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# Draft Charter

## Santa Cruz Mid-County Groundwater Sustainability Plan Advisory Committee

Approved by the Advisory Committee: [xx date]

This Draft Charter document outlines the charge and operating protocols for the Santa Cruz Mid-County Groundwater Sustainability Plan (GPS) Advisory Committee (Advisory Committee). The purpose of this Charter is to clarify the roles and responsibilities of the Advisory Committee during the GSP process. In a process such as is being used for the GSP, a Charter is used to create common expectations about how the Committee will work together to foster and reinforce constructive interaction throughout their deliberations. Its intent is to emphasize clear communication, trust building, respect for divergent views, creative thinking, the pursuit of mutual gains, and use of best available information. The Advisory Committee can reconsider and revise this Charter if it appears not to be serving the Advisory Committee process.

### Outline

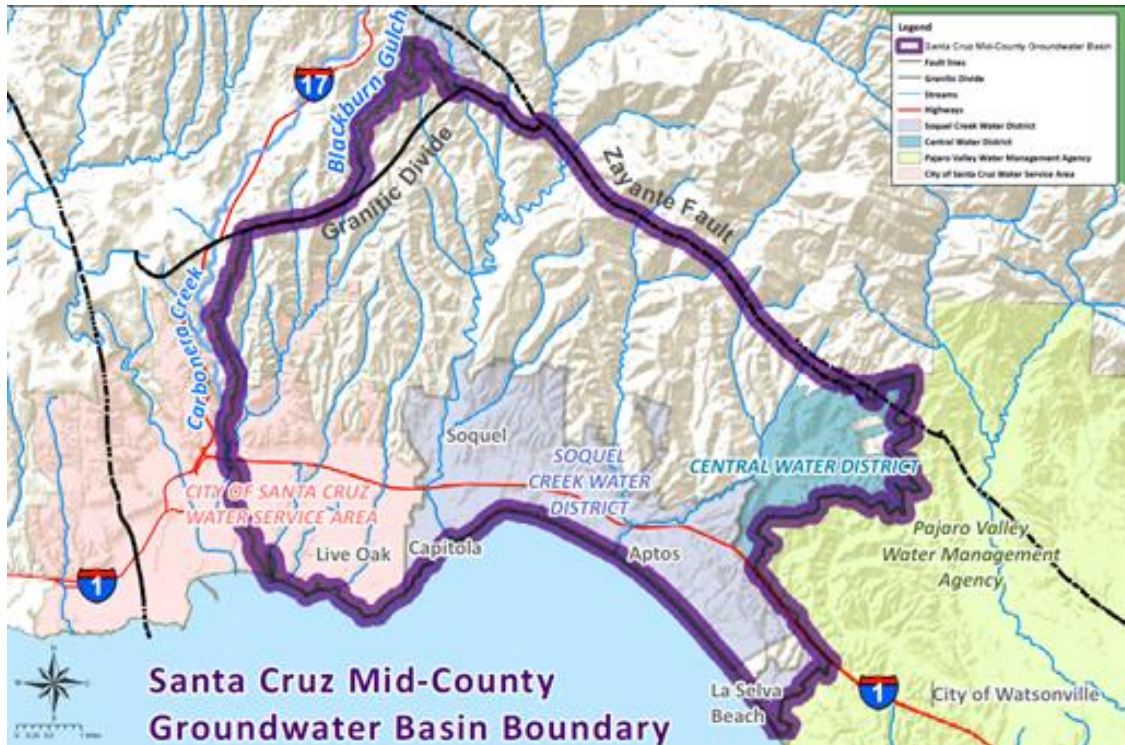
- A. Introduction
- B. Charge and Responsibilities
- C. Membership and Participants
- D. Meeting Formats and Sub Groups
- E. Decision Making Process
- F. Protocols and Ground Rules
- G. Role of Support Staff
- H. Schedule and Work Plan

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### A. Introduction

#### **1. Problem Statement – from the Santa Cruz Mid-County Groundwater Agency (MGA)**

Our primary source of drinking water in the Mid-County Basin (see map below) is groundwater. Our Basin has been in overdraft for over 30 years. Lowered groundwater levels have allowed seawater intrusion and pose the threat of more widespread saltwater contamination if left unabated. Local streams are losing water flow, which adversely impacts aquatic ecosystems. We need to ensure safe, reliable, and sufficient water resources to support our community and the natural environment.



## 2. Background

California's Sustainable Groundwater Management Act (SGMA) became law on January 1, 2015. SGMA required the Department of Water Resources (DWR) to assess groundwater basins into High, Medium, Low and Very Low priority classifications. DWR's Basin classifications are based on a variety of criteria, including the local population's dependence on groundwater and local groundwater levels. All basins classified as medium and high priority must prepare a Groundwater Sustainability Plan (GSP) by 2022. High priority basins that are also classified in critical overdraft must complete their GSPs by January 31, 2020. GSPs will replace groundwater management plans that were required under AB3030. Groundwater Management Plans had some of the features of a GSP, but did not include State mandated sustainability indicators or mandatory deadlines to reach sustainable groundwater management goals. In contrast, SGMA requires medium and high priority basins to make measurable progress toward sustainability, to report that progress annually, and to achieve ongoing sustainability. Basins in critical overdraft must achieve sustainability by 2040. The Santa Cruz Mid-County Groundwater Basin is a high priority basin in critical overdraft.

During the work of the Soquel-Aptos Groundwater Management Committee's Groundwater Sustainability Agency Formation Subcommittee (GSA Formation Subcommittee), the Subcommittee considered several possible approaches to meeting the SGMA's requirement for broad stakeholder engagement in the development and implementation of GSPs.

The agencies that formed the MGA Board purposefully included three positions on the Board as a first step to meeting the SGMA's requirements for stakeholder involvement. However, the GSA Formation Subcommittee recognized that even with those Board slots, it would be desirable to expand the engagement of stakeholders in the GSP development process.

Under a grant provided by the State Water Resources Control Board, resources from the California State University and Sacramento's Center for Collaborative Policy were made available to the

SAGMC to create a Community Engagement Plan. As part of the GSA Formation Subcommittee’s process, it considered a range of options of broadening engagement of stakeholders in the development of the GSP. The recommendation included in the Community Engagement Plan was to create an advisory committee with expanded representation of key interests as well as MGA Board members. This committee would be tasked with working with staff and consultants to develop the Groundwater Sustainability Plan (GSP) and provide the Board with recommendations on how to address key policy issues that will need to be covered by the plan.

After considering the range of relevant stakeholders and interests that it would be desirable to include in a committee to advise the Board on the GSP, the MGA Working Group recommended that the Board create a committee representing the following interests: MGA Member Agencies, MGA Board Member Private Well Owners Representative, Institutional Users, Agricultural Users, Business Interests, Environmental Interests, Small Water System Management, Water Utility Rate Payers, and Representatives of the Community At Large. These particular interests were chosen for inclusion in the GSP Advisory Committee by the MGA Working Group because they cover the key user groups and interests. Tribal and state or federal fish and wildlife agencies were not included because the MGA Working Group provided for their involvement on an as needed basis through the use of short term working groups that would operate during the planning process.

As a committee that is advisory to the MGA Board, the GSP Advisory Committee is subject to the (State of California) Brown Act (see additional details below).

## **B. Charge and Responsibilities**

### **1. Charge to the Advisory Committee from the MGA**

*The Groundwater Sustainability Plan Advisory Committee will provide guidance to staff and the Santa Cruz MGA Board for the creation of the Groundwater Sustainability Plan. The Committee will analyze and provide recommendations to the MGA Board on key policy issues that will form the Plan. The Committee’s final presentation to the MGA Board will take place at the MGA’s July 2019 Board Meeting.*

*Committee members will represent diverse interest groups within the Basin. They will deliberate based on scientific data to understand current and projected basin conditions. The Committee will work collaboratively in an open and public process to ensure community concerns are addressed within the Plan.*

*The Committee will recommend strategies to the MGA Board to achieve a sustainable groundwater basin by 2040. Responsibilities include:*

- *Evaluate scientific information and recommendations from staff on the impacts to the Basin, and assess various management approaches to reach sustainability,*
- *Consider the effect of changing climate and sea level on groundwater conditions,*
- *Establish objectives and thresholds for State mandated sustainability indicators,*
- *Analyze options and recommend supplemental water supply alternatives to meet projected demand,*
- *Promote public education about Plan decisions and the Basin’s sustainability, and*
- *Recommend approaches to funding projects and allocation of project costs.*

*The Advisory Committee will be tasked to work with staff and consultants to develop the Plan. They will provide the MGA Board with recommendations on how to address key policy issues required by*

*the State's legal mandate. The Committee will make periodic reports to the MGA Board for input and feedback. They will report on key milestones in the development of the Plan, including: groundwater pumping impacts, key alternatives to reach groundwater sustainability, thresholds and measurable objectives for each sustainability indicator, possible program funding strategies, and recommendations for Plan implementation.*

## **2. Additional Objectives and Responsibilities**

The ultimate objective of the Advisory Committee is to contribute to the development of a GSP that can be broadly supported by diverse stakeholder communities in the Mid-County Basin and be successfully implemented.

Additional Advisory Committee responsibilities include:

- **Policy questions:** As part of their deliberations, Advisory Committee members will address policy questions associated the GSP development. Support staff will help in identifying these questions for Advisory Committee consideration and deliberation.
- **Interest-based discussions.** Advisory Committee members will be willing to express fundamental interests (rather than fixed positions) and to clearly convey the interests of one or more constituent groups.
- **Checking back with constituencies.** Advisory Committee members have been recruited based upon their ability to ably represent the views of one or more important constituencies. Advisory Committee members commit to making themselves available to communicate with interested constituents, keeping their constituencies informed of the Advisory Committee efforts, and reporting relevant feedback to the Advisory Committee. In reporting back, Advisory Committee members will strive to integrate the views of their constituencies rather than resorting to a "lowest common denominator" approach. In checking back with their constituencies, Advisory Committee members will seek to avoid prejudging preliminary proposals still in development by the Advisory Committee.
- **Collaborative Approach.** Advisory Committee members will be willing to work collaboratively with each other, seeking to integrate the interests of a broad range of constituencies.
- **Commitment to the Process.** Advisory Committee members will be committed to achieving all elements of their charge as described above.

## **C. Membership and Participants**

### **1. Committee Composition**

The Advisory Committee was appointed by the MGA to represent a diversity of interests and expertise. The Committee consists of the following 14 members:

- Kate Anderton – Environmental Representative
- John Bargetto – Agricultural Representative
- David Green Baskin – City of Santa Cruz
- Rich Casale - Small Water System Management
- Chris Coburn – Institutional Representative
- Bruce Jaffe – Soquel Creek Water District
- Dana Katofsky McCarthy - Water Utility Rate Payer
- Jon Kennedy - Private Well Representative

- Jonathan Lear - At-Large Representative
- John Leopold – County of Santa Cruz
- Douglas P. Ley – Business Representative
- Marco Romanini – Central Water District
- Charlie Rous - At-Large Representative
- Ned Spencer - At-Large Representative

Committee members are expected to attend all meetings (to the extent feasible). There are no alternate members.

## **2. Committee Member Additions and Withdrawal**

It is not anticipated that new members will be added to the Advisory Committee unless to replace another Committee member.

Advisory Committee members have made the commitment to participate for the duration of the groundwater sustainability planning process. In the event where a member must withdraw from the Advisory Committee, he or she may do so by providing a letter of resignation to the MGA Board Chair, with copies to the facilitators to be distributed to the other members. At that point, the MGA may elect to replace the Committee member to ensure balanced interest representation on the Committee.

If an Advisory Committee member consistently deviates from the operating protocols and ground rules established in this Charter (see below) and agreed to by all, that member may be replaced by another person upon confirmation by the MGA Board. Prior to an Advisory Committee member being dismissed, the Advisory Committee member will meet with the facilitation team and the Executive Team discuss the reasons for the dismissal. Flagrant personal attacks or repeated violations of the ground rules may be cause for immediate removal.

## **D. Meeting Formats and Sub Groups**

### **3. Advisory Committee meetings**

The full Advisory Committee will meet twice during the fall of 2017 and then monthly between January 2018 and July 2019. During 2018-2019, Advisory Committee meetings will take place on [xx date at xx time.] Meetings will typically last 3 hours. The meeting times shall be posted on the Advisory Committee website. All Advisory Committee meetings will be open to the public.

The minimum requirement to have a meeting is having eight Committee members present. Committee members who are not able to attend a meeting will inform project staff and facilitators in advance.

Membership on the Committee was designed to provide broad representation of the various interests that need to be consulted in the planning process. In order to maximize the potential for all members to participate actively, fully, and equally in the process, Advisory Committee meetings will be organized and run by the Facilitation Team rather than a Committee chair/vice chair. This approach optimizes the opportunity for full participation by all Committee members in the group's deliberations.

The Advisory Committee process is subject to the Brown Act. A guide to the Brown Act by the California League of Cities is available online at this [link](#).<sup>1</sup> As such, the following procedures will apply:

- All meetings of the Advisory Committee will be open and public.
- Advisory Committee meetings will be preceded by a posted agenda that advises the public of the meeting and the matters to be transacted or discussed. The agenda will be posted at least 72 hours before the regular meeting on the MGA website and in a location freely accessible to members of the public. The agenda must state the meeting time and place and must contain a brief general description of each item of business to be transacted or discussed at the meeting, including items to be discussed in closed session.
- All meeting materials distributed prior to or during the meetings will be made publicly available.
- Serial meetings, which could be constituted by Advisory Committee members forwarding or replying all to an email string, are prohibited.

#### 4. Ad Hoc Working Groups

As needed, Advisory Committee members can create ad hoc working groups to address particular topics and help drive the work forward. Working groups will have specific, bounded charges and deliverables. They will not make any decisions or recommendations. Rather, they will focus on exploring and researching scientific, technical and policy issues, and will bring their work products back to the full group at regularly scheduled Committee meetings for additional discussion and action. Working groups will not contain a majority of Advisory Committee members and are therefore not subject to the Brown Act. Within reason, Advisory Committee members can invite non Advisory Committee members to participate in these Working Group meetings. Working Groups will not speak on behalf of the full Advisory Committee.

#### E. Decision Making Process

The Advisory Committee will operate as a body seeking broad agreement in its preparation of advice for the MGA.

Formal decisions on recommendations to the MGA board will be presented verbally and/or in writing for consideration by the full group, and Advisory Committee members will be allowed sufficient time to consider them. Advisory Committee members will be invited to indicate whether they support, or not, an item under discussion. Support, here, is defined as “can live with”.

- **Level of support.** To help inform decision making, Advisory Committee members will be invited to indicate their “level of support” for a particular decision item. Different levels of support include: general support (“I like it”), qualified support (“I have some issues with it, but I can live with it”), and fundamental disagreement (“I don’t like it and cannot live with it”).
- **Recording levels of support.** The level of support for decision items will be recorded, along with a summary of areas of agreement and disagreement. If an item receives a level of disagreement, the group will be asked to continue working to reach agreement or until it becomes clear that a

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<sup>1</sup> [www.cacities.org/Resources-Documents/Resources-Section/Open-Government/Open-Public-2016.aspx](http://www.cacities.org/Resources-Documents/Resources-Section/Open-Government/Open-Public-2016.aspx)

resolution is not necessary or attainable. At that time, project staff will note the nature of the disagreement, and in consultation with the group, decide how best to frame the issues to present to the MGA Board for resolution.

- **Strive for broad-based support for proposals.** Advisory Committee members will strive to achieve a high level of agreement in developing advice to the MGA Board. The intent here is to strive for recommendations and advice that can earn broad-based, cross-interest support from Advisory Committee members. The Advisory Committee is not intended to function as a representative voting body.
- **Use of “straw polls”.** Advisory Committee members recognize the need to make simple process agreements to move the effort forward. A straw poll is a method used for surveying a group on a particular issue and typically involves asking each group member to indicate a preference on a particular issue.
  - Project facilitators may use “straw polls” to develop a sense of the group’s views, track progress, and help the group arrive at short-term decisions to propel the process forward in an efficient fashion. Straw polls should be considered interim results.
  - Project facilitators, support staff, or an Advisory Committee member can request a straw poll.
  - Project facilitators will check in with the group to confirm the appropriateness of conducting the straw poll. Straw polls will be preceded by adequate Advisory Committee deliberation.
  - Project facilitators will record the intent and outcomes of each straw poll taken.

## F. Protocols and Ground Rules

### 1. Participation and Collaboration

- **Active, full participation.** Every Advisory Committee member is responsible for communicating his/her perspectives and interests on the issues under consideration. Voicing and actively listening to these perspectives is essential to achieving meaningful dialogue. Everyone will participate; no one will dominate.
- **Focused participation.** Advisory Committee members will come to the meetings prepared and will focus their discussions on the topics at hand. Everyone will help keep the meetings on track.
- **Respectful interaction.** Advisory Committee members will respect each other’s personal integrity, divergent viewpoints, values and legitimacy of interests. Advisory Committee members will listen courteously while others are speaking. Only one person will speak at a time. Advisory Committee members will refrain from using deliberate misinformation, personal attacks, or stereotyping.
- **Integration and creative thinking.** Advisory Committee members will seek to balance advocacy and inquiry. In developing, reviewing and revising work products, Advisory Committee members will strive to be open-minded and to integrate each other’s ideas, perspectives, and interests. Disagreements will be regarded as problems to be solved rather than battles to be won. Advisory Committee members will attempt to reframe contentious issues and offer creative solutions to enable constructive dialogue. Where Advisory

Committee members do not support a specific solution or proposal, they are encouraged to offer their own solution.

- **Satisfy mutual Interests.** Advisory Committee members will work to satisfy not only their own interests but also those of other Advisory Committee members. Advisory Committee members are encouraged to be clear about their own interests and to recognize the important distinction between underlying interests and fixed positions.
- **Cell phone/PDA courtesy.** While participating in meetings, Advisory Committee members will refrain from cell phone use, emailing, and text messaging, except during breaks. Cell phones and other electronic communications devices will be turned off or set to “silent” mode.

## 2. Commitment to the Process

- **Good faith effort.** Advisory Committee members will make a good faith effort to achieve the goals of the project within the identified schedule.
- **Meeting attendance.** All Advisory Committee members will make every effort to attend all of the Committee meetings. Consistency of attendance is critical to ensuring the creation of shared knowledge and a common language. Meetings will start on time. Advisory Committee members who know that they will be absent, late, or have to leave early will inform project facilitators in advance and coordinate with other Advisory Committee members to ensure that their ideas are brought to the table and that they are informed regarding Advisory Committee deliberations and decisions made. After a missed meeting, Advisory Committee members will work to get up to speed to keep the project from “backsliding.”
- **Come prepared.** Advisory Committee members will review meeting materials in advance of the meetings and come prepared to address the meeting objectives. If specific “homework” is assigned, Advisory Committee members are expected to have the homework completed by the start of the meeting.
- **Commitment to ground rules.** Advisory Committee members commit to adhere to these ground rules, as a set of mutual obligations, once they are ratified. Advisory Committee members are encouraged to help uphold and enforce these ground rules. Advisory Committee members commit to bring concerns about adherence to the ground rules or other process matters to the facilitation team rather than expressing such concerns in a manner that undermines the respect of any individuals or the process. Flagrant personal attacks or repeated violations of the ground rules may be cause for immediate removal.

## 3. Advisory Committee Communication

- **Consistency with Brown Act.** Advisory Committee members will avoid oral or email communications with other Advisory Committee members outside of Committee meetings (e.g., serial meetings) that would be inconsistent with the Brown Act.



- **Representation.** Unless they have been appointed a spokesperson for a specific task, Advisory Committee members will always make it clear when they speak or write in public that they speak for themselves, and not as a spokesperson for the Committee or for other Committee members.

#### 4. Involvement of Public

- **Public comment at Advisory Committee meetings.** Designated times at Advisory Committee meetings will be agendized for public comment. Public comment opportunities will be keyed to specific Advisory Committee work product discussions and agenda items, and will be held at the time agendized. Advisory Committee members are encouraged to incorporate public input into their deliberations. Members of the public interested in commenting on items outside of the scope of the GSP process will be encouraged to direct those comments to MGA Board meetings or other appropriate venues.
- **Key purpose of verbal public comment.** Oral public comment provides an important opportunity for the broader public to inform Advisory Committee deliberations on the GSP development process. As such, to the extent possible, public comments should be directed toward the work effort, products, or process of the Advisory Committee. Comments on subjects external to the GSP development process should be directed to other forums.
- **Other opportunities.** Members of the public are encouraged to convey their comments to relevant colleagues who serve as Advisory Committee members. Members of the public are also encouraged to submit comments in writing (via email to: [insert here]). Written public comments will be distributed to Advisory Committee members on a regular basis as part of their meeting packets.
- **Public speaking time.** The meeting facilitator will ask for a show of hands or use comment cards to assess the interest in providing public comment. The time allocated to each speaker will be based on the total available time and the number of individuals wishing to speak.
- **Adherence to ground rules.** It is expected that members of the public will adhere to the same ground rules of focused interaction and respectful engagement as the Advisory Committee. Members of the public will be respectful of the Advisory Committee's time.
- **Advisory Committee response.** Other than clarifying misinformation, Advisory Committee members and support staff will not directly respond to the public during public comment periods, although Committee members are welcome to incorporate public input into their deliberations after the public comment period is over.

#### 5. Coordination with MGA Board

It is expected that the Advisory Committee will be asked to participate at times in MGA meetings through, for examples, joint-study sessions. Advisory Committee members will make every effort to participate in these meetings when requested.

#### 6. Information Sharing and Joint Fact-Finding

- **Information gathering and sharing.** The GSP development process will include multiple opportunities for data sharing and joint fact-finding among the Advisory Committee. Joint fact-finding refers to a process where: stakeholders are able to provide their knowledge and identify information sources, needs, and questions for analysis; deliberations of scientific advisors are transparent; data are pooled to support better informed recommendations; and a serious effort is made to identify and narrow sources of scientific disagreement. Advisory Committee members are encouraged to be as specific as possible in identifying types of information they believe will support the development of work products. This information may include a mix of peer-reviewed studies, other scientific studies, field notes from researchers, and first-hand knowledge from resource users. Accordingly, Advisory Committee members are encouraged to contribute their own first-hand knowledge to support the work of the Advisory Committee. Advisory Committee members seeking to share written information or data should transmit this directly to Darcy Pruitt as a staff point person (rather than sharing data directly with each other).
- **Best readily available information.** Advisory Committee members recognize that the Mid-County GSP development process relies on using the best readily available information. Tentative information will be treated as such. Development of the GSP will not be delayed in order to fill any perceived data gaps.

## 7. Media Contact

- **Meeting recordings.** Advisory Committee meetings are public and will be audio recorded. Audio and video archives of the meetings will be available on the GSP website a few days after each meeting, and copies will be distributed to local locations.
- **GSP media contacts.** Media contacts regarding the GSP process from a “big picture” perspective will be handled by the Executive Team. First contacts should go to John Ricker, Santa Cruz County.
- **Advisory Committee media contact.** On occasion, reporters may contact individual Advisory Committee members for comment about a particular issue. Advisory Committee members who are contacted by the media will speak only on behalf of themselves or their group or constituency. After commenting, the Advisory Committee member will provide the media entity with contact information for communications point persons Darcy Pruitt and Sierra Ryan and request that the media entity contact those individuals for further information.
- **Representation to media.** Advisory Committee members recognize the need to maintain a balance between providing timely information to constituents and making statements to the media that could undermine the success of the GSP process. Advisory Committee members agree to avoid: a) making statements to the media that may prejudice the project’s outcome, b) representing another group’s point of view or characterizing others’ motives, or c) stating positions on preliminary proposals while they are still being developed or refined by work groups or the Advisory Committee.
- **Use of meeting summaries.** In briefing constituents, Advisory Committee members are encouraged to rely primarily on the summaries to be produced for the GSP Advisory Committee meetings.

## G. Role of Support Staff

### 1. Executive Team

- The Executive Team is composed of:
  - Ralph Bracamonte, Central Water District
  - Tim Carson, Regional Water Management Foundation
  - Ron Duncan, Soquel Creek Water District
  - Rosemary Menard, City of Santa Cruz
  - John Ricker, Santa Cruz County
- The Executive Team is responsible for providing process guidance to the GSP process and will assist in relaying Advisory Committee or public requests or inquiries to and from the MGA. Executive Team members will help determine when ideas brought up by the Advisory Committee or member of the public are outside of the scope of the Committee's charge; uncertain cases will be brought before the MGA. The Executive Team will provide periodic written reports to the MGA Board, pulling from Advisory Committee meeting summaries.

### 2. Other Key Support staff

- Darcy Pruitt, Regional Water Management Foundation: Darcy will be responsible for compiling information and advice developed by Advisory Committee members and the technical team into a draft GSP. Darcy will also be the point person for receiving and coordinating GSP related inquiries from Advisory Committee members and the public. Darcy will draft press releases, provide text for the website, and support other outreach tasks.
- Sierra Ryan, Santa Cruz County: Sierra will provide support for public communication and outreach, website maintenance, and meeting planning.
- Julia Townsend, Regional Water Management Foundation: Julia will be responsible for meeting logistics and transmitting meeting materials and information to the Advisory Committee and general public.

### 3. Technical Team – HydroMetrics

- HydroMetrics will be responsible for providing all technical analysis and support to the Advisory Committee. This includes presenting at orientation workshops, conducting groundwater modeling, and presenting and synthesizing other technical work that the Committee will need in its deliberations.
- HydroMetrics is a non-partisan contractor that has no stake in the content of the GSP; nor will it advocate for specific decisions. Their role is to provide technical support and best readily available information to the GSP process.

### 4. Facilitation Team – Kearns & West

- **Neutral facilitators.** The Kearns & West facilitation team is non-partisan; the facilitators have no stake in any content of the GSP and will not act as advocates for particular

outcomes. The facilitators will strive to ensure that the Advisory Committee completes its charge in a well-informed, respectful, and timely fashion.

- **Foster alternatives with mutual benefit.** The facilitation team will seek to foster approaches to meeting management and to the identification and consideration of advice on the GSP process that maximize joint gains and mutual benefit.
- **Efficient use of time.** The facilitators will strive to structure and manage meetings and discussion so as to make efficient use of Advisory Committee members' time. This includes providing materials in advance of meetings, keeping the discussion focused, and monitoring discussions so that no individual or idea dominates.
- **Facilitators' discretion.** The facilitation team will use its discretion in guiding meetings and may propose agenda adjustments. The facilitation team may also use straw voting to track a range of preferences on emerging issues and gauge the level of support for alternative options.
- **Meeting Summaries.** The facilitation team will prepare key outcomes-focused meeting summaries to capture the main results of the Advisory Committee meetings. These meeting summaries will summarize key decisions made, issues discussed, and the next steps identified for moving the project forward; these summaries are not intended serve as meeting transcripts. The facilitators will strive to prepare meeting summaries within 10 days of the meetings.

#### H. Schedule and Work Plan

- The work of the Advisory Committee will proceed in three main phases according to the diagram below.

Phase 1 -- October 1 to December 31, 2017:  
Orientation and Groundwater Sustainability Plan  
Advisory Committee convening and charter  
development

Phase 2 -- January 1 to December 31, 2018: Basin  
setting, sustainability indicators, risk analysis,  
potential projects and actions to support basin  
restoration and sustainability

Phase 3 -- January 1 to June 30, 2019: Final  
recommendations, cost analysis and user impacts,  
legal issues and implementation and financial  
planning

- Project staff will work with the Advisory Committee to develop a more detailed work plan and approximate timing for key deliverables. This will include an early agreement about the form of the work product. The Advisory Committee recognizes that its work developing advice on key policy issues will be an iterative process.
- It is anticipated that the process will move quickly and will need to make adaptations along the way.

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