What can be implemented quickly and most cost-
2. Establish project-specific committees to maintain public engagement and transparency

Structure

The final strategic direction of this report identifies a potential structure for the organization designed to support the implementation of the plan.



This structure is designed to support the organization in migrating from a small planning organization into an organization that can implement the plans that lead to Sustainability.

This structure is also designed to maximize the cost-effective relationship with Regional Government Services (RGS) that allows the GSA flexibility in staffing to meet the Agency's needs while eliminating legacy costs for staff and minimizing employee expenses.

One of the successful aspects of using RGS is that staff is paid only for their work hours. However, this proposed structure acknowledges that staff should have the option of working a standard workweek (40 hours) if the situation is justified.

This structure also eliminates the Senior Advisor role that supported the planning effort and replaced it with a position that promotes the development of projects and programs. This same position will also identify, and support work associated with data collection.

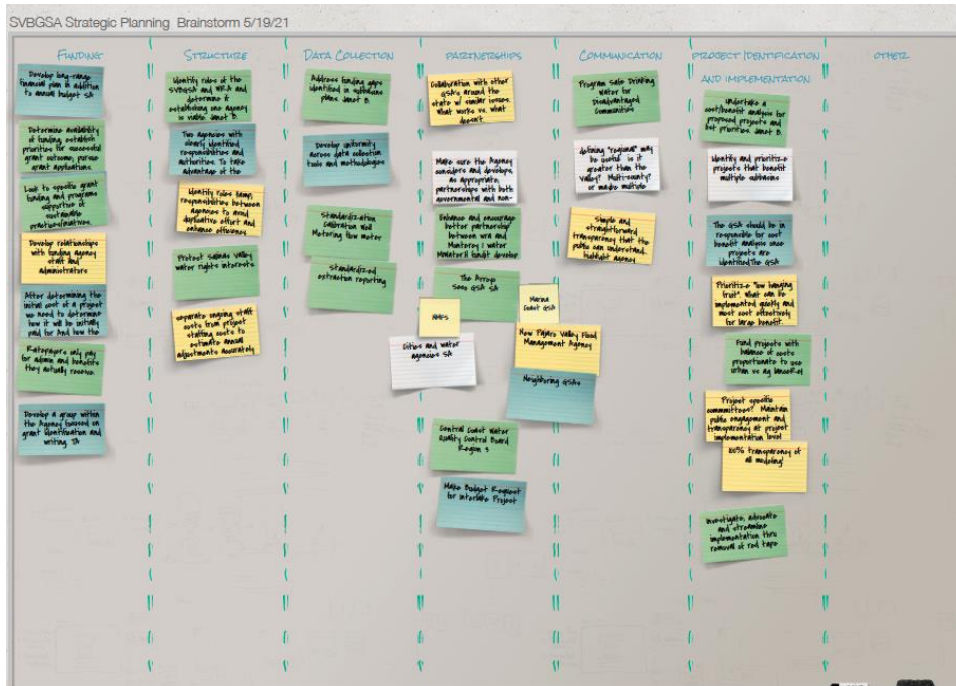
Process

In consultation with Agency staff, the strategic plan facilitator designed a process that included a series of questions and tools to gather valuable data. Generally, the questions asked were the same for each group. However, the Advisory Committee and GSA Staff meetings included questions designed to determine unique views on governance and workflow.

The goal of all questions combined was to gather the information that would determine how best to transition from the organization's current state to a future state that requires adapting and changing skills to move from planning to implementation. The process did support the intended outcome but, in some cases, took extra effort to clarify the direction that was being sought.

Ultimately the process was run on Zoom. However, a variety of other software tools were deployed to support the planning sessions. Unfortunately, not all software tools were initially successful. However, as staff and the consultants adapted to the needs of participants, successful tools and processes were developed and used.

One example of a very useful tool employed in the Board strategic planning workshop included a whiteboard and post-it notes that worked in the Zoom environment. The following screenshot is an example of the Scrumblr Tool used in this process.



This "sorting" tool was extremely useful during the Board strategic planning workshop session as it allowed many complex data sets to be organized into themes and categories that guided strategic plan development.

In the end, the planning process was successful, with over 70 participants providing a variety of points and view in response to questions asked.

Data Analysis

The collected data from the engagement sessions were then processed using different formats. The first data analysis used a traditional strategic planning format that looks at themes associated with Strengths, Weaknesses, Opportunities, and Threats (SWOT). This information also included answers to specific questions posed to particular interview groups. The data sorted according to the SWOT assessment is as follows:

SVBGSA Strategic SWOT Planning Themes

ACCOMPLISHMENTS

- Formation of the GSA (JPA; By-laws; structure of Advisory Committee)
- Community engagement
- Transparency (Finances; Fees; Work)
- 180/400-Aquifer Subbasin GSP submitted
- Grant submittals and awards (obtained \$5.1 M in grants)
- Subbasin Committees formed to develop the five GSPs
- Expanded the types of stakeholders

STRENGTHS

- Broad and engaged representation (people are both engaged and productive, diversity of Board and Committees)
- Transparency
- Technical, institutional, and historical knowledge
- Great team (nimble and lean staff; talent and commitment of staff and Board; communication is open and frank)

WEAKNESSES

- Lack of role clarity between MCWRA and GSA
- The complexity of both issues and solutions (water is complex – many assumptions are made; complicated solutions that require consensus and compromise; many different entities need to be involved)
- Diverse opinions (not all used in decision-making; not a proportional voice for ag; complicated stakeholder landscape; challenging to move forward and please everyone)
- Our process (slow; challenging to move forward and please everyone; the democratic process can result in majority asking minority to take on something onerous; takes time to be transparent; limited involvement of environmental justice and disadvantaged communities; decision-making dominated by ag industry)
- Lean organization (everyone wears multiple hats; constantly waiting to adapt; some actions are missed or not fully executed due to workload)

OPPORTUNITIES

- Funding (coordinate funding between agencies; funding from potential federal infrastructure bill; state funding/water bond; establish an equitable process for allocating funding of regional projects; match funds WRA and GSA; funding for studies that have been delayed)
- Develop greater understanding of issues (sub-basin issues and groundwater conditions/threats)
- Develop an integrated plan (plan for the entire basin; model all interactions between sub-basins to approach issues on a valley-wide basis; produce projects that bring the basin into balance)
- Combine MCWRA and SVBGSA to become one Agency (streamline costs so not paying twice for same activities; better use of rate payer money;)

THREATS

- Legal Challenges
- Climate Change
- Drought
- Lack of funding for projects (Multiple parties after same funding; ratepayers may not support both MCWRA and SVBGSA; expensive; too many projects from both DWR and SVBGSA)
- Unity may diminish (as implementation takes place, unity may start to fall apart; when stakeholders start to feel the financial impact, unity mentality will change)

The SWOT analysis was enhanced by a series of specific questions asked of the Advisory Committee and GSA staff to expand and clarify the information gathered. These questions and responses are as follows:

WHAT SUCCESS LOOKS LIKE IN FIVE YEARS

- Project Implementation (planned and started implementing projects that bring basin into balance; complete at least one major project; project feasibility and priorities established; GSP implementation work plans complete including priorities and funding strategies; DWR has approved all sub-basin plans; accomplished objectives identified for each sub-basin)
- Funding (outside funding sufficient to reduce community burden; adequate funding; access and utilization of all funding sources available)
- Unified approach for GSA and WRA (one Agency; two agencies but one basin management agency)
- Ratepayers understand our work

Advisory Committee

The Advisory Committee was asked the same questions as all other participating groups. However, additional questions were asked to clarify the future role of the Advisory Committee in the decision-making process:

1. What are the strengths and weaknesses of the Advisory Committee's decision-making process, and,
2. How do you see the role of the Advisory Committee adapting to support the success of the GSA in five years?

The themes that came from the Advisory Committee engagement process are described below.

Strengths of Decision-Making

- Diverse positions are represented and considered

Weaknesses of Decision-Making

- There is tension between decision-making deadlines, the information available, and the amount of information to be processed/learned.
- Challenging to balance diverse opinions

Role of the Advisory Committee

- More emphasis on communication (communicating success stories/challenges; hard decisions and rationale)
- Keep committee united in purpose (do the right thing for everyone; recognize the collective contribution; commitment to achieve and maintain comprehensive and honest data)

GSA Staff

Similarly, GSA Staff were asked a series of follow-up questions to better determine their specific points of view associated with workload and organizing tasks and assignments.

1. How does the current structure impact our effectiveness?

The themes in the responses to this question are below.

- The meeting schedule is intense
- Communication is both a strength and a challenge (communicate well while working remotely; hallway discussions are missed; the intuitive side of communication is difficult to get from virtual communication)
- Workload (need more time to do advanced planning as an organization; fast-paced environment; can't always do deep work; part-time, on-call staff)

Strategic Framework Analysis

The information collected through this planning process was also sorted into the three identified areas of strategic concern. These areas are funding, structure, and partnership. When analyzed, these areas produced three subcategories of further strategic consideration. These subcategories of review are communication, data collection, and project implementation. Therefore, these new areas of strategic thinking that emerged during the planning process have been included in the data analysis.

Following are summaries of the Areas of Strategic Concern:

Funding:

Funding again surfaces as an important topic that needs to be addressed. Communication emerged from this topic regarding the importance of keeping stakeholders apprised of funding activities and why they should care.

- Coordinate funding between agencies; funding from potential Federal Infrastructure bill; state funding/water bond; establish an equitable process for allocating funding of regional projects; match funds MCWRA and GSA; funding for studies that have been delayed)
- Funding for studies that have been delayed

Opportunity to establish an equitable process for allocating funding for regional projects that benefit the basin between multiple parties. Read: well-destruction programs, additional supplies, etc. (e.g., who pays what? Based on what?)

Communication:

Communication emerged as a sub-topic of necessity regarding the importance of keeping stakeholders apprised of funding activities and why they should care.

- Communication is both a strength and a challenge, with more emphasis needing to be placed on sharing success stories/challenges, hard decisions, and rationale.
- Keep committee united in purpose (do the right thing for everyone; recognize the collective contribution)
- Publish better communications pieces and think about how studies and reports are put out publicly in the context of communications more broadly - lots of rumors out there -
- Communication to the public to achieve greater visibility and awareness.

Data:

Data emerged from the funding topic in terms of the importance of having accurate data to allocate costs.

- Focus on establishing and agreeing on pertinent data collection, filling data gaps, and re-evaluating past decisions as more data becomes available
- Modeling all interactions between all sub-basins to achieve a completely honest approach, valley-wide, to benefit assessments, project funding, and demand management tools that consider their effects on all parts of the valley rather than the sub-basin within which that tool is employed.
- Ensure we have enough information/data to decide what projects we need to prioritize and pursue.

Project Implementation:

Project Implementation emerged as an area of strategic direction in a cross conversation between funding and communication. Generally, the issue was that doing the work to identify the best project with the most significant impact would then drive the funding and communications strategies.

- Planned and started implementing projects that bring basin into balance; complete at least one major project; project feasibility and priorities established; GSP Implementation work plans complete including priorities and funding strategies; DWR has approved all sub-basin plans; Accomplished objectives identified for each sub-basin
- Too many projects from both MCWRA and SVBGSA
- Identify projects that give us the greatest return on investment for all stakeholders, including a consideration of risk
- Joint efforts on moving projects forward.
- Difficulties integrating GSA projects with broader County policies
- Too many projects from each Agency and a high sense of urgency to complete them. - we need a compelling big picture and leadership from both agencies.
- Ability to drill down to priority projects that give us the best bang for our buck and address real issues
- Projects implemented to benefit all stakeholders in the valley
- A highly efficient organization that has planned and started to implement projects that will bring the basin into balance
- Without the engineering staff to help with projects, the GSA will lean on some of the entities with those resources. If the GSA projects are not a priority for that entity, then it won't be their priority.
- Focus on projects using natural solutions vs. engineered solutions

Partnerships:

- Combine MCWRA and SVBGSA to become one Agency
 - Modeling results
 - Streamline costs (streamline costs so not paying twice for same activities; better use of rate payer money;)
- The unified approach of GSA and MCWRA (one Agency; two agencies but one basin management agency)
- Also, work closely with MCWRA and Monterey One Water to use the CSIP project to the best of its capabilities and, of course, expand it far beyond the current boundaries outlined by the GSA plan.

Structure:

- Our planning processes (slow; challenging to move forward and please everyone; democratic process can result in majority asking minority to take on something onerous; takes time to be transparent; limited involvement of environmental justice and disadvantaged communities; decision-making dominated by ag industry)
- Lean organization (everyone wears multiple hats; constantly waiting to adapt; some actions are missed or not fully executed due to workload)
- Unity may diminish (as implementation takes place, unity may start to fall apart; when stakeholders start to feel financial impact, unity mentality will change)
- The meeting schedule is intense
- Workload (need more time to do advanced planning as an organization; fast-paced environment; can't always do deep work; part-time, on-call staff)
- *Strengths of Decision-Making*
 - Diverse positions are represented and considered
- *Weaknesses of Decision-Making*
 - There is tension between decision-making deadlines, the information available, and the amount of information to be processed/learned.
 - Challenging to balance diverse opinions
- Build out administrative structure, have dedicated systems in place for all the different projects and tasks that are carried out on a daily, weekly, monthly, quarterly basis

Actions/Strategies to Pursue in the Next 1 – 5 Years

These answers were derived from a final question asked of each group. The question, "what are you to two priorities?" was used to allow information generated to be narrowed and prioritized by each group.

The top two priorities from each group are identified below:

Advisory Committee

1. Identify projects that give us the greatest return on investment for all stakeholders, including considering risk.
2. Focus on establishing and agreeing on pertinent data collection, filling data gaps, and re-evaluating past decisions as more data becomes available.

SVBGSA Committee Members

1. Coordinate competing interests and keep the focus on groundwater supply and quality and for everyone.
2. Create measurable goals that can be consistently tracked through time.

Monterey County Water Resources Agency

1. Clarify roles of WRA and GSA
2. Create a prioritization plan between WRA and GSA

SVBGSA Staff

1. Develop an Admin Department (Grants and analysts)
2. Hire technical project and program manager

Attachments: Data Collected from Input Meetings

The following information represents the collective answers to all questions from each group.

SVBGSA Staff

Input Meeting to Strategic Plan 3/2/21

ACCOMPLISHMENTS

- Got the first GSP submitted
- Successfully funded the Agency with stand-alone funding
- Getting the DAC Community outreach squared away
- Getting the 2022 GSP planning grant
- I've only been on the team a short while, but I am proud that the GSA values stakeholder engagement and inclusivity. I appreciate that there is a lot of opportunity for valley residents to provide feedback
- Obtained \$ 5.1MM in grants.
- flexing out structure to move from one plan to working on five simultaneous plans
- Designing a more engaging way for 2022 planning work
- Submitted the 180/400 GSP
- Pleased to have joined the GSA early in its inception and facilitating the work of the Board and Executive Staff
- I'm not as familiar with the goals and daily workings of the GSA - I am happy to have been able to assist with website adjustments as they have come along!
- Formed five subbasin committees to develop five 2022 GSPs
- Working with this great group of folks

STRENGTHS

- Diverse and engaged Board
- Diversity of Board and Committee make-up
- GSA Planning work is really strong
- Using seasoned professional to get the organization going and committee members
- nimble and lean staff to respond effectively to very challenging undertaking in short order

- All committee and Board and Advisory Committee members are engaged and productive
- Great staff who are dedicated to working independently and remotely (even before COVID :))
- meet deadlines and maintain transparent process
- The RGS Virtual Organization proved very useful to keep moving in spite of COVID-19.
- best team ever, everyone flexible and adaptable
- So much talent - and commitment - in the staff and Board
- Communication is open and frank

WEAKNESSES

- we are a very lean organization effective, but it means we are constantly at the edge watching for needed adaptation
- because of the leanness we have to constantly work on communication so everyone knows where we are going
- Small organization means that everyone wears several hats at once, requires balancing between projects
- Lean organization does result in some rushed and not fully executed actions
- Having a small staff that is challenged to meet diverse needs
- Perhaps too lean!
- our reliance on partners is a strength, but it can also be a weakness
- There is the need to look backwards at the 180/400 GSP and complete things that need more action
- COVID has made planning work hard to do
- the need to look forward and backward simultaneously
- Lots to do means sometimes not being able to do 110% on each task or project
- We sometimes have to move too fast especially with partner development - leaving some partnerships a bit rocky
- Organization needs more administration work. Bureaucratic processes still need to be developed.
- Agree Agency Administration does need more support
- Having a very small staff that is challenged to meet diverse needs.

FUTURE CHANGES THAT WILL IMPACT THE WAY WE DO BUSINESS

- Transition from a planning agency to an agency that implements plans
- increasing costs of managing water
- many parties after the same pool of funding
- actions by partners that have significant impact on GSA activities without prior consultation
- more legal challenges to our plans
- The national, state, local economic impacts that may hinder financing of projects
- trying to figure out how to fund the big projects in our plans
- DWR will weigh in on plans and progress
- Transitioning back to in-person meetings and balancing community engagement with covid restrictions
- Lack of good technical support through good models and monitoring programs
- department of water resources
- As implementation takes place, the unity shown so far, may start to fall apart.
- Deciding how many processes to return to in-person and which to continue remotely.
- Our Board may be reticent to add more costs to stakeholders - especially ag
- climate change
- We may have to start doing regulation
- agricultural
- When stakeholders start to feel the impact financially, the one for all and all for one mentality will change.

HOW THE CURRENT STRUCTURE IMPACTS EFFECTIVENESS

- Some of us work on other agencies with competing deadlines and priorities.
- Need more time to do advance planning as an organization not just GSPs.
- Perhaps SVBGSA needs dedicated staff in all roles.
- When is anyone going to take a 2-week vacation?
- All part time staff in essence but need is fulltime
- with so few people do so many tasks its taking us four meetings a week to make sure we are all advancing in parallel

- Meeting schedule is intensive - we tend to be in constant agenda packet development
- Fast-paced work environment sometimes doesn't always allow employees to do deep work. sometimes can feel like just going from one packet to the next
- I must concur I am amazed by how many meetings the GSA has!
- Full time reality is ahead of us I think
- Working with multiple agencies requires balancing priorities, instead of 100% of focus on the GSA
- Need to agree on common language for some of the big issues we are facing, and we can't editorialize personal opinions with Agency messaging and communications
- Communications plan is really important for next steps
- In a virtual environment, tech support is not down the hall anymore like at a regular city or county office environment and requires individuals to be good at google searching to solve problems independently. It takes up time at the beginning.
- yes!
- Effective communication between staff allows us to work very quickly and efficiently and do lots work simultaneously. I always appreciate how we are able to communicate despite the distance
- Hallway discussions are missed - I have actually never met Harry in person for example
- I worry because we are all on call and part time if we aren't possibly facing burn out in this structure - folks need some type of "workday" model
- I don't people to feel like they have to answer an email at 10pm
- On the positive side, working virtually has advantages of scheduling around your availability where that is possible.
- The intuitive, subtle side of communication is really hard to pull from email/virtual communication. Hard to know if we are doing a good job outside of meeting hard deadlines and outcomes.
-

BRAINSTORM ACTIONS TO PURSUE IN THE NEXT 1 – 5 YEARS

- need technical team support - project and program managers
- I think we may need a physical office with more than one workspace
- I think first we need to know what the future needs will be.
- I think we may need engineering expertise and probably internal hydrologist

- Build out administrative structure, have dedicated systems in place for all the different projects and tasks that are carried out on daily, weekly, monthly, quarterly basis
- What will this 5-year-old toddler turn into as an adult. It's like growing up without a parent. This is a whole new organization trying to meet State requirements which may yet change.
- We need to develop our specific role within implementation and then we have more clarity about our needs.
- we need to decide if we hire services (consultants) or we provide services and which are which, keeping in mind that all consultants need to be managed by someone
- Yes we need to have Admin Department - and a technical Department
- we are a feral organization raising ourselves
- at least we haven't started eating our own!
- Assess whether or not full-time employees are needed.
- Increasing website content, building out pages so that we can include more content and information
- Need to relook at Board schedule and Advisory Committee schedule and maybe move to less meetings
- Reassess all Brown Act bodies as well when in implementation
- Even if we stay virtual, working together in person at least occasionally
- Having a dedicated HR staff member? Or a dedicated RGS HR person
- Need a better look in grant management side for cash flow needs
- Need communications ability - important to maintain moving through implementation
- Organizational Structure - Hybrid
- Organizational Structure - Full Agency
- Good comment
- Prioritize SVBGSA values over bureaucracy

THEMES ACTIONS TO PURSUE IN THE NEXT 1 – 5 YEARS

- Fewer meetings
- Reassess Brown Act bodies
- Hire technical project and program manager
- Staff member assigned to grants
- Develop an Admin Department (grants and analysts)

- Structure so GM can focus outwardly
- On-site office

Monterey County Water Resources Agency
Input To Strategic Plan 3/19/21

ACCOMPLISHMENTS

- The creation of the JPA in forming the GSA
- Transparency and community outreach and participation
- The completion of the 180/400-GSP
- Submitting the 180/400 GSP.
- The extensive planning efforts underway for the 5 GSPs underway
- The submittal of a grant as partners in December - sorry we did not get it :(
- working out finances and fees that are also transparent and fair to this point...
- Leadership change, Gary to Donna.
- agreed....and that they continue to work together to make sure that has been seamless Out work on two Annual Reports getting done for the 180/400
- Having regular meetings between the WRA and the SVBGSA

STRENGTHS

- Cost effectiveness using RGS.
- organization and timelines
- Advisory Committee provides a lot of voices and technical capacity to the Agency goals Budget is focused on immediate needs and we have succeeded in getting the required work done
- We have great staff - capable in the needs of what the GSA needs to be done w dedicated Agency to focus on groundwater and developing solutions to address overdraft
- I think our staffs have great respect for each other
- high technical knowledge and ability
- and that understand the big issues of ratepayers...and how that needs to be tied in to solve problems
- Great participation by stakeholders

WEAKNESSES

- needing to be transparent and inclusive also takes a lot of time...hard to get things done in timely manner
- Deadlines too tight - don't always have time to flesh out report content
- Perception of double costs from having both WRA & the GSA.

- Staff is pretty over taxed right now though
- We have not been able to really engage on the broader water picture issues as much as we probably should
- GM is tied to project management and oversight a lot right now
- agreed.....overall having the two agencies is hard on rate payers...currently necessary....but need to address in the future...why we are here now!
- Not able to complete WRA/GSA coordination? agreement
- Still not clear how the GSA and WRA will blend and work together in the future
- unclear roles at times between WRA and GSA
- the issues of ground water issues and WRA owning assets that tie into both agencies and need to answer and solve overall water issues....mentioned above
- Agree - our roles need to be better defined and strategic to benefit both Agency's.
- we all have hard work to do and complicated stakeholder landscape to work in

OPPORTUNITIES

- Joint efforts on moving projects forward.
- possibility to become one Agency....possibly move out from under the county....
- Funding for studies that have been delayed
- better use of rate payer money
- Source of match funds between the agencies
- Modeling results to help stakeholders understand conditions
- MODELING PERIOD!!!!!!
- Streamline costs so not paying for the same activities twice.
- USGS agreement and also MOU between MCWRA and GSA
- Science driving better decision making and transparency
- We are bringing communications team on this year

THREATS

- Litigation
- Lawsuits against both agencies.
- litigation!
- Failed Prop 218s
- Perception that the two agencies are not spending resources appropriately

- inability to implement GSPs
- Agree on lawsuits
- lack of public support
- Difficulties integrating GSA projects with broader County polices
- doubt in models or use for division in subbasins
- Lack of stakeholder support from all sides.
- Rate payers in general understand why there are two agencies...but will not agree to pay for both moving forward as GSA budget starts to increase as we implement the plans
- North-South Divisions
- continued drought conditions
- Stakeholders unwilling to change and think differently about water resource management
- State does not step up especially if litigation happens
- Cost allocation of projects
- too many projects from each Agency....only so much money to spend...hard to prioritize
- Ultimate adjudication.
- I agree (too many projects from each Agency) - we need a compelling big picture and leadership from both agencies that we are working on this very plan!
- Agree too many projects and high sense of urgency to complete them.
- overwhelmed staff
- I do think there is a marketing PR piece to all of this as well...
- Desire to do everything right now - which is not realistic or strategic
- I agree no prioritization of projects
- Perception it all comes down to politics.
- Central Valley gets all the money
- That no matter what happens, politics supersedes.
- I'm saying that what we are doing today (talking about the issues and working on a plan) needs to be told when appropriate. The best way to address rate payer issues is to be proactive and transparent
- urbanized/high population areas taking priority in the state, over Monterey County
- not reactive and chasing our tails!

- State not recognizing Seawater intrusion as a major GSA issue
- Within the County, Cities vs. Ag.
- Drought/climate change and no access to water supply outside of Salinas watershed Competing priorities in the watershed - endangered species, etc.
- Not adopting a philosophy for paying for the true cost of water

SUCCESS IN FIVE YEARS

- Adequate funding
- Completing at least one major project
- Project feasibility and prioritization
- Stakeholders who continue to be engaged
- We may have one Agency focusing on the work
- Approval of all GSP's submitted.
- no lawsuits!
- GSPs done and GSP implementation work plans competed including priorities and funding strategy agreed on by partners
- A responsive plan that is fluid and will readily adjust to different inputs such as climate variables or other forces
- Maybe two Agencies, but one basin management agency
- An agency that is addressing the long-term stability of our groundwater supply and plans are being implemented that rate payers understand
- Pubic understands what we are doing and embrace our work - even vote to support it

BRAINSTORM ACTIONS TO PURSUE IN THE NEXT 1 – 5 YEARS

- Keep making sure all stakeholders are actively engaged.
- Continue collaborating on projects/solutions for the basin
- Decide what the two Agencies look like going forward...
- Joint executive committee meetings to make sure we are rowing together....and continually working on efficiencies
- Commit to a prioritization plan between the agencies
- The projects selected are backed by sound science
- More integration of those involved in the agencies - staff and committees

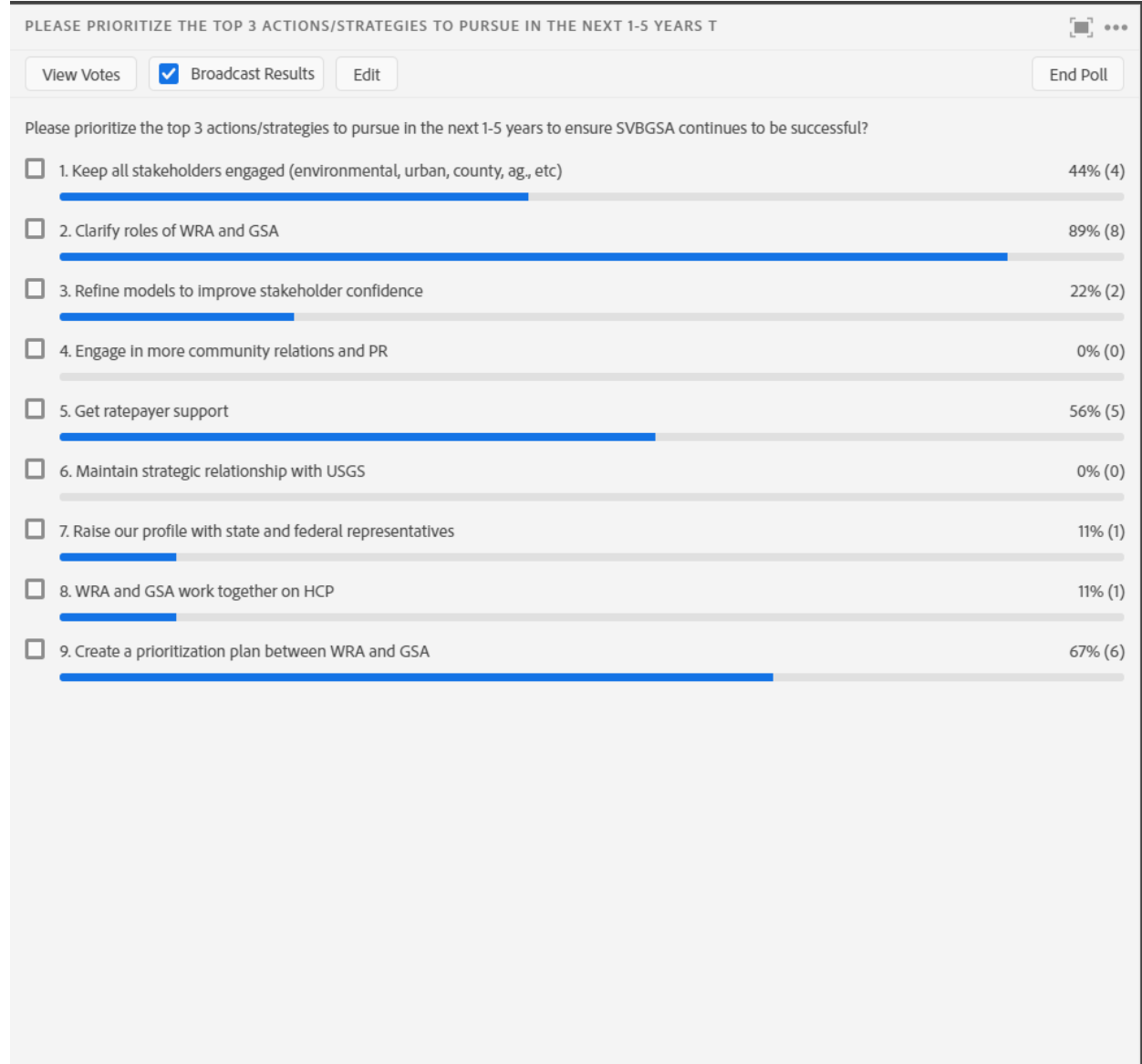
- Implement the recommendations of the approved GSPs.
- Should we do a joint State of the Basin Symposium?
- ability to really drill down to priority projects that give us best bang for our buck and address real issues
- YES
- Fend off litigation to the best of our abilities.
- Clear roles established for the GSA and WRA
- Agree (Fend off litigation)
- what if our consultants come up with differing "state of the basin"?; wait, we're using the same consultants.
- Yes, need to keep confidence in Derrick Williams.
- What about bringing in others - costly but important?
- Financial Sustainability is achieved
- Maintain open and transparent strategic planning between our agencies
- Refine the models to the level that they have wide support in their results.
- Have to get more attention from the State and the Feds - we are important to more than just Monterey County –
- Think outside the box to tell our full story and not just through the lenses SGMA
- Agree (think outside the box) Monterey County has tried to go it alone, unlike the rest of the state.
- As far as litigation...it is always going to be difficult because everyone wants to solve the problem but no one wants to be the one that pays for it. Beneficial use based on models (that we don't have...yet) . There is a reality in this county that some people farm in areas that are much more sustainable than others... that's a fact and not an opinion that we have to continue to manage
- Robust community relations and PR Amy Woodrow (MCWRA): Maintain a relationship with the USGS - they lend credibility and bring relationships to the table
- Should be the example for what we are doing in the state
- USGS does if they can actually provide us with a model we can use!
- We keep talking about science....but if we have old science to use we don't have good footing to move forward with old rhetoric from rate payers
- Publish better communications pieces and think about how studies and reports are put out publicly in the context of communications more broadly - lots of rumors out there -
- HCP HCP HCP HCP HCP has to be completed!!

- That's more WRA but fits into what (is being said)

THEMES - ACTIONS TO PURSUE IN THE NEXT 1 – 5 YEARS

- Keep all stakeholders engaged (environmental, urban, county, ag, etc)
- Clarify roles of WRA and GSA
- Refine models to improve stakeholder confidence
- Engage in more community relations and PR
- Get ratepayer support
- Maintain strategic relationship with USGS
- Raise our profile with state and federal representatives
- WRA and GSA work together on HCP
- Create a prioritization plan between WRA and GSA

PRIORITIES/POLL ON ACTIONS TO PURSUE IN THE NEXT 1 – 5 YEARS



SVBGSA Committee Members Meeting Input To Strategic Plan On 3/10/21

ACCOMPLISHMENTS

- Convening the SWIG and furthering the study of the Deep Aquifer.
- Submittal of the 180/400 GSP within the timeframe required by SGMA
- Planning for near and distant future of water management in the region.
- Expanding the types of environmental health stakeholders involved with drinking water

- Providing Environmental Health input
- Process for formation of the GSA JPA and Board structure
- Environmental Health input for water quality and use

STRENGTHS

- I was impressed by the broad representation
- Actively seeks input and gets out ahead of messaging and inclusion of all parties in that messaging
- Broad base of participation by the public, in addition to broad representation on the Board.
- strengths I would say are there seems to be a lot of historical information and historical data collection that we can use to make decisions on
- Yes, it was good to see a wide variety of stakeholders
- The Agency has been able to bring a broad range of stakeholders together to forge plans that meet objectives within limited timeframes.
- Strong executive management and consultant team supporting the subbasin planning process
- great to have input from many stakeholders for moving forward in a sustainable way, and to be proactive with water management, especially when there are droughts
- concur (strong Executive management and consultant team)
- The ag industry is heavily involved and in my opinion it's a benefit because most of the changes related to achieving Sustainability will be borne by the farmers it seems.
- Strengths - technical and institutional knowledge

WEAKNESSES

- Weaknesses - funding sources and outreach to engage general public
- Lack of resources for new members / stakeholders to get up to speed quickly (i.e., fact sheets, orientation etc.)
- Number of different entities with authority and responsibility that would need to be involved with implementation, infrastructure and regulatory authority under other agencies, not GSA
- Yes, need to rely on other agencies
- I agree funding sources at this point seem like a big issue in terms of funding the projects that could have a big beneficial impact in ground water sustainability.

- difficult to move forward and to please everyone with water management. Need to adjust and move forward. And must be proactive with unknowns of population growth and climate change as well.
- and difficult to move forward with the needs of specific stakeholders.
- Limited involvement of environmental justice and disadvantaged communities, especially in decision-making role.
- The GSA and decision-making process is dominated by the agricultural industry - this was an intentional choice during GSA formation and is written into the JPA and impacts all the decisions of the GSA.

OPPORTUNITIES

- Funding opportunities from Federal infrastructure bill, if passed by Congress, as well as potential State funding/water bond
- Most of the opportunities I anticipate will be outside the umbrella of the GSA, many related to technology, new practices, innovation. I believe these things will positively impact water quality and water use but may not be driven by this Agency.
- There is potential for much greater understanding of issues at the sub-basin level through current GSP process, and well as better definition of needs for water supply projects
- I agree state and fed funding will be key to achieving Sustainability.
- There is an opportunity to develop a shared understanding of groundwater conditions/threats, especially all undesirable results (change in storage, water levels, water quality, sea water intrusion) so that we can move forward together to address these. For drinking water, this would mean developing a shared understanding of water quality contamination, trends, and connection to the other undesirable results.
- Starting discussions for various water agencies and water providers to be proactive for water management before the next drought. Must have agreements before the next drought is here at that future moment of a drought.
- Opportunity to establish an equitable process for allocating funding of regional projects that benefit the basin between multiple parties. Read: well-destruction programs, additional supplies, etc. (e.g., Who pays what? Based on what?)

THREATS

- Extended drought conditions.
- Lack of equitable participation in funding projects that benefit the basin
- exacerbated impacts from climate change

- Sea water intrusion and how to address it. Are the solutions on the table feasible and cost-effective?
- Climate change may become an issue. Over regulation is often counterproductive to good decision making on the local level.
- Increase in water demand with less availability. Also, an increase in seawater intrusion.
- Certainly, there is concern about seawater intrusion and how to push more water into that area and also east side.
- Continued groundwater extraction with limited knowledge of the Deep Aquifer sustainable yield and interaction with overlying aquifers.
- water to eastside

WHAT DOES SUCCESS LOOK LIKE IN FIVE YEARS?

- DWR has approved all of the SVBGSA sub-basin plans and efforts on implementation are ongoing.
- Slowing or reversing seawater intrusion. Also, a water surplus or at least not a shortfall in the region for all water providers.
- Expanded subject matter expertise on the Board to address issues as prioritized by the needs of the general public as expressed by their votes
- Achieving harmonious collaboration among all parties that elegantly employs technological advances and cooperation so that aquifer recharge is achieved that minimizes reliance on expensive infrastructure and maintenance.
- Successful access and utilization of all available funding sources, public and private, to address saltwater intrusion, drought, etc.
- Success will be defined differently in the different sub-basin GSAs. In the Pressure Area we want to halt seawater intrusion. In the Forebay and Upper Valley the objective is to continue to stay within our thresholds. For all of us, we seek DWR validation of our respective groundwater plans.
- measurable improvement of the health of our ground water
- There is cooperation and coordinate efforts with other key agencies, especially MCWRA and EHB, to have goals and policies aligned.
- Sustainability is clearly defined to include addressing all undesirable results including the degradation of water quality. The monitoring networks are representative of all groundwater users, including drinking water user's dependent on more shallow groundwater, and are showing progress toward meeting Sustainability.
- Use of a groundwater model as a basis for making decisions affecting Sustainability.

- There is agreement about regional water supplies for municipal users and efforts to develop projects focused on drinking water.
- The water charges framework has been established.
- Data gaps, identified in the GSPs, have been addressed

BRAINSTORM ACTIONS TO PURSUE IN THE NEXT 1 – 5 YEARS

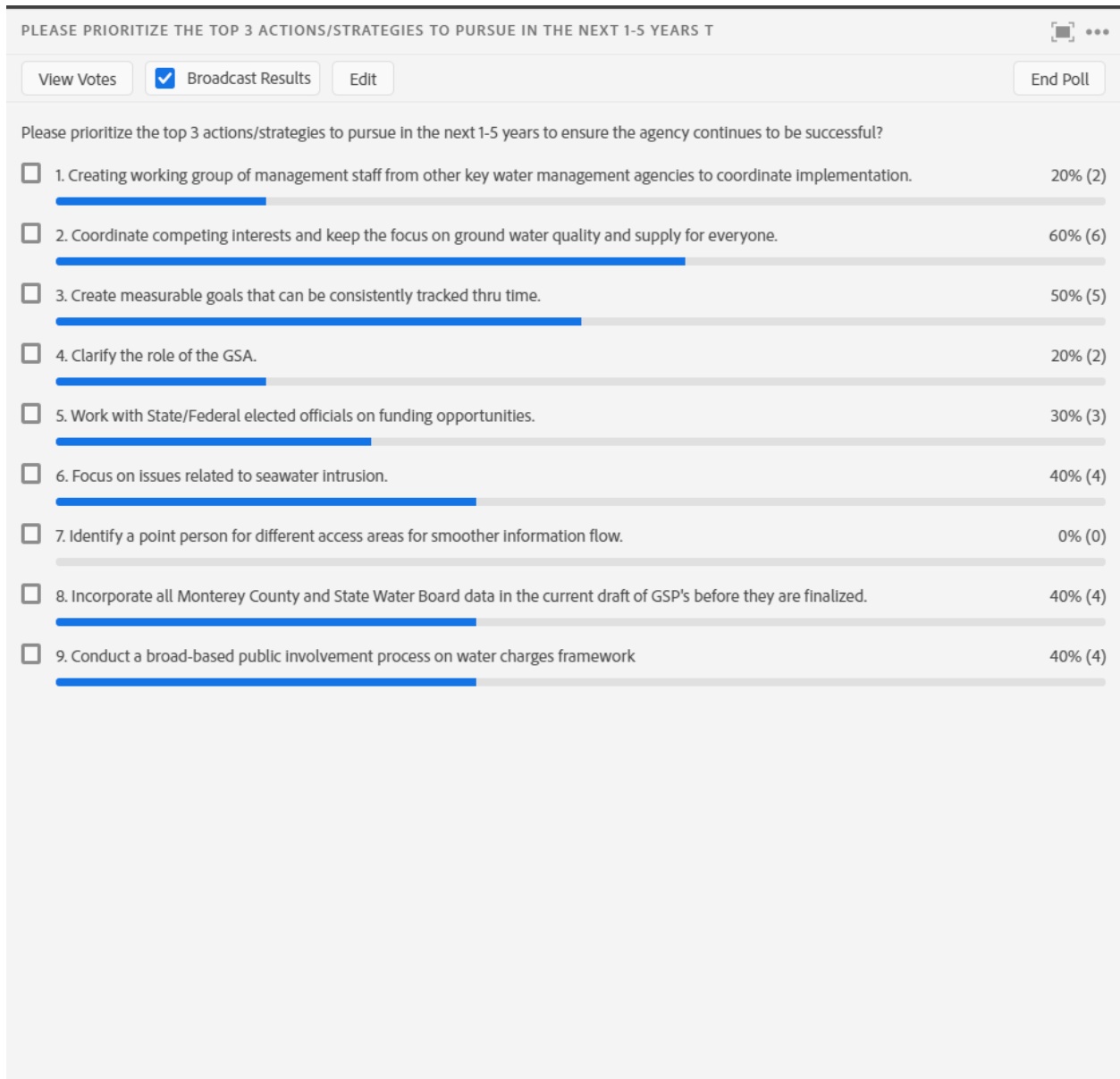
- Create working group of management staff from other key water management agencies and water purveyors with purpose of coordinating implementation activities.
- Make the priority for the GSA to be about the Sustainability of the groundwater table and water management in the region. Money and politics can sidetrack that, among other things.
- Agree with the statement above (make priority for the GSA to be about the Sustainability of groundwater)
- provide measurable goals, starting with baseline values, with regards to water availability per capita, water quality standards and quantity goals that can be consistently tracked through time
- Actively work with State and Federal elected officials on infrastructure funding opportunities and grants for implementation of GSP projects.
- From my perspective, seawater intrusion is the most critical issue we face, so we need to explore research and developments that other entities or countries have used successfully. Water Conservation education and intelligent approaches to pumping as a way to preserve and restore aquifers to their natural boundaries, with consideration for sea level rise conditions that affect groundwater levels.
- Incorporate all Monterey County and State Water Board data on drinking water systems (baseline water quality data, trends, service area boundaries, well construction information, etc.) in the current draft GSPs before they are finalized. This information is publicly available
- Also agree: Money and politics often obfuscate seeing the regional.
- Conduct a broad-based public involvement process on water charges framework
- Agree (broad- based public involvement) plus we need to obtain data on all wells, particularly dry wells, to preclude future crisis management during droughts or other unforeseen circumstances.

THEMES ACTIONS TO PURSUE IN THE NEXT 1 – 5 YEARS

- Create a working group of management staff from other key water management agencies to coordinate implementation

- Coordinate competing interests and keep the focus on ground water quality and supply for everyone
- Create measurable goals that can be consistently tracked through time
- Clarify the role of the GSA
- Work with State/Federal elected officials on funding opportunities
- Focus on issues related to seawater intrusion
- Identify a point person for different access areas for smoother information flow
- Incorporate all Monterey County and State Water Board data in the current draft of the GSP's before they are finalized
- Conduct a broad-based public involvement process on water charges framework.

PRIORITIES/POLL ACTIONS TO PURSUE IN THE NEXT 1 – 5 YEARS



INPUT TO STRATEGIC PLAN 4/7/21

ACCOMPLISHMENTS

- Getting the GSA set up - by-laws etc.
- Formation of the GSA, staying on track with GSP development, engagement of the community throughout the process.
- Getting successfully to this point.
- Keeping community process going with reasonably broad involvement.
- The setup of the organization....and the work and transparency in within the GSA and Sub Basins for getting the plans done on time
- that the group was able to work together to setup the GSA
- Forming the Advisory Committee composition in a timely manner.
- Creating an overall awareness of the groundwater issues in the region.
- Communication back to growers

STRENGTHS

- Community engagement.
- diversity of interests
- Transparency of Process.
- The diverse experience of the Advisory Committee members and ongoing participation by members of the public.
- transparency and listening to the stake holders...we are a very complicated basin...good hydrology work
- the GSA bringing all information the diverse members of the committee
- Required honesty of process.
- The committee members work well together despite their disagreement on issues
- Working together to find solutions.
- Staff, inclusiveness of a diverse community.

WEAKNESSES

- Diverse opinions not used in decision making.
- Complexity of the water issues in the basin, complicated solutions require consensus and some compromise by all.
- Finding enough community participation
- The North County versus South County, the resistance to embrace water metering, pumping reductions, valley wide conservation BMP
- The science of complex water issues. I have learned it is not an exact science and many assumptions are made.

- Democratic process runs the risk of the majority requiring something onerous of a minority. Lack of access to the model.
- continued work with MCWRA...not weakness...but essential to getting both agencies and water issues worked out...
- Proportional voice for agricultural stakeholders who have a dog in the hunt
- The lack of using climate change in decisions.
- Large number of meetings that interested stakeholders must attend each month.
- slow process
- Planning for the future of water supplies

OPPORTUNITIES

- Joint Agency rather than two...
- MCWRA and SVBGSA
- better use of money and solving problems
- Change in including climate change in decisions.
- Cooperative efforts to develop water resources using existing agency structures and funding opportunities.
- Coordinated funding opportunities to improve the water quality in disadvantaged communities.
- Being a true leader in developing sustainable water solutions and projects that have multiple benefits.
- Opportunities for the GSA to work with stakeholders to produce projects that will bring the basin into balance
- Just FYI....climate change is included in all the plans we are putting together per the DWR...we have a model that is being used
- Using natural environment as a model in creating a balance water budget.
- Modeling all interactions between all sub-basins in order to achieve a completely honest approach, valley-wide, to benefit assessments, project funding, and demand management tools that take into account their effects on all parts of the valley rather than the sub-basin within which that tool is employed.
- Getting the low hanging fruit - wastewater that can be recycled
- Developing the integrated plan for the entire basin.
- Establishing itself as having a unified central role in the region to foment groundwater sustainability
- Lobbying for new sustainable water sources dam improvements, tunnel etc.
- Pay attention to hydrologic cycle.

THREATS

- Challenge of funding for projects and/or management of water resources ... it's going to be expensive!
- Adjudication = reduction in water supplies\
- Drought

- Drought.
- Funding for the GSA and projects
- Using drought sooner in modeling projects.
- legal challenges from those parties that feel they have been wronged.
- Overdraft, sea water intrusion, water contamination, droughts, funding and others.
- Community tolerance for water supply issues; how far can we push the community to continue to be engaged and active?
- Lack of enough funding for the GSA projects. Possible disagreements that can lead to lawsuits.
- Everyone willing to do what is necessary for equity.
- 180/400 farming community needs to be equitably drawn into the process, seeing that they were not afforded the same process that the other sub-basins were given. If this is not rectified, this will result in further disenfranchisement, which could have some grave consequences. Also, lack of will for desal projects involving urban centers.
- Yes.

STRENGTHS ADVISORY DECISION MAKING

- Impacts to the economy as farming is impacted by GSPs
- Diverse positions represented
- Ooops, that was supposed be for a threat.
- Ability to bring consensus forward to the Board for consideration.
- Inviting in diverse opinions in presentations.
- Inclusiveness and diversity of opinion, caliber of members
- The advisory committee generally listens to the various sides. but it could take a stronger stance for the overall health of the valley's water sustainability.
- Advisory Committee members willing to consider diverse opinions.

WEAKNESSES ADVISORY DECISION MAKING

- There are more than farmers using the water in the valley.
- Decisions are often divided and there needs to be some form of reconciliation for compromise.
- Lots of information to process and learn, especially when we have had to meet specific deadlines.
- Personal interest may influence thoughts/decisions that may not have the best interest of the valley's water sustainability
- Sometimes too short a time period to get information and make decisions
- Democratically- achieved decisions do not often recognize the fact that actual costs related to those decisions are, in turn, borne by a small minority.
- The time period to make complicated decisions is too short.

- Lack of recognition of what the farming sector has done for water conservation efforts so far, and how technology is helping to solve this moving forward.
- Water quantity and water quality need to be protected equally.
- yes
- Lack of information. Some of these issues and decisions are being made with somewhat incomplete data. Will result in incomplete solutions.

SUCCESS IN FIVE YEARS

- Lower water usage but productivity remains the same. A small project has been implemented. Meters have been installed in a sub-basin.
- Projects implemented benefit all stakeholders in the valley
- Management of water resources in a manner that does not overly impact any one particular stakeholder sector or interest.
- A viable plan for establishing a sustainable long-term water supply (quantity and quality). This includes a financial plan to make this happen.
- A highly efficient organization that has planned and started to implementing projects that will bring the basin into balance
- Well management is implemented and meters are installed to facilitate this.
- Sufficient outside funding sources to lessen the burden on community investment.
- Agency will construct and implement comprehensive valley-wide system to track pumping data in order to achieve a direct correlation between use and cost. This, however, will be married to a rigorous analysis of groundwater and surface flow through the entire basin. Cities will participate equitably. GSA itself will stay lean and cost-effective, outsourcing where necessary with quality partners.
- Studies and models completed, consensus on solutions established, agreement on how implementation will be funded, initiation of implementation, and the Agency is recognized as having the ability to drive the process and enforce if necessary.
- Creating a successful and sustainable agricultural environment
- The diversity of stake holders served widens the funding available.

HOW YOU SEE THE ROLE OF THE ADVISORY COMMITTEE ADAPTING TO SUPPORT SUCCESS OF GSA IN FIVE YEARS

- Some type of determination of surface flows of the river versus underflow of the river
- Evaluating the implementation of the GSPs and making sure all stakeholders served.
- Providing policy and implementation decision-making for Board to consider, based on stakeholder input.

- Being able to communicate the hard decisions to the various stakeholders, the reasons why these decisions were made and not that everyone will like the outcomes, but it is for the overall benefit of the basin.
- Keep the advisory committee united to do the right thing for everyone, including the environment.
- Communicating the success stories of implementation, or alternatively, the challenges.
- Become increasingly educated and informed on the issues and recognize the collective contribution of the advisory body
- The advisory committee should be committed to achieving and maintaining comprehensive and honest data in all aspects of water. Committee should also be keeping an eye on technological advances that could be adopted in the valley. Committee should keep the agency board accountable and focused.
- To Norm's input, communication to the public to achieve greater visibility and awareness.
- More availability of data will change some decisions.
- Probably
- Evolving over time as implementation is achieved at various levels.

BRAINSTORM ACTIONS TO PURSUE IN THE NEXT 1 – 5 YEARS

- Obtain more information about the basin, fill in data gaps so that the plans can be successful, and the projects can meet their goals.
- Good data and monitoring...which also goes hand and hand with working with MCWRA...the agencies have to work together
- Without the engineering staff to help with projects, the GSA is going to have to lean on some of the entities that have those resources. If the GSA projects are not a priority for that entity, then it won't be their priority.
- The implementation process will expensive to achieve, either from projects initiated or impacts to the local stakeholders and economy. Strategies need to be developed for long-term funding of the 20+ years it will take to bring full Sustainability, plus O&M of existing water resources in place.
- Make sure we have enough information/data in order to make decisions on what projects we need to prioritize and pursue.
- Keeping all stakeholders in mind during the decision-making process to keep the decisions equitable.
- Also, looking at projects we need to really work on what brings best benefit and bang for the buck....we can solve a lot of problems while addressing low hanging fruit
- Really start asking the hard decisions about some of the projects that are coming forward from the various sub basins. Are they really benefitting the basin as a whole or just their sub basin?

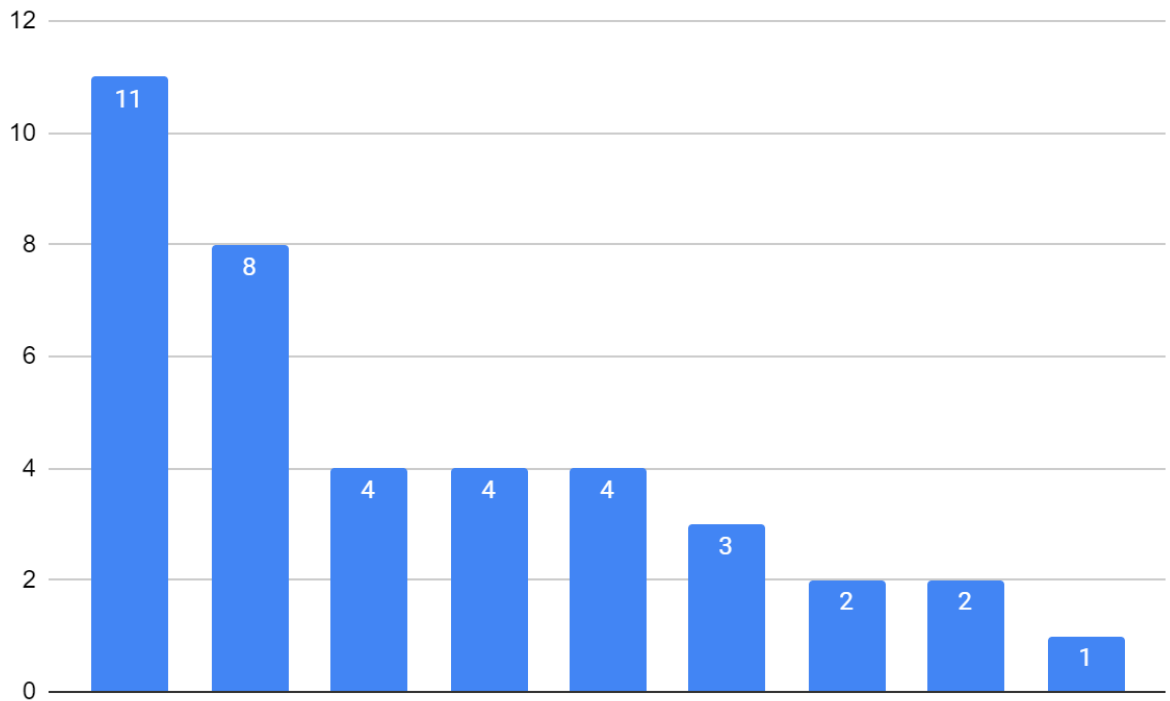
- Working with environmental agencies to address their needs and issues while also solving our problems.....many can work together
- We need to focus on projects, rather than retreat into management actions. There are some excellent companies, such as IDE in Israel, with whom we should be proactively discussing large-scale desalination in order to take the cities of Salinas, Castroville and Marina off groundwater. We should aggressively investigate new water storage projects. Building water projects now, while expensive, will be cheaper than the costs borne by future generations if we kick the can down the road.
- Be cognizant of the economic harm that decisions can cause the agricultural community
- Consolidate a consensus, sharpen focus on most important solutions
- Difficult decisions have been made with insufficient data recognizing that as better data becomes available, these decisions may change.
- Also, work closely with MCWRA and Water One in order to use the CSIP project to the best of its capabilities and, of course, expand it far beyond the current boundaries outlined by the GSA plan.
- The implementation process will expensive to achieve, either from projects initiated or impacts to the local stakeholders and economy. Strategies need to be developed for long-term funding of the 20+ years it will take to bring full Sustainability, plus O&M of existing water resources in place.
- extraction reporting?
- At the same time, keep sight on the common mission and not get sidetracked with imposing a solution that does not serve the whole.
- Sub basins need to be united to the SVGSA in order to achieved greater benefits in capturing water when projects get implemented.
- Recognizing efficiencies in water use does not give the green light to expand production and development at the further degradation of natural systems.
- Improvement of natural systems is not solely dependent on water supplies. Exotic vegetation is a big deal and needs to be addressed, as water use by this vegetation is excessive. This needs to be an implementation that is all encompassing, not just looking at the water supplies for the various benefits and designating one over the other.
- Currently in recess til 10:55 a.m.
- Please make the screen larger
- Living within our means is also important. Goes to equity in housing, jobs, the environment.

THEMES - ACTIONS TO PURSUE IN THE NEXT 1 – 5 YEARS

- Identify projects that give us the greatest return on investment for all stakeholders including consideration of risk

- Focus on establishing and agreeing on pertinent data collection, filling data gaps and re-evaluating past decisions as more data becomes available
- Develop a stronger partnership with MCWRA
- Focus on low-hanging fruit
- When calculating costs, include social, environmental, and economic costs
- Develop long term funding strategies (idea – leverage our dollars to get more State and federal funding)
- Focus on projects using natural solutions vs engineered solutions
- Recognize and treat all sub-basins as a system
- Model all sub-basin interactions and re-visit the model for change

PRIORITIES/POLL ON ACTIONS TO PURSUE IN THE NEXT FIVE YEARS



<u>Items</u>	<u>Times Chosen</u>
Identify projects that give us the greatest return on investment for all stakeholders, including a consideration of risk	11
Focus on establishing and agreeing on pertinent data collection, filling data gaps and re-evaluating past decisions as more data becomes available	8
Develop a stronger partnership with MCWRA	4
Focus on low-hanging fruit	4
When calculating costs, include social, environmental, and economic costs	4
Develop long term funding strategies (idea leverage our dollars to get more State and federal funding)	3
Focus on projects using natural solutions vs engineered solutions	2
Recognize and treat all sub-basins as a system	2
Model all subbasin interactions and re-visit the model for change	1