

This meeting has been noticed according to the Brown Act rules. The Board of Directors meets regularly on the third Monday of each month, except in January and February. The meetings begin at 6:00 PM, unless otherwise noted.



AGENDA (VERSION 3)
Special Meeting- Board Strategic Planning Workshop
Board of Directors
Monterey Peninsula Water Management District

Friday, March 31, 2023 at 9:00 a.m. [PST]

Meeting Location: Sanderling Scripps Room

Asilomar Hotel and Conference Grounds
800 Asilomar Avenue
Pacific Grove, CA 93950

**Note: Closest Parking to the Meeting Room is Parking Lot G & F.
Parking is available for all attendees with no additional fee.**

Staff notes will be available on the District web site at
<http://www.mpwmd.net/who-we-are/board-of-directors/bod-meeting-agendas-calendar/>
by 5:00 P.M. on Monday, March 27, 2023

CALL TO ORDER / ROLL CALL

ADDITIONS AND CORRECTIONS TO THE AGENDA – *The General Manager will announce agenda corrections and proposed additions, which may be acted on by the Board as provided in Sections 54954.2 of the California Government Code.*

<p><u>Board of Directors</u> Mary L. Adams, Chair – Monterey County Board of Supervisors Representative Amy Anderson, Vice Chair – Division 5 Alvin Edwards – Division 1 George Riley – Division 2 Marc Eisenhart – Division 3 Karen Paull – Division 4 Ian Oglesby – Mayoral Representative</p> <p><u>General Manager</u> David J. Stoldt</p>
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<p>This agenda was posted at the District office at 5 Harris Court, Bldg. G, Monterey, California on Monday, March 27, 2023 and will be posted at Asilomar Hotel and Conference Grounds, 800 Asilomar Avenue, Pacific Grove, CA 93950 on Wednesday, March 29, 2023. After staff reports have been posted and distributed, if additional documents are produced by the District and provided to a majority of the Board regarding any item on the agenda, they will be posted on the District website. Documents distributed on the afternoon of the meeting will be available upon request, and posted to the web within five days of adjournment of the meeting. The next regularly scheduled meeting of the MPWMD Board of Director's is set for Monday, April 17, 2023.</p>
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INTRODUCTIONS / WORKSHOP OVERVIEW – David J. Stoldt, General Manager

The purpose of this workshop is to provide an opportunity for the exchange of ideas between Board members and staff. Board Strategic Planning Sessions provide a setting for informal discussions between staff and the board regarding specific programs, projects or policies. The Directors will take no formal action on the items.

DISCUSSION ITEM

1. Discuss and Draft Strategic Goals and Objectives for Calendar Year 2023.

PUBLIC COMMENT ON STRATEGIC PLANNING DISCUSSION – *Please limit your comment to three (3) minutes.*

ADJOURNMENT

The Special Meeting Will Not Be Broadcasted and Televised or Streamed Live on the District’s YouTube Channel

Board Meeting Schedule			
Monday, April 3, 2023	Special	5:30 p.m.	Hybrid
Monday, April 17, 2023	Regular	6:00 p.m.	Hybrid
Monday, May 15, 2023	Regular	6:00 p.m.	Hybrid
Thursday, May 25, 2023	Special - Budget Workshop	6:00 p.m.	Hybrid
<i>Hybrid: Meeting will be conducted In-Person and Via Zoom- Teleconferencing Means</i>			

Accessibility

In accordance with Section 202 of the Americans with Disabilities Act of 1990 (42 U.S.C. Sec. 12132), MPWMD will make a reasonable effort to provide written agenda materials in appropriate alternative formats, or disability-related modification or accommodation, including auxiliary aids or services, to enable individuals with disabilities to participate in public meetings. MPWMD will also make a reasonable effort to provide translation services upon request. Submit requests by noon on Friday, March 17, 2023 to: (1) Joel G. Pablo, Board Clerk by e-mail at joel@mpwmd.net, or at (831) 658-5652; and (2) Sara Reyes, Sr. Office Specialist by e-mail at sara@mpwmd.net or at (831) 658-5610.

Provide Public Comment at the Meeting

Attend In-Person

The Board meeting will be held at **Scripps Room, Asilomar Hotel and Conference Grounds, 800 Asilomar Avenue, Pacific Grove, CA 93950**. Please fill out a speaker card for each item you wish to speak on, and place in the speaker card box next to the Board Clerk.

Submission of Public Comment via E-mail

Send comments to comments@mpwmd.net with one of the following subject lines "PUBLIC COMMENT ITEM #" (insert the item number relevant to your comment) or "PUBLIC COMMENT – ORAL COMMUNICATIONS." Staff will forward correspondence received to the Board. Correspondence is not read during public comment portion of the meeting. However, all written public comment received becomes part of the official record of the meeting and placed on the District’s website as part of the agenda packet for the meeting.

Submission of Written Public Comment

All documents submitted by the public must have no less than thirteen (13) copies to be received and distributed by the **Clerk** prior to the Meeting.

Document Distribution

In accordance with Government Code §54957.5, any materials of public record relating to an agenda item for a meeting of the Board of Directors that are provided to a majority of the members less than 72 hours before the meeting will be made available at the District Office, 5 Harris Court, Building G., Monterey, CA, during normal business hours. Materials of public record that are distributed during the meeting shall be made available for public inspection at the meeting if prepared by the Board or a member of its legislative/advisory body, or the next business day after the meeting if prepared by some other person.

Refer to the Meeting Rules of the Monterey Peninsula Water Management District (Revised August 2022) at <https://www.mpwmd.net/who-we-are/board-of-directors/meeting-rules-of-the-mpwmd/>

ITEM: DISCUSSION ITEM**1. DISCUSS AND DRAFT STRATEGIC GOALS AND OBJECTIVES FOR CALENDAR YEAR 2023****Meeting Date: March 31, 2023 Budgeted: N/A****From: David J. Stoldt, General Manager Program/ Line Item No.: N/A****Prepared By: David J. Stoldt Cost Estimate: N/A****General Counsel Review: N/A****Committee Recommendation: N/A****CEQA Compliance: This action does not constitute a project as defined by the California Environmental Quality Act Guidelines Section 15378.**

SUMMARY: On January 21, 2022 the District Board conducted a special meeting where strategic goals were discussed. Near-term and long-term objectives were developed. They were adopted at a regular meeting February 24, 2022. The previous year, the Board undertook a facilitated process with two special workshops in March, followed by adoption in April.

The plan for the 2023 workshop is as follows:

9:00 – Noon	Review 2022 Goals and Objectives; Brainstorming for 2023
Noon – 1:00	Lunch
1:00 – 2:00	Wrap up

To elaborate on the morning session, the following tasks are envisioned:

Task 1: Review goal-setting process; Definitions of “goal” v “objective”; Review the “SMART” criteria for objectives (“SMART”: Specific, Measurable, Achievable, Realistic, Time)

Task 2: Summarize recent year goals

Task 3: Exercise – Directors (anonymously) identify “Top 3” goals for calendar year, “Top 2” longer-term goals; Results compiled.

Discussion – Key Questions:

- Do we think similarly or are there differences?
- What’s missing? Too many?
- Can we rank priority?

Task 4: Develop objectives making sure there is no duplication of goals or objectives; objectives are clear and meet the SMART criteria; and objectives are properly aligned

with goals.

Task 5: Directors to agree on 4 to 6 broad overarching goals for the District to focus on; Directors to agree the objectives under each goal are appropriate and have realistic timelines.

Task 6: General Manager to prepare a clean list of agreed upon goals and objectives for subsequent Board adoption.

EXHIBITS

1-A 2022 Strategic Goals Progress Report

1-B 2021 Strategic Goals Progress Report

1-C 2019 Strategic Goals Progress Report

EXHIBIT 1-A

Summary of Status of 2022 District Strategic Goals 11-21-22

Goal Area	Status
<p>1. <u>Goal</u> - Secure a safe, reliable, sustainable, diversified, affordable, legal water supply to the Monterey Peninsula Region.</p> <p><i>Near-Term Objectives</i></p> <ol style="list-style-type: none"> a. As project manager, complete Pure Water Monterey Deep Injection Wells 3 and 4 within the year. b. Work on expanding base PWM capacity in 2022 c. Partner with Monterey One Water to expand the Pure Water Monterey Project. <p><i>Long-Term Objectives</i></p> <ol style="list-style-type: none"> a. Continue implementing Measure J for long-term lower water costs. b. Develop plan for lifting CDO & Moratorium 	<ul style="list-style-type: none"> • ✓ Accomplished • Likely early 2023 • CPUC decision expected 12/1 • In progress • Waiting for CPUC decision
<p>2. <u>Goal</u> - Pursue public ownership of the water distribution system as directed by the voters in Measure J.</p> <p><i>Near-Term Objectives</i></p> <ol style="list-style-type: none"> a. Complete the LAFCO process and, if necessary, seek judicial review of LAFCO decision in 2022. b. Update appraisal, make offer, develop findings c. Hold a hearing of public necessity in 2022 or 2023. d. Develop a public outreach/awareness campaign in support and/or survey in 2022. <p><i>Long-Term Objectives</i></p> <ol style="list-style-type: none"> a. Complete rate study in advance of bench trial. b. Initiate bench trial phase in 2023. c. Succeed at bench trial phase and move to valuation phase within two years. d. Organizational planning for success under Measure J 	<ul style="list-style-type: none"> • Lawsuit filed; In progress • Expected in January 2023 • Likely summer 2023 • Started w WellmanAd • Not started • Not Started • Not Started • In progress
<p>3. <u>Goal</u> - Be a regional leader on water issues, continue to raise the District profile and instill public trust.</p> <p><i>Near-Term Objectives</i></p> <ol style="list-style-type: none"> a. Resolve the Water for Housing initiative at SWRCB in 2022; Address 2022 RHNA #s b. Coordinate on regional issues with other water agencies quarterly or more often; and participate in regional water discussions/forums 	<ul style="list-style-type: none"> • ✓ RHNA Accomplished • ✓ Accomplished

- c. Be the knowledgeable source for reliable information on supply, demand, drought, and other local water issues needed by public, media, and regulators.
- d. Bring the Salinas and Carmel River Basins study to completion within a year.
- e. Coordinate/Communicate w/ other water management agencies

Long-Term Objectives

- a. Maintain leadership of the Integrated Regional Water Management Program (IRWM) process.
- b. Continue to coordinate on regional issues with other water agencies.
- c. Be the knowledgeable source for reliable information on supply, demand, drought, and other local water issues.

4. Goal - Plan for long-range surface and groundwater resource needs.

Near-Term Objectives

- a. Bring Los Padres Dam Alternatives study to a conclusion within a year.
- b. Address Seaside Basin protective water levels
- c. Evaluate/update Carmel River pumpers load and Rule 160-164 impacts
- d. Update description of supplies, projects, WSC and User Fee on Website

Long-Term Objectives

- a. Assess climate change impacts on local water supplies, primarily through completion of Basin Study.
- b. Work with watermaster and affected parties on replenishment and protective water levels in Seaside Groundwater Basin. Explore possibilities of public funding for replenishment or protective water levels.
- c. Continue discussion of regional desalination options, and other regional water supply options
- d. Leverage funding sources federal & state

5. Goal - Protect and enhance the District's financial resources.

Near-Term Objectives

- a. Receive GFOA award for annual comprehensive financial report (ACFR) for 2022
- b. Maintain CSDA transparency certificate of compliance in 2022.
- c. Continue to develop strategy for PERS and OPEB liabilities in 2022-23 budget.
- d. Pay down a portion of the Mechanics Bank loan in July/August 2022.
- e. Improve asset management documentation and funding in Capital Improvement Plan for 2022-23 budget.
- f. Place all financial documents (Audit, Budget, other) online within 1 month of adoption.

Long-Term Objectives

- a. Implement the Board's policy to use available User Fee revenue to (i) pay down the Mechanic's Bank loan, (ii) repay other District reserves used for water supply projects, and (iii) sunset a portion of the Water Supply Charge. Identify potential competing uses for "available" User Fee and determine timeline.

- ✓ On-going

- Likely mid-2023

- ✓ On-going

- ✓ Accomplished

- ✓ Accomplished

- ✓ Accomplished

- Delayed by NMFS

- ✓ Have had discussions

- Not started

- Partially complete

- Likely mid-2023

- ✓ Have had discussions

- On-going

- ✓ Accomplished

- ✓ Accomplished

- ✓ Accomplished

- ✓ Accomplished

- ✓ Accomplished

- ✓ Accomplished

- ✓ Accomplished

- ✓ Accomplished

6. Goal - Promote and enhance organizational efficiency and effectiveness.

Near-Term Objectives

- a. Discuss implementation of an employee hybrid remote work schedule.
- b. Determine the type of support needed in GM office. Create position and fill it by year end.

Long-Term Objectives

- a. Continue to develop electronic documents library and migrate data.
- b. Develop sustainability plan for District assets and practices.

7. Goal – Overhaul Public Outreach Effort

Near-Term Objectives

- a. Public awareness of all District activities
- b. Support Measure J milestones
- c. Determine new District Public Outreach model and budget

Long-Term Objectives

- a. Resolve newsletter product
- b. Resolve email communications
- c. Make social media more consistent and orderly
- d. Determine need, timing, and budget for website update

- ✓ Accomplished
- Other personnel matters took precedence
- In progress
- Not started
- ✓ On-going
- ✓ On-going
- ✓ Accomplished
- ✓ Accomplished
- ✓ Accomplished
- Not started

EXHIBIT 1-B

Summary of Status of 2021 District Strategic Goals November 6, 2021

Goal Area	Status
<p>1. Goal - Provide a safe, reliable, sustainable, diversified, affordable, legal water supply to the Monterey Peninsula Region.</p> <p><i>Near-Term Objectives</i></p> <p>a. As project manager, complete Pure Water Monterey Deep Injection Wells 3 and 4 within a year.</p> <p>b. Support Monterey One Water in work required to certify SEIR by May.</p> <p>c. Build case for Pure Water Monterey expansion with State regulators and the community through meetings, filings, and presentations as needed.</p> <p><i>Long-Term Objectives</i></p> <p>a. Continue implementing Measure J for long-term lower water costs.</p> <p>b. Partner with Monterey One Water to expand the Pure Water Monterey Project.</p> <p>c. Update the Water Supply and Demand Study as new data becomes available.</p> <p>d. Develop a plan to maximize ASR storage in a post-CDO world.</p>	<ul style="list-style-type: none"> • Expected in February • √ Accomplished • √ Accomplished • Awaiting LAFCO • In progress • No new data • Not directly addressed
<p>2. Goal - Pursue public ownership of the water distribution system as directed by the voters in Measure J.</p> <p><i>Near-Term Objectives</i></p> <p>a. Complete the LAFCO process and district review in 2021.</p> <p>b. Hold a hearing of public necessity in 2021.</p> <p>c. Develop a public awareness campaign with District outreach consultant for use in Q3 and Q4 of 2021, and in 2022.</p> <p><i>Long-Term Objectives</i></p> <p>a. Complete rate-study in advance of bench trial.</p> <p>b. Initiate bench trial phase in 2022.</p> <p>c. Succeed at bench trial phase and move to valuation phase within two years.</p>	<ul style="list-style-type: none"> • Awaiting LAFCO • Unlikely until 2022 • Deferred due to LAFCO • 2022 • TBD • TBD

3. **Goal** - Plan for long-range surface and groundwater resource needs.

Near-Term Objectives

- a. Bring Los Padres Dam Alternatives study to a conclusion within a year

Long-Term Objectives

- a. Partner on a regional desalination project when need is indicated.
 b. Assess climate change impacts on local water supplies
 c. Work with watermaster and affected parties on replenishment and protective water levels in Seaside Groundwater Basin.

4. **Goal** - Protect and enhance the District's financial resources.

Near-Term Objectives

- a. Receive GFOA award for comprehensive annual financial report (CAFR) for 2021.
 b. Maintain CSDA transparency certificate of compliance in 2021.
 c. Continue to develop strategy for PERS and OPEB liabilities in 2021-22 budget.
 d. Pay down a portion of the Mechanics Bank loan in July/August 2021.
 e. Improve asset management documentation and funding in 2021-22 budget.

Long-Term Objectives

- a. Implement the Board's policy to use surplus User Fee revenue to (i) pay down the Mechanic's Bank loan, (ii) repay other District reserves used for water supply projects, and (iii) sunset a portion of the Water Supply Charge. Identify potential competing uses for "surplus" User Fee and determine timeline.

5. **Goal** - Be a regional leader on water issues, continue to raise the District profile and instill public trust.

Near-Term Objectives

- a. Pursue the Water for Housing initiative at SWRCB in 2021.
 b. Oversee distribution of \$2.2 million of Integrated Regional Water Management Program (IRWM) Implementation Round 1 grants in coming year.
 c. Coordinate on regional issues with other water agencies quarterly or more often.
 d. Be the knowledgeable source for information on supply, demand, drought, and other local water issues as needed by public, media, and regulators.
 e. Bring the Salinas and Carmel River Basins study to completion within a year.

- Expected July 2022
- No need demonstrated
- Basin Study in progress
- Have held multiple meetings
- √ Accomplished
- √ Accomplished
- √ Accomplished
- √ Accomplished
- √ Accomplished
- Ongoing
- √ Accomplished
- √ Accomplished
- √ Accomplished
- √ Accomplished
- In progress; Ongoing

<p>f. Conduct community engagement meetings in each Division on water needs and required resources, at least one per Division this year (Covid dependent) or as needed</p> <p>g. Conduct a constituent survey by end of CY2022</p> <p><i>Long-Term Objectives</i></p> <p>a. Maintain leadership of the Integrated Regional Water Management Program (IRWM) process for Implementation Round 2.</p> <p>b. Continue to coordinate on regional issues with other water agencies.</p> <p>c. Be the knowledgeable source for information on supply, demand, drought, and other local water issues.</p> <p>6. <u>Goal</u> - Promote and enhance organizational efficiency and effectiveness.</p> <p><i>Near-Term Objectives</i></p> <p>a. Fill open positions.</p> <p>b. Discuss implementation of an employee hybrid remote work schedule post-Covid-19 for implementation within one month of “Green Tier” designation for Monterey County.</p> <p>c. Assess need for additional support in GM office by year end.</p> <p>d. Conduct a customer survey by end of CY2022</p> <p><i>Long-Term Objectives</i></p> <p>a. Continue to develop electronic documents library and migrate data</p> <p>b. Develop sustainability plan for District assets and practices</p>	<ul style="list-style-type: none"> • Has not occurred • Has not occurred • √ Accomplished • √ Accomplished • √ Accomplished • √ Accomplished • √ Accomplished • √ Accomplished • √ Accomplished • Has not occurred • Ongoing; Slowly • Has not occurred
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EXHIBIT 1-C**Summary of Status of 2019 District Strategic Goals
July 2020*****Adopted Strategic 1-Year Goals***

Goal Area	Status
<p>1. Continue to Advance Water Supply Projects</p> <p>The District has made progress over the past year to secure contracts and funding for water supply projects. Continued progress would entail the following:</p> <ul style="list-style-type: none"> • With completion of construction of Pure Water Monterey; the District needs to incorporate sales to Cal-Am in its billing system, develop a water accounting process, pay for establishment of reserves, work with Monterey One Water on annual water rate setting, and monitor operations. • Support commencement of the Cal-Am desalination project; Further develop Financing Order and timing for the “Ratepayer Relief Bonds” public contribution. • Advance “back-up” plan in the event the desalination project is delayed – Environmental, design, and permitting for Pure Water Monterey expansion. • Complete Santa Margarita ASR Site; Identify ASR operational issues and vulnerabilities to help optimize performance • Address rule changes to create additional supplies in short term (reestablish District Reserve, expand use of water entitlements, ease transfers, identify unused credits, etc) 	<ul style="list-style-type: none"> • ✓ Accomplished • ✓ Accomplished; was decided to use SRF loan • In progress • In progress • ✓ Accomplished
<p>2. Complete Measure J/Rule 19.8 Feasibility Analysis</p> <p>Coordinate the efforts of the District’s eminent domain attorneys, valuation and cost of service consultant, investor-owned utility consultant, investment banker and other professional to yield meaningful work product for General Manager to draft plan for compliance with Rule 19.8.</p>	<ul style="list-style-type: none"> • ✓ Accomplished and Ongoing
<p>3. Continue to Raise Profile of District at Local, Regional, State, and Federal Level</p> <ul style="list-style-type: none"> • Provide leadership on water issues locally and regionally • More interaction with local NGOs • Continue speaking and sponsorship opportunities • Enhance State and Federal regulators’ understanding of District role • Pursue State and Federal funding opportunities • Continue to track bills and provide guidance at State and Federal level 	<ul style="list-style-type: none"> • ✓ Accomplished • ✓ Accomplished • Partially done; Covid-19 • ✓ Accomplished • ✓ Accomplished • ✓ Accomplished

6. Fiscal Sustainability and Long-Term Financial Planning

The District should examine its requirements for long-term fiscal strength, including:

- Plan for Measure J/Rule 19.8 costs and exposure
- Reserves and investments
- Strategies for funding PERS and OPEB liabilities
- Ongoing maintenance and replacement of District assets
- Discuss rebate funding if Cal-Am reduces program
- Water Supply Charge plan for sunset/suspension/reduction.
- Plan for retirement of Rabobank Loan
- Study fiscal impact of realignment of District boundaries

7. Organizational Issues

The Board may seek to direct staff to review its essential services and staffing levels, as well as succession plans. This review may include actions related to the following:

- Addition of new staff to meet changing District priorities
- Examine succession planning
- Identify needs if Measure J/Rule 19.8 feasibility is indicated
- Consider adoption of a “Sustainability Policy” for all District activities
- Tour District assets for Board members and staff
- Consider employee team-building or morale-building events each year
- Ensure appropriate staff training (customer service, CPR, confined space, etc)
- Implement revised file retention policy and email retention policy; Reduce physical files; establish searchable electronic file repository.
- Annual update of District website
- Obtain CSDA “Transparency Certificate”; Continue to achieve Government Finance Officer Association award for Comprehensive Annual Financial Report (CAFR)

- ✓ Accomplished
- ✓ Accomplished
- ✓ Accomplished
- ✓ Accomplished
- ✓ Accomplished
- In progress; Ongoing
- ✓ Accomplished
- Deferred

- Placed on hold; Economy
- ✓ Accomplished
- ✓ Accomplished
- In progress; Ongoing
- Incomplete; Covid-19
- ✓ Accomplished
- ✓ Accomplished
- ✓ Accomplished
- ✓ Accomplished
- Applied for

Adopted Strategic 3-Year Goals

Goal Area	Status
<p>8. Measure J/Rule 19.8 Next Steps</p> <p>If feasibility is indicated, prepare for bench trial on public necessity: (a) identify costs, funding plan, and risks, (b) develop clear plan of operations, (c) perform formal appraisal, (d) build findings of public necessity, and (e) diagram legal strategy.</p> <p>If feasibility is not indicated, resolve remaining issues in Rule 19.8 such as: should the District revisit the issue again in the future? Or, what to do about other water distribution systems within the District? Also develop a plan to replenish reserves for costs associated with the process.</p>	<ul style="list-style-type: none"> • In progress
<p>9. Establish a Long-Term Strategy for Los Padres Dam</p> <p>The District is coordinating a team of consultants to look at long-term alternatives for the Los Padres Dam. Cal-Am is participating in the funding. The National Marine Fisheries Service (NMFS) and California Department of Fish and Wildlife (CDFW) are involved in technical review. Work to date has included development of Instream Flow Incremental Method (IFIM) study to evaluate habitat from dam removal, expanded reservoir capacity, and/or changed operations, as well as creation and calibration of the Carmel River Basin Hydrologic Model to evaluate water availability under various alternatives. The team has looked at upstream fish passage feasibility and sediment management under various alternatives. NMFS has indicated a series of additional studies are desired, which may result in 2- to 3- years of additional work.</p> <ul style="list-style-type: none"> • In addition to additional scenarios of the Carmel River Basin Hydrologic Model (CRBHM), additional studies might include: (a) Comprehensive water quality monitoring and modeling, (b) Additional hydrologic simulations (e.g., historical simulations), (c) Fisheries Monitoring & Life Cycle Model Development, (d) Historical Ecology & Hydrology Assessment, (e) Upper Carmel River Habitat Assessment, and (f) Conduct a Carmel River Flood Risk Assessment • The District will also want to review overall feasibility and cost considerations, and liability and management issues • Is there a role for hydroelectric generation in the long-term strategy? 	<ul style="list-style-type: none"> • In progress • In progress • Incomplete
<p>10. Prepare for Allocation of “New Water”</p> <p>The 1990 Allocation EIR resulted in the District developing a process for the allocation of water to the jurisdictions. The process was very interactive with jurisdiction participation. The District will need to be proactive to develop fair and equitable mechanisms for allocation of new water from the Monterey Peninsula Water Supply Project to the jurisdictions.</p> <ul style="list-style-type: none"> • Meet with jurisdictions to agree on future parameters 	<ul style="list-style-type: none"> • Too soon

