

BHI MANAGEMENT CONSULTING

"Organizational Efficiency for Public Agencies"

Mr. Steve McGrath
District General manager
San Mateo County Harbor District
El Granada, CA 94018

June 23, 2017

Subject: Proposal for providing professional services to the development of a District strategic plan

Dear Mr. McGrath,

As the Board of Commissioners for the San Mateo County Harbor District (District) has requested professional assistance in developing a strategic plan, please find our qualifications, approach overview and associated schedule and costs for such services. The overall approach provides for the full development of a strategic plan through Commission approval and formal documentation. The approach centers on careful public role and critical interaction with the Commission as leaders of this process, then a detailed/deliberate work program with District staff to provide the background necessary to establish proper direction and strategy and direction from the Commission in a number of particular interests requested to be covered within this plan.

QUALIFICATIONS -

Mr. Brent Ives has worked with numerous public agencies across the state dealing with organizational issues, primarily in optimizing operational approach for each agency as needed. Brent and his firm, BHI Management Consulting, has worked with nearly 100 public agencies across California and is currently engaged with four similar projects with California Special Districts on strategic planning, public interface and internal teambuilding. Brent is a former elected City official (Council Member and Mayor, Tracy, CA -23 years) and serves as a faculty member on the California Special Districts Governance Academy. He is educated in Organizational Behavior at the University of San Francisco, has 25 years experience as a technical manager for the Lawrence Livermore National Laboratory. The 14 years as a City Council Member, having recently completed an 8 years as directly elected Mayor, along with being an 18 year member/Chair of the San Joaquin Regional Rail (commute rail service) Commission, LAFCO Member, and a member/Chair of the Board of the San Joaquin Council of Governments, coupled with his weekly practice with public agencies on the west coast, provides Brent and his clients with undeniable experience with planning in the public sector.

It should be noted that one of the unique qualifications of BHI and Brent Ives is the suite of projects that Brent has completed with the District in the last number of years. This contact and perspective provides valuable insights into how the District works and some of the challenges and opportunities it faces as it looks into the future.

Brent brings unique perspectives to the strategic processes. As an experienced elected official, Brent knows how boards must function to best fulfill their public trust and plan together with staff to make real and tangible strategic level improvements. He is an experienced manager who has led groups of engineers and technicians on complex multi-million dollar projects at the Lawrence Livermore National Laboratory and can understand the needs of staffs for clarity of direction. His education in Organizations allows him to apply that experience to your situation for your needs. Brent will be the lead facilitator/consultant on this project.

Kristin K. Lee Swenson successfully leads Kreativz. Kristin's collaborative leadership style achieves amazing results for her clients. Her ability to build community while bridging the highly creative and the highly technical have earned her a loyal following among clients. Kristin and Kreativz are partnering with BHI to assure a top-level of public engagement with the District strategic planning process.

With over 20 years' experience, she has designed and developed communications, programs, products and campaigns to serve local, national and international businesses, nonprofit and community organizations. She has also led technology applications or products for those brands. She has led Kreativz development of the empathy-driven design approach and strives to educate clients about the shifting realities of designing for and communicating with the audiences of today.

Kristin leverages a unique combination of agency and in-house expertise to align brand strategies with business or organizational goals, to drive sustainable growth through multiple channels and to reach desired audiences for maximum business or social impact. She is especially passionate about Kreativz making a positive impact in the world. Under her leadership, the company has contributed over \$2M in donations or in-kind contribution since 2007.

SCOPE OF SERVICES DETAIL - The work for a Strategic Plan herein is generally divided into 6 phases, with sub-parts. Detail is outlined below but the process generally takes this pathway.

1. Reconnaissance
2. Commission Strategic Planning
3. District Oyster Point Role Assessment
4. District Opportunities Assessment and Plan
5. Operational and Planning Issues Assessment and Plan
6. Strategic Plan Vetting and Approval with Commission

The general detail of these six phases of the process is outlined below.

Phase 1- Reconnaissance – this phase includes the necessary steps to provide a well-rounded and complete perspective for the Board of Commissioners as they develop and commit to a plan for the District’s future. It is arguably the most important and intensive part of developing an insightful, visionary, open and well-vetted plan for the future. While these groups can be included and involved throughout this entire public process, this effort is the deliberate effort to seek their inputs. To achieve this the Consulting firm must gather inputs from a broad set of groups regarding the future of the District

- The San Mateo County public in general
- The Board members each as individuals
- The District senior staff
- Current and potential future strategic partners

Public Inputs - Gaining meaningful useful input from the public is challenging in any public entity. The SMCHD has added challenge by virtue of its size and span of geography. The list below outlines the initial set of activities, which will need to be engaged to achieve the input necessary. These activities, and the effort as a whole, will be vetted with and approved by the Commission’s Strategic Planning Committee prior to beginning.

- An overall push/pull type survey will be devised to allow for many others to interact with the commission while gaining preparatory information. Email lists, Facebook and other blog feeds will be incorporated to push the survey to people, not just wait for casual responses only.
- Up to four public input meetings in four locations and timeframes, including virtual harbor tours to stimulate discussion. The Plan Princeton method of public engage will be reviewed as a model to hold these meetings and to reach out to gain interest and attendance. Participants will also be able to attend these meetings via WebEx or tele-conference.

Open public meetings will be held, with a large effort being applied to securing the email list from other local agencies and groups, to get the word out in a proactive sense.

Groups that could help spread the word of such public information gathering meetings are, Surf Riders, Oyster Point Yacht club, Pillar Point Yacht Club, Open Space District, Sierra Club, Coastal Commission and many more. These meetings, 3-4 held throughout the District would be well advertised. They would be facilitated in charrette fashion allowing for open, unlimited input. NextDoor will be utilized to advertise the meetings as well as the District website and contact lists.

Focus groups may need to be named to gain specific inputs from certain areas within the District. Two Google Hangout/Skype invites will be proposed to allow for on-line information gathering meetings.

This aspect of the reconnaissance will be well planned with the strategic planning committee.

- One on one meetings with all Commissioners
- Perspective from stakeholder groups like San Mateo County, affected Cities, Coastal Commission and the Open Space Conservancy, local service Districts, etc.

Ms. Lee-Swenson and her firm are largely part of the BHI team specifically to assist with this effort.

Phase 2 - Board of Commissioners Workshop –

Consultant firm will prepare all reconnaissance input to provide focused, accurate and correlated input for this critical workshop. Consultant will send an email to each Commissioner prior to this meeting to help prepare with regard to looking forward and the visioning process. This workshop allow for the Directors and Consultant to meet one another, share thoughts regarding overall planning and to hear important individual strategic perspective.

The Consultant will facilitate a public Commission Strategic Planning workshop (estimated full-day will be scheduled to accommodate the one-trip method with the intent of gaining the following deliverables from the collective Commission:

1. Review and/or write new **Mission Statement**.
2. Review and/or modify **Vision Statement** for the District.
3. Review and/or modify **Core Values** of the Commission to be respected within all aspects of the planning.
4. Organize the strategic plan by determining the **key strategic elements** of District operations, projects and management under which the workplan will be organized including the critical aspects called for as part of the study in RFP parts 3-6.
5. The Commission will then craft **guiding objective and strategy statement for each key strategic element**. These statements provide clear and specific direction to the consultant and staff as they assemble a five-year workplan that meets the Commission's Vision.

Staff and Consultant use the input from the Commission workshop to guide in the development of the implementation strategy to result in a draft strategic plan. That draft is then shared in later steps back with the commission to assure that proposed implementation and scheduling meets the collective expectations of the Commission.

Phase 3 - District Oyster Point Role Assessment

The assessment of the current and future role is a critical part of the future of the District. BHI will assist the District staff and Commission as they develop key questions regarding this key asset. It is key that the Commission as a whole or committee fully engages the assessment process. This engagement process, along with the two Board workshop method described above, keeps all involved together as the Plan moves through various phases of Vision/definition, assessment, planning and implementation. The key questions serve to provide guidance for all assessment activities. Examples of key questions could be:

- *What activities currently being conducted at the Harbor are financially viable and sustainable and are these activities strategically important to continue or to conclude?*
- *Are there better ways that these activities may be conducted?*
- *Should these activities be stopped, expended or proposed for others to handle?*

Many other questions may comprise the basis of this assessment and overall Plan as it evolves and will be carefully considered prior to the study. The strategic plan will include the resultant findings of the key questions and a proposed strategy for the District within the planning term.

Phase 4 - District Opportunities Assessment and Plan

The assessment of the current and future District opportunities must be carefully studied with those with potential being clearly outlined for action at the appropriate strategic time. BHI will work closely with District staff and Commission/committee as they develop key questions regarding this effort as well. These key questions will provide guidance for all assessment activities. Examples of key questions could be:

The process for Visioning/definition, assessment, planning and implementing will be carefully considered and articulated in a way that is clear to all. The resulting plan must provide a roadmap and schedule for those opportunities with true potential.

Phase 5 - Operational and Planning Issues Assessment and Plan

Absent further detail regarding this portion of the request and in planning out the assessment the key question methodology may also be employed here. The Commission/committee will provide clear guidance to define key questions at their planning workshop. BHI will assist the District staff and Commission as they develop key questions regarding this key asset. These key questions will provide guidance for all assessment activities. As in parts above, clarity in looking and planning forward, then layout is an absolute.

Phase 6 - Strategic Plan Vetting and Approval with Commission

Upon completion of assessments and studies the Commission will hold another workshop (#2) to check on the proposed strategies for the vision as determined earlier by the Commission. The document at this stage is at the 90% draft level; the Consultant will make a briefing presentation of the initial draft to the Commission for in a “tone check” meeting to assure that the Plan is progressing as expected. This step is expected to take place roughly 3-4 months after the first workshop date. We anticipate three trips and/or video-conferences with the District for this presentation. Consultant will print and provide 25 bound copies of final Plan to the District along with electronic version on CD in Microsoft Word and .PDF formats.

Note: BHI Management Consulting may use associate consultants to assist during planning sessions and steering committee work. Brent Ives, Principal of BHI will be the primary consultant for the project and attend most meetings and all workshops.

SCHEDULE -

Engagement begins approximately 2-3 weeks from receipt of a signed agreement. It is anticipated that the Commission workshop will be in late summer of 2017 with strategic plan implementation plan to follow. Depending on how the District chooses to proceed, the project is expected to be completed in approximately 5-6 months.

San Mateo County Harbor District – Strategic Plan

COSTS – Cost for individual stages of the process outlined above are organized in the table below. These can vary if other approaches are negotiated.

SAN MATEO COUNTY HARBOR DISTRICT	Principal (Ives) @\$285/hr.		Senior Consultant (Lee-Swenson) @\$180/hr.	Labor Hours/task Total	Task Cost	Comments
	Hours	Hours	Hours			
PHASE 1 - RECONNAISSANCE	40	32	72	\$ 17,160.00		
PHASE 2 - BOARD WORKSHOP#1	24	16	40	\$ 9,720.00		
PHASE 3 - DISTRICT OYSTER POINT ROLE ASSESSMENT	22	16	38	\$ 9,150.00		
PHASE 4 - OPPORTUNITIES IDENTIFICATION	22	10	32	\$ 8,070.00		
PHASE 5 - OPERATIONAL AND PLANNING ISSUES ASSESSMENT	20	10	30	\$ 7,500.00		
PHASE 6 - STRATEGIC PLAN VETTING AND APPROVAL	16	12	28	\$ 6,720.00		
Effort Sub-total	144	96	240	\$ 58,320.00		
ESTIMATED EXPENSES	Time or Expense			Cost Total		
Travel expenses	Travel - 5 visits for 2 consultants @ estimated \$650/consultant/visit			\$ 6,500.00	The cost per trip is estimated. BHI prefers a negotiated flat fee per consultant per trip.	
Office Supplies and telephone costs	Office			\$ 1,200.00		
Expense Sub-total	0			\$ 7,700.00		
GRAND TOTAL				\$ 66,020.00		

Total proposed - \$66,020.00, including customary expenses related to travel from Tracy and Novato, CA as outlined.

This initial proposed approach is of course negotiable. Feel free to contact me with any questions or needed further explanation.

San Mateo County Harbor District – Strategic Plan

Approvals:

Steve McGrath, General Manager Date
San Mateo County Harbor District

Brent H. Ives, Principal Date
BHI Management Consulting