

**Dynamic Public Outreach, Smart Strategic Planning**

*For local governments, special districts, and the engineering, environmental and law firms that support them.*

**DATE:** June 27, 2017

**NO OF PAGES:** 17

**TO:** Steve McGrath, General Manager, SMCHD

**FROM:** Martin Rauch

Thank you for your request for a proposal to assist San Mateo County Harbor District (District) with development of a Strategic Plan. This document contains a fully responsive proposal in response to the RFP.

Using techniques that have been honed through the successful development of strategic plans over several decades, Rauch Communication Consultants will assist the District to consider where it stands today, evaluate past achievements, address future challenges, consider new opportunities, and the process will assist the District to identify the actions that will allow it to proceed confidently into the future.

**Ready to Hit the Ground Running**

Here's why the District would be well served by Rauch Communication Consultants:

**In-Depth Strategic Planning Experience**, across hundreds of planning workshops and decades of strategic plans.

**Local and Regional Experience**, across the State, including with local organizations along the coastside and in San Mateo County.

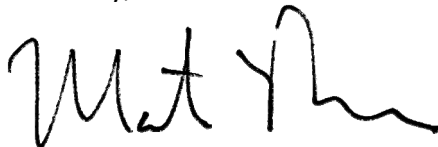
**Organizational and Governance Experts**. We have worked with upwards of 200 Special Districts over the years. We are faculty for the California Special District Leadership Academy and teach regularly at statewide conferences on planning and governance issues.

**Special District Experts**. We understand the role of Districts, governance, challenges facing Districts.

**Practical and Accountable Work Plans** that provide useful and actionable guidance.

**Get-To-The-Point Approach**. We have refined our approach to get maximum results quickly. We know you are busy and we make every minute count.

Sincerely,



Martin Rauch  
President

## **PART I. EXECUTIVE SUMMARY**

### **PROJECT UNDERSTANDING**

Our understanding from experience and reputation is that the District is seeking to develop a strategic plan in order to more effectively take advantage of the many challenges and opportunities facing it, the Harbors it manages and the Communities it serves. These include: water-related or waterborne emergency preparedness and response, possible roles in managing other harbors and marinas in the County, climate change, enhancing public access and many other issues, projects and challenges.

In general, the District seeks to achieve its mission, vision, goals and objectives in a way that best balances resource protection, coastal access, sustainable development, coastal dependent business and active and passive recreation.

### **STATEMENT OF QUALIFICATIONS AND EXPERIENCE**

Rauch Communication Consultants Inc. has served special districts for more than 40 years in California. During that time, we have worked with over 175 agencies throughout the state, as well as with many of the leading organizations that deal with local agencies, such as CSDA, ACWA, CASA, and others. We have worked with individual agencies of every kind and size in most corners of the state: water, sanitary, hospital, vector, airport, park and recreation, Community Services Districts, JPAs and others.

Our firm offers three consulting specialties: assisting clients in the development of strategic plans, implementing strategic public outreach programs, and consulting to resolve internal management issues. These services are conducted out of our office in, Campbell (San Jose), and through our affiliates in other cities around the state.

Our expertise in public involvement and outreach lends itself to effectively gathering public input. We are expert facilitators and have planned and facilitated hundreds of successful meetings and workshops over the years.

We completed the strategic plan for the California Special District Association, as well as for dozens of special districts. We led ACWA's Vision 2000 strategic plan that significantly changed the structure and direction of the organization, as well as key strategic planning sessions for CASA during a time of organizational change. A selected list of clients for whom we have provided strategic planning services is given later in this proposal, along with brief client case studies and testimonials.

We have also served as speakers for conferences and seminars on strategic planning and public outreach for ACWA, CASA, CSDA and other District associations.

## WHAT OUR CLIENTS ARE SAYING ABOUT RCC

*“RCC has helped us develop our strategic plan and updates for several years. The community meeting was particularly successful. Over 70 people attended, and, thanks to excellent facilitation, there was active participation. The meeting brought a great sense of community to the process and helped unite the Board around the public consensus.”*

Montara Water and Sanitary District

*“It was one of the most productive series of meetings of this kind I have participated in professionally.”*

Cucamonga County Water District

*“...a glowing recommendation for your ability to prepare a Strategic Plan.”*

Squaw Valley Public Utilities District

*“Over the years, I have done many, many strategic plans and this one was impressive for how efficient the process was and it got to the point in a practical and useful way. This one has check points and useful targets and tasks regularly thru next year.”*

Director Novato Sanitary District

*“Though your skilled mentoring and carefully executed annual planning sessions . . . this District has been able to rise from the depths of public unrest to a position of public trust. . . So much of what we have accomplished is credited to the tools that you have given us along the way.”*

San Juan Water District

*“Thanks for your guidance in helping the Board members make decisions that resulted in a healthy working, and successful atmosphere in our District...We have a Board and Management team who get along and support each other. Again, thank you for your capable knowledge and assistance...”*

Cordova Recreation and Park

*“Our board was having a tough time communicating between ourselves, and unable to communicate with staff. The workshop you put together for us has given us a clear vision and made all the difference in the world.”*

Three Valleys Municipal Water District

*“Thanks for your assistance with this long overdue process. Great workshop outcome. It went a long way to provide the current Board camaraderie and trust.”*

San Diego County Water District

*“On behalf of the California Special Districts Association, I wanted to take a moment to thank you for the wonderful job you did at our 2007 Board Planning Session. You did your homework; found the common denominator, and provided the Board and my executive staff with a positive outlook for the future of CSDA...We were all impressed and came away with a sense of positive change for the Association.”*

California Special Districts Association

*“Two things surprised me when Martin led our Board members through strategic planning: The first was that he was an incredible quick study in understanding the issues and the nuances of working through them. The second was how he got our Board to open up and freely discuss the issues. Not only was I surprised at how much he got them to talk and share, but the Board members were surprised at how like-minded they were at the end of the process.”*

Arvin Edison WSD

## THE CONSULTANTS ASSIGNED TO THE PROJECT

### **MARTIN RAUCH, President, Rauch Communication Consultants**

***Martin is the authorized Principal with authority to negotiate and contractually bind the firm.***

Martin Rauch is President of Rauch Communications Consultants, a full service strategic planning and public outreach firm with main office near San Jose California that has served over 200 clients in California during the past 40 years.

The work will be carried out primarily by Martin Rauch. He brings to this task experience in group dynamics, developing consensus, Board and District strategic planning, and facilitation.

Martin conducts strategic planning sessions for the Boards and senior managers of client organizations. He also provides training in effective Board meetings, roles and relationships of Board members and managers and other related topics. He specializes in the preparation and facilitation of a wide variety of meetings. These complex events include focus groups, citizen's advisory committees, community presentations and public meetings.

Working out of RCC's San Jose Office, Martin also assists Board of Directors and senior managers, by tailoring public information projects that meet the special requirements of each client. For 26 years, he has provided strategic outreach support throughout the state.

Mr. Rauch has served as a speaker and seminar leader for the Association of California Water Agencies (ACWA), California Association of Sanitary Agencies (CASA), California Special Districts Association (CSDA) and others. He was a regular faculty member of the Special District Institute, is a regular speaker for CSDA, and is on the Board of the Special District Leadership Foundation. He is the principle author of the Special District Leadership Foundation certificate course on strategic planning, as well as a soon to be released course on Governance Foundations. He has been invited as a speaker to other statewide associations.

Prior to his work for public agencies, he served for several years as a community organizer and educator for nonprofit organizations, organizing community groups and producing educational and information materials. He holds a Bachelor of Arts degree with High Honors from the University of California at Santa Barbara. Martin's formal training also includes completion of Business Mediation Training at UC Berkeley, as well as courses in Facilitating and Mediating Effective Agreements.

*Depending on the project needs, Martin will be supported by the appropriate members of his team:*

### **Lynda Boyd, RAUCH COMMUNICATIONS CONSULTANTS, Staff**

Lynda manages all the production of documents for Rauch Communication Consultants, coordinating the writing, printing and mailing of materials, setting up schedules and coordinating project team activities to keep projects moving smoothly and on-schedule. Lynda has extensive experience mapping and developing accurate and cost-effective mail lists.

### **Amanda Green, CONSULTING SUPPORT, RESEARCH AND WRITING, affiliate**

With a Master's Degree in Public Administration from Harvard University School of Government and seven years' experience, Amanda provides a range of support in researching, planning and writing. Her experience includes several years working on strategic planning and communication projects for RCC. and in the past with numerous government and industry clients.

**GRAPHIC DESIGNER. Laurie Severy, *Affiliate.***

Laurie has over 20 years' experience as a creative graphic designer. Her expertise includes identity, branding, design and production of traditional printed media, including: logos, brochures, catalogs, newsletters, packaging, presentation materials, and displays. Designing with usability and functionality in mind, her media capabilities include: website and interface design, presentations and computer-based training. Laurie's formal education was at UCLA, with coursework in computer graphics. She has worked for a wide array of clients including the L.A. Times, Universal Studios, Walt Disney Company, The Disney Channel, Buena Vista Pictures, Xerox, Kinko's, Hughes Electronics, TRW, Epson, Amgen, Answer Financial, Sams Club, Union Bank of California, Sears, Microsoft and others.

**WEBMASTER: Jay Zeballos and Mike Zeballos, *Affiliate.***

Rauch Communication Consultants develops, maintains and upgrades numerous websites for public agencies around the state. Our webmasters have many years of experience with all aspects of web design and development, with a special expertise in meeting the needs of public agencies. Jay and Mike are not only technically expert but they have a flair for developing sites that load fast, look great and communicate effectively.

**SOCIAL MEDIA: Viveca Hess, *Affiliate.***

Viveca has overseen digital media for RCC for several years, integrating web content and social media platforms with the non-digital portion of the program. She also contributes to creative development. Combining a decade of her legal background, transactional work and marketing, Viveca offers a solid track record in creating, developing and executing digital and social communications. Initiating online presence based on well-researched source information, Viveca has provided successful content strategies for clients ranging from private water resource consultants, World Trade Center water initiatives for developing countries, United States Department of Commerce International Trade Administration, various Chambers of Commerce across the U.S. and non-profit organizations. Viveca has helped modernize and update media platforms for private and public-sector interests by utilizing her fluency in Twitter, Facebook, LinkedIn, YouTube, Foursquare, Blogs, Excel, PowerPoint, Word, Photoshop, Analytics, Constant Contact, Wordpress, along with various webinar programs and mobile applications.

## LIST OF SELECTED CLIENTS

### ORGANIZATIONS

Association of California Water Agencies (ACWA)  
California Special Districts Association (CSDA)  
California Association of Sanitation Agencies (CASA)  
Special Districts Institute  
California Sanitation Risk Management Authority  
California Association of Public Cemeteries  
WaterReuse Association  
California Mosquito and Vector Control Association  
American Desalting Association  
Association of Groundwater Agencies

### LOCAL GOVERNMENT AGENCIES

#### ORANGE COUNTY

Municipal Water District of Orange County  
Mesa Consolidated Water District  
Los Alamitos County Water District  
South Coast Water District  
Serrano Irrigation District  
El Toro Water District  
Orange County Water District  
Costa Mesa Sanitary District

#### SAN DIEGO COUNTY

San Diego County Water Authority  
Padre Dam Municipal Water District  
Rincon del Diablo Municipal Water District  
Vallecitos Water District  
Helix Water District  
Leucadia Wastewater District  
North County Fire Protection District  
Olivenhain Municipal Water District  
Santa Fe Irrigation District

#### SAN BERNARDINO COUNTY

Big Bear Municipal Water District  
Monte Vista Water District  
Big Bear Community Services District  
Yucaipa Valley Water District  
Joshua Basin Water District  
Inland Empire Utility Agency  
East Valley Water District  
Big Bear Area Wastewater Agency  
Victor Valley Water District  
Cucamonga County Water District  
San Antonio Water Company

#### IMPERIAL COUNTY

Imperial Irrigation District

#### SAN FRANCISCO COUNTY

Golden Gate Bridge, Highway, & Trans. District

#### BUTTE COUNTY

Oroville-Wyandotte Irrigation District

#### LOS ANGELES COUNTY

Los Angeles County Park and Recreation  
Castaic Lake Water Agency  
Central Basin Municipal Water District  
Pico Water District  
Upper San Gabriel Valley Municipal Water District  
West Basin Municipal Water District  
San Gabriel Valley Municipal Water District  
Water Replenishment District of Southern California  
San Gabriel County Water District  
San Gabriel Valley Water Association  
Main San Gabriel Basin Watermaster  
California Domestic Water Company  
Pasadena Historical Museum  
Three Valleys Municipal Water District  
Newhall County Water District  
Las Virgenes Municipal Water District  
Conjunctive Use Working Group

#### SAN MATEO COUNTY

East Palo Alto Sanitary District  
Montara Water and Sanitary District  
Sewer Authority Mid-Coastside

#### RIVERSIDE COUNTY

Mission Springs Water District  
Rancho California Water District  
South Mesa Water Company  
Elsinore Valley Municipal Water District  
Santa Rosa Community Services District  
Beaumont Cherry Valley Water District  
Santa Ana Watershed Project Authority

SACRAMENTO COUNTY

County of Sacramento Public Works Agency-  
Sacramento Regional County Sanitation District  
Fair Oaks Water District  
Arcade Water District  
Sacramento Metropolitan Water Authority  
Carmichael Water District  
Rio Linda Water District  
Northridge Water District  
Rancho Murrieta Community Services District  
Cordova Recreation and Park District

SANTA BARBARA COUNTY

City of Santa Barbara  
Goleta Sanitary District  
Montecito Sanitary District  
Carpinteria Sanitary District  
Santa Maria Public Airport District  
Goleta Water District  
Montecito Water District  
Cachuma Project Authority  
Goleta West Sanitary District  
Mosquito and Vector Management District

VENTURA COUNTY

Camrosa County Water District  
Rancho Simi Recreation and Park District  
Casitas Municipal Water District  
Conejo Recreation and Park District  
Ojai Valley Sanitary District  
Calleguas Municipal Water District  
Meiners Oak County Water District

SANTA CLARA COUNTY

Santa Clara Valley Water District

SANTA CRUZ COUNTY

Scotts Valley Water District  
Pajaro Valley Water Management Agency

SAN LUIS COUNTY

Templeton Community Services District  
Port San Luis Harbor District  
San Simeon Community Services District  
Cambria Community Services District

KERN COUNTY

Indian Wells Valley Water District  
Kern County Water Agency  
West Kern Water District  
North of the River Municipal Water District  
Oildale Mutual Water Company  
North Kern Water Storage District  
Golden Empire Transit District  
Terra Bella Irrigation District  
Friant Water Users Authority  
Cawelo Water District

PLACER COUNTY

San Juan Water District  
Truckee Donner Public Utility District  
Northstar Community Services District

MONTEREY COUNTY

Marina Coast Water District  
Monterey Regional Water Pollution Control Agency  
Monterey Peninsula Water Management District

CONTRA COSTA COUNTY

Diablo Water District

TULARE COUNTY

Visalia Public Cemetery District  
Friant Water User Authority

MARIN COUNTY

Las Gallinas Sanitary District  
North Marin Water District  
Sausalito-Marín City Sanitary District  
Tamalpais Community Services District  
Sanitary District No. 5 of Marin County  
Novato Sanitary District  
Ross Valley Sanitary District  
San Rafael Sanitary District  
City of San Rafael

CALAVERAS COUNTY

Calaveras County Water District

PLUMAS COUNTY

Eastern Plumas Health Care District

WASHINGTON, D.C. he

White House, Office of Policy Development

## PART II. WHAT WE PROPOSE TO DO

### APPROACH TO DEVELOPING THE STRATEGIC PLAN

Rauch Communication Consultants proposes to use a step-by-step, proven approach to strategic planning that has been adapted to meet the needs of the Harbor District. It may be modified following step 1 to further customize it to meet the specific needs of the District and the situation.

#### Step 1. COORDINATION, REVIEW INTERVIEWS AND PLANNING.

The process starts with the consultant reviewing key planning and background documents selected by the General Manager: agendas and minutes, studies, budget, public outreach documents, etc. Following that, experience has shown that one of the best tools for gaining insight into key issues facing an organization at the start of a strategic planning process is one-on-one confidential interviews with key individuals.

We recommend that in-person interviews include the Directors, the General Manger, and the Management Team. If in-person interviews cannot be arranged for every participant, remaining interviews can be productively completed by phone. The interview process would also incorporate a tour of each facility. The confidential interview process gives the people who have the greatest influence on the organization a chance to candidly express their interests, concerns and perspectives. Out of these interviews arises a composite picture of the important issues that will help inform the Board strategic planning workshop that follows.

#### Step 2. BOARD WORKSHOP #1 Evaluate the District and Identify Strategic Issue Areas

Following the interviews and research conducted in Step 1, the consultant will evaluate the approach to the workshops describe here and determine if changes in the approach are recommended.

The strategic planning workshops are the heart of the process. Our workshops are designed to obtain consensus on key issues rapidly and effectively. Participants in this case would be the participants in the interviews. The workshop takes inputs from the interviews and research phase and uses a set of facilitated exercises designed to develop clear policy-level direction. Some of the topics that are likely to be covered include:

- **Self-Assessment: Rating the District Today.** To chart a path to the future, the District will need to identify where it stands today: what is working what is not working optimally, and how various aspects of the District are viewed by each participant.
- **Identifying Strengths and Weaknesses.** Identifying the significant current and future issues that can impact the organization and the most promising opportunities to deal with those threats or make improvements.
- **Identifying the Highest Priority Issues.** The group discusses and identifies the most critical challenges or opportunities that the District must tackle if it is going to accomplish its mission.
- **Vision Exercise.** The participants would each be asked to consider and paint a picture of what they would like the District to look like in the mid- to long-range future.



**Developing Strategic Issues Areas.** With the facilitator’s assistance, the group will take all the information above and organize it into an initial set of strategic issue areas and their priorities. These strategic issues will be translated into goals and objectives during the next step (Step 2A). Workshop #1 normally runs from morning until roughly mid-afternoon or so (roughly 6 to 8 hours).

### **Step 2A. BOARD WORKSHOP #2. Complete the Board Policy Direction**

Before the workshop, the consultant will take the detailed inputs from the first workshop and develop an initial list of goals and objectives which are reviewed and refined with staff in advance. At this workshop, the participants will undertake the following:

- **Review and Edit as Desired the Board-Level Policy Direction in the Goals, Objectives.** This is the core policy-level direction that will be acted upon by staff and is a critical step in the strategic planning process. It will include refining the priorities.
- **Evaluate and Consider Mission, Vision and Values.** Through a series of exercises, the consultant will work with the participants to review the current Mission Statement. While rarely updated, it is appropriate to review and consider potential refinements to the Mission statement. We would also use this time to develop vision and values statements if they don’t already exist or update them.

All the topics covered in sections C, D and E of the RFP will be covered in the workshop as well as, potentially others.

### **Step 3. PUBLIC OUTREACH**

*The core purpose of the strategic planning process is to give the Board with support of the General Manager and Management team an opportunity to develop consensus on key strategic goals and priorities. The entire process is geared around this opportunity that comes primarily through the shared Board/management workshops. However, experience has demonstrated that there are substantial benefits to providing input into the planning process from others: staff, customers, peer agencies and others.*

*Rauch Communication Consultants’ twin areas of expertise are strategic planning and public involvement and outreach programs. We have facilitated hundreds of successful public meetings and public engagement processes to engage citizens and obtain input and support for a wide variety of programs.*

*The options presented here and below are designed to provide that additional input without compromising the central role of the Board in developing the plan*

3. DEVELOP OUTREACH PLAN. The specific mix of stakeholder engagement activities and their scope cannot be finalized until more is understood about the District and its community of stakeholders. However, below are offered a likely set of engagement processes that have been proven to work. Each of these may not be appropriate for this project.

3.1. ADDITIONAL INTERVIEWS. In the consultant’s experience, additional confidential interviews are one of the most effective way to gain wide ranging and beneficial feedback is from additional interviews. We recommend – at minimum – two-days of additional interviews (about 16). More or fewer interviews can be accomplished depending on whether the Consultant must travel to them, whether they are by phone, in a central location or some combination. This would be a reasonable minimum.

Interviews are usually conducted with representatives of key stakeholders. In this case, the list might include: commercial and recreational fisherman, recreational boaters, kayakers, park users, Coastal Commission, Coastal Conservancy, local agencies the Harbor interacts with, etc. We recommend including a couple of individual customers of different types that are not affiliated with a specific group: maybe business owners on the harbors, a commercial and recreational fisherman or two, etc.

These interviews would be conducted onsite at or near each of the Harbors.

3.2. PUBLIC WORKSHOPS. We believe it is important to give interested members of the community an opportunity early in the process to provide input, and then again before the process is finalized. We propose that at minimum there be a single public meeting timed soon after the first board workshop, which will provide an opportunity for the public to comment on the first output of the Board.

The public meeting would be designed to provide input for the Board. The meeting will be specifically designed to meet the needs of the expected participants and would likely include presentations, as well as group discussions and exercises, along with opportunities to ask open questions and provide input.

It may be deemed necessary or prudent to conduct additional public meetings, depending on the level of interest. It is likely that a single specially designed public workshop would be adequate, noting that all the Board workshops and the final board meeting for approval would be Brown Act open public meetings. The most meetings we foresee being needed is three: The first to gather input, the second to start to converge on more focused input, and the third to affirm that the input has been understood and incorporated or not and why.

Workshop Locations. It would be ideal to hold identical workshops at or near each harbor for the convenience of participants. It may be possible to find a location between the two but it would be best to locate the workshops for the convenience of the participants.

3.3. PUBLIC INVOLVEMENT PERIOD. This would involve incorporating a formal public involvement period of the draft strategic plan before the Board deliberates and comments on the document. The plan would be available online and emailed to interested parties for review and comment.

3.4. SUMMARY MAILER OR EMAILER. Develop a one-page simple summary of the strategic plan and mail or email it to the public in advance of the final review and adoption by the Board. This would involve an additional (4<sup>th</sup>) meeting of the Board to review to approve the final draft strategic plan (See 3D.4 below).

3.5. INFORMATION ON THE WEB. Develop a web page focused on the strategic plan, update it regularly and provide a sign up for people who want emailed information.

3.6. PRESS RELEASES. Develop a press release or releases to provide a summary of the strategic plan, to invite participation and update the public as the Plan progresses.

3.7. ENEWSLETTER to stakeholders and interested parties.

3.8. POSTS ON SOCIAL MEDIA. Provide regular social media updates on the program

3.9. PRESENTATIONS TO ORGANIZED STAKEHOLDER GROUPS, boards of stakeholders, etc.

3.10. INTERNAL OUTREACH. It may be appropriate to develop a process to obtain staff input into the Plan either through confidential interviews or a staff workshop. Also, we recommend that the General Manager present a summary of the strategic plan and work plan to staff. Develop posters with key strategic planning elements: mission, vision, goals and objectives. Also, ensure that each employee knows his or her role in the strategic plan through their role in the work plan. This can likely be carried out by staff as part of the internal implementation and monitoring plan. It is mentioned here as a reminder that the staff are a key constituency.

3.11. ADDITIONAL BOARD REVIEW OF THE STRATEGIC PLAN. It may be necessary to hold an additional Board meeting to review and assimilate input from the public before the final meeting to approve the plan occurs. We always recommend that documents are approved in a setting after we believe public input has been fully considered and incorporated and not at the same meeting in which substantial input occurs.

#### **Step 4 STAFF IMPLEMENTATION PLANNING and REALITY CHECK.**

We will work with Staff to develop a summary implementation plans during the Strategic Planning process to reality-check the goals and objectives. In other words, identify the key initiatives and timing needed to implement the goals and objectives to assure that the implementation plan is doable in terms of monetary resources, staff time and expertise, as well as sequencing. If any of the Board's goals, objectives or priorities are not doable with current resources, it can then be brought to their attention so the board can consider adjustments to the plan or acquiring additional resources. This can be used to provide an outline to the Board showing how and when the various objectives will be implemented.

However, implementation is a staff prerogative and the specific approach, level of detail and format to implementation planning is up to staff. If staff desires to develop a detailed implementation plan, we have extensive experience with that and can provide that as additional scope.

#### **Step 5. PREPARE DRAFT REPORT and Review with Staff**

The consultant will gather the information from the workshop(s) and develop a draft strategic plan incorporating all its elements: mission, vision, goals, objectives. This will be provided to staff for review, comment and edits. The next step is developing an implementation plan.

The policy-level portion of a strategic plan includes the mission, vision, goals and objectives. How it is implemented is a staff responsibility and can be managed outside of the strategic planning process.

#### **Step 6. Develop MONITORING AND OVERSIGHT PLAN, Prepare Plan for PRESENTATION TO THE BOARD, make any Final Edits and FINALIZE**

The final plan will include a clear and understandable summary of goals and objectives that are prioritized in a way that can be readily understood and monitored.

The consultant will work with staff to document a process for reporting on the Plan and for Board oversight and monitoring of progress. This would include when and how the Plan will be updated and rolled forward so that there is always a multi-year guide to the future.

In coordination with staff, the consultant will present the Final Draft Strategic Plan to the Board for final review, discussion and adoption. If there are any final comments or questions, the

consultant will make final refinements, proof the document, and produce a final, approved copy.

## **DELIVERABLES**

The final Strategic Plan would include the mission, vision, goals and objectives. Board priorities for the goals and objectives would be indicated as would comments on preferred timing where appropriate. In addition the plan would summarize the current and expected challenges and opportunities facing the District identified in the process. Finally, there would be a description of how progress in implementing the Plan will be reported and for how the Board will monitor progress and provide oversight. The entire document would be written clearly and flow in logical order, integrating the findings, goals and objectives in seamless, easy-to-follow manner.

## **TIMING**

We can be available to start at an agreed upon date soon.

## PART III. EXAMPLES OF IMPLEMENTATION PLANS

### EXAMPLE OF AN IMPLEMENTATION PLAN THAT SUMMARIZES THE APPROACH TO IMPLEMENTATION

We recommend developing a -summarized implementation plan within the Strategic Planning Process.

This is beneficial for several reasons. It integrates the key initiatives needed to implement the Board goals and objectives in a logical way, which helps the staff assess the do-ability of the Plan and reality-check it. It also, provides a ready-made and short (couple of pages) guide to implementing and reporting on the plan which makes it easier for staff to track its own progress and for the board to provide policy level monitoring.

| 2 GOAL: GOOD INTERNAL AND EXTERNAL GOVERNANCE |   |    |        |                         |
|---|---|----|--------|-------------------------|
| 2.1   | <b>Conduct annual Board governance review</b>   | EC | Feb 17 | On-calendar             |
|   | Staff will support the Board to evaluate governance each year. To facilitate Board and Committee meetings, staff will evaluate improved audio-visual equipment (including microphones) for board meetings, as well as the possibility of carrying out some board or committee meetings via teleconference.              |    |        |                         |
| 2.2   | <b>Manage urgent issues using a timely and transparent process</b>  | GM | N/A    | On-calendar             |
|   | Develop a specific protocol for decision-making under urgent or emergency conditions.   |    |        |                         |
| 2.3   | <b>NEW: Ensure proper board, staff and member manager roles</b>   | GM | Jul 17 | On-calendar             |
|   | Develop official written descriptions for each Board office and committee. Evaluate in the Annual Review.   |    |        |                         |
| 2.4   | <b>Build bridges with the other two partner organizations and farmers</b>   | GM | N/A    | See Implementation Plan |
|   | Areas of agreement and cooperation across all organizations will be documented in a “white paper” that represents common areas of administrative, policy, and regulatory agreement. The Authority will also, carry out an Annual Meeting in Spring 2017 for all contractors, farmers, staff, and Reclamation officials. |    |        |                         |
| 2.5   | <b>Act in a fair, balanced, clear and consistent manner with partner agencies</b>   | GM | Jul 17 | On calendar             |
|   | This supports the overarching purpose of Goal 2, which is reunification as a highly functional organization that is the clear choice for Division contractors to advocate for their interests within the broader California water community. Progress in this area will be evaluated in the Annual Review.              |    |        |                         |

## EXAMPLE OF A STAFF IMPLEMENTATION PLAN IN THE FORM OF A DETAILED WORK PLAN

Each implementation plan is customized to fit the needs of the client. The example below is just another approach to implementation planning in which the consultant works with staff to develop a detailed work plan that would demonstrate how it proposes to achieve the goals and objectives. A more detailed implementation plan similar to this would be additional scope.

| No.   | P# | Action   | Lead  | Board | Status/Comments   | Time                        |
|-------|----|--|-------|-------|---|-----------------------------|
| 1.0.  |    | <b>GOAL 1—WATER SUPPLY.</b> Develop and maintain a high-quality water supply that meets the needs of our community today and in the future.  |       |       |   |                             |
| 1.1.  |    | <b>Identify long-range water supply options.</b>   |       |       |   |                             |
| 1.1.1 | 1  | Participate in the evaluation of the proposed improvements and expansion of the water supply, treatment, distribution and storage systems to meet demands of proposed development. Verify proposed supply is adequate to meet proposed demands. Negotiate Development Agreement(s) to address conditions of service.   | Mike  |       | Pete & Jesse Schedule-driven by developer(s)                    | June 2011—Dec. 2013+ beyond |
| 1.1.2 | 1  | Develop a Feasibility Study of water supply options and incorporate information on key study and implementation steps, including CEQA, funding, timelines, permits, TROA implications, costs and benefits, pros and cons, infrastructure needs, next steps and other pertinent information for all practical options. Specifically consider redundancy, maximizing water supply from within the watershed by accessing previously unavailable areas, imported options, optimizing internal resources through conservation, treatment, etc. Incorporate into an update of the Master Plan upon completion of improvements spurred by new development. | Jesse |       | Mike Build on existing Sept. 2009 Study (1.2.0)-(1.5.0)-(2.2.2) | May 2012—Nov. 2013          |
| 1.1.3 | 2  | Look for partnerships to enhance water supply options. Continue to collaborate with other agencies. Pursue funding opportunities for primary and redundant water supply projects, including the Truckee River Utility Corridor & Bike Trail Project (2.2.2).   | Mike  |       | (2.2.2)   | July 2012—Dec. 2013+ beyond |
| 1.1.4 | 2  | Communicate with the public effectively about the purposes, pros and cons of the various water supply options. Utilize the Communications Plan (3.2.1).  | Mike  |       | 3.2.1   | Jan. 2013—Dec. 2013+ beyond |
| 1.2.  |    | <b>Complete Phase II of the Creek Aquifer Interaction Study.</b>   |       |       |   |                             |
| 1.2.1 | 1  | Procure funding and complete Phase II—Creek Aquifer Interaction Study. The project will quantify the impact of groundwater pumping on flows in Squaw Creek and provide information on developing and implementing different pumping management and/or creek strategies to increase the amount of water that could be stored in local aquifers. It advances water supply reliability and promotes groundwater storage.  | Mike  |       | Jesse, Cindy  | May 2012—Dec. 2013          |

| No.   | P# | Action   | Lead  | Board | Status/Comments                                       | Time                       |
|-------|----|--|-------|-------|---|----------------------------|
| 1.3.  |    | <b>Apportion costs and benefits fairly among the water supply users.</b>   |       |       |   |                            |
| 1.3.1 | 3  | Perform update of Capital Replacement Program (4.1.0). Implement a Work Order System to track operating expenses by department to determine the cost of each service provided. Use data to accurately set rates and assessments that correlate to the levels of services provided. Update Water Plant Availability Charge (PAC) Fees and Connection Fees (4.3.0).  | Mike  |       | Aleta, Jesse (4.1.0)-(4.2.0)-(4.3.0)                  | See sections referenced    |
| 1.4.  |    | <b>Monitor Status of the Truckee River Operating Agreement (TROA).</b>   |       |       |   |                            |
| 1.4.1 | 3  | Prepare a Biennial TROA Status Report that includes: 1) status of implementation of the Agreement; 2) relevance to District water supply planning, permitting, and operations (e.g., regulatory constraints on import project, well development, surface water diversions, and other water supply options); and 3) strategies and actions to anticipate, plan, respond, and react to implementation of TROA.   | Mike  |       | Once per 2 years (3.3.0)—cost share w/ other agencies |                            |
| 1.5.  |    | <b>Seek funding for an Olympic Valley Watershed Study.</b>   |       |       |   |                            |
| 1.5.1 | 2  | Apply for grant funds through Integrated Regional Water Management (IRWM) and Local Groundwater Assistance Program (LGWAP) to study the entire watershed.  | Cindy |       | (4.4.1)   | May 2012—Dec. 2013         |
| 1.5.2 | 2  | Implement the Watershed Study if funding can be found. Study, investigate, and evaluate expanding local water supply resources from areas in the upper watershed, beyond the basin (valley floor) considered in the Groundwater Management Plan (GMP). Consider horizontal wells, springs, variable snow accumulations, surface water flows, subsurface flows, effects of snowmaking, road construction, etc. Prepare on overall design of the study. Perform study. Incorporate into Feasibility Study, Creek Aquifer Interaction Study, and Communications Plan. | Mike  |       | (1.1.0)-(1.2.0)-(2.1.3)-(3.2.0)                       | May 2012—Dec. 2013+ beyond |

## EXAMPLE OF A DETAILED IMPLEMENTATION PLAN INTEGRATED WITH OTHER PLANS & THE BUDGET

This example is similar to the work plan above, but goes even further, linking the strategic plan with the budget, project planning tools, and provides progress details. A more detailed implementation plan similar to this would be additional scope.

| SUPPLEMENTAL BUDGET PROJECTS   |               |           |               |  |  | FISCAL YEAR ENDED |              |            |      | PROGRESS NOTES   | % Compl | Estimated Completion | Cost To Date (Identifiable) | Expected Revenues | supplemental Balance |
|--|---------------|-----------|---------------|--|--|-------------------|--------------|------------|------|--|---------|----------------------|-----------------------------|-------------------|----------------------|
| Strategic Line #   | Budget Line # | Project # | Proj. Manager | PROJECT NAME   | PROJECT DESCRIPTION  | 2013              | 2014         | 2015       | 2016 |  |         |                      |                             |                   |                      |
| <b>GOAL 1: PROTECT GROUNDWATER.</b> Recognize ground-water as the District's most valuable asset and protect it as a top priority  |               |           |               |  |  |                   |              |            |      |  |         |                      |                             |                   |                      |
| <b>1.1.0 Slow and eventually reverse declining groundwater levels and protect the imported water entitlement</b>                   |               |           |               |  |  |                   |              |            |      |  |         |                      |                             |                   |                      |
| 1.1.3  | SF-1224       | 381834    | JG            | <i>Recharge Basin &amp; Pipeline Project</i>   | Construction Phase   | \$ 3,952,000      | \$ 3,952,000 |            |      | Final design 100%. Construction contingent. Proposition 84 and other funding. Approx. Protected vegetation has been removed and relocated from the basin site. Awaiting Caltrans permits for final pot holes. Estimated time to go to bid is March or April. (\$7,820,000 including a 20% contingency) | 0%      | 12/31/2013           | \$                          | \$ 7,804,000      | \$                   |
| <b>GOAL 2 OPERATIONAL AND ASSET MANAGEMENT</b> Design, build, operate and maintain facilities for reliability and cost efficiency. |               |           |               |  |  |                   |              |            |      |  |         |                      |                             |                   |                      |
| <b>2.1.0 Carry Out a Strong Maintenance Management Program that is fully proactive and documented</b>                              |               |           |               |  |  |                   |              |            |      |  |         |                      |                             |                   |                      |
| 2.3.1  | SF-1201       | Z37       | JG            | <b>High Desert Medical Center Waste Water Package Plant</b>                                    | To be paid by HDMC - see matching revenue at end of list.  | \$ 750,000        | \$ 750,000   |            |      |  | 0%      | 9/30/2013            | \$ 30,427                   | \$ 1,500,000      | \$ (30,427)          |
| PPL  | SF-1202       |           | JC            | <b>Large Meter Testing</b>   | Currently in order to test or remove a large meter, the service needs to be disconnected. This is a serious problem for some large meters such as the hospital and Continuing Care. The bypass will allow the meters to be removed and replaced without discontinuing service. | \$ 30,000         |              |            |      | 3/6/12: Jim studying to determine for 1 1/2" & up  | 0%      | 6/30/2012            | \$                          | \$ -              | \$ 30,000            |
| 2.3.2  | SE-1217       | 831       | JG            | <i>System Reliability Upgrade for Hospital and County Complex C, B and D-3 Zones - PHASE 1</i> | Develop emergency plan for water outage at HDMC  |                   |              |            |      | No cost associated; basically staff & possibly at little Dudek time.   |         | 11/30/2012           | \$ 34,101                   | \$ -              | \$ (34,101)          |
| 2.3.3  | SE-1217       | 831       | JG            | <i>System Reliability Upgrade for Hospital and County Complex C, B and D-3 Zones - PHASE 2</i> | Have plans prepared for the redundant water service line for the hospital. Construction contingent on funding. June 2013.  |                   | \$ 128,000   | \$ 128,000 |      |  |         | 7/31/2015            | \$                          | \$ 128,000        | \$ 128,000           |



## PART IV. PROJECT COST ESTIMATE

We propose to undertake the following actions associated with the development of the Strategic Plan for a not-to-exceed time and materials cost of \$29,970 plus expenses. This includes Steps 1 - 3 and 4 - 6, excluding public engagement steps 3.1 - 3.11.

This cost estimate remains in effect for 120 calendar days after the issuing date (6/28/17)

The public engagement program will be scoped once more is known about the District and its specific needs and those of its community. For planning purposes only, we provide an estimated range of costs for the public engagement program of \$24,500 to about \$48,000.

| STRATEGIC PLAN PROPOSAL  | Senior Consultant | Web master | Graphic Design | Writing, Research | Access-ibility | Admin. | Material Expenses | SUB-TOTALS      | Engage Low      | Engage High     |
|--|-------------------|------------|----------------|-------------------|----------------|--------|-------------------|-----------------|-----------------|-----------------|
|  | \$225             | \$105      | \$105          | \$50              | \$90           | \$70   |                   |                 |                 |                 |
| Hours  | 30                | 0          | 0              | 0                 | 0              | 6      | 0                 |                 |                 |                 |
| <b>Step 1. Coordination, Review, Interviews (16) &amp; Planning</b>    | \$6,750           | \$0        | \$0            | \$0               | \$0            | \$420  | \$0               | <b>\$7,170</b>  |                 |                 |
| Hours  | 20                | 0          | 0              | 4                 | 0              | 4      | 0                 |                 |                 |                 |
| <b>Step 2. Board Workshop #1</b>                                       | \$4,500           | \$0        | \$0            | \$200             | \$0            | \$280  | \$0               | <b>\$4,980</b>  |                 |                 |
| Hours  | 16                | 0          | 0              | 0                 | 0              | 4      | 0                 |                 |                 |                 |
| <b>Step 2A. Board Workshop #2</b>                                      | \$3,600           | \$0        | \$0            | \$0               | \$0            | \$280  | \$0               | <b>\$3,880</b>  |                 |                 |
| Hours  | 12                | 0          | 0              | 4                 | 0              | 4      | 0                 |                 |                 |                 |
| <b>Step 3. Public Outreach (Develop a Plan)</b>                        | \$2,700           | \$0        | \$0            | \$200             | \$0            | \$280  | \$0               | <b>\$3,180</b>  |                 |                 |
| Hours  | 0                 | 0          | 0              | 0                 | 0              | 0      | 0                 |                 |                 |                 |
| <b>Step 3.1 Additional Interviews (ten additional interviews)</b>      |                   |            |                |                   |                |        |                   |                 | \$4,500         | \$4,500         |
| Hours  |                   |            |                |                   |                |        |                   |                 |                 |                 |
| <b>3.2 Public Workshop (1 to 3 workshops)</b>                          |                   |            |                |                   |                |        |                   |                 | \$5,000         | \$15,000        |
| Hours  |                   |            |                |                   |                |        |                   |                 |                 |                 |
| <b>Step 3.3 Public Involvement Period (Set timing)</b>                 |                   |            |                |                   |                |        |                   |                 | \$0             | \$0             |
| Hours  |                   |            |                |                   |                |        |                   |                 |                 |                 |
| <b>Step 3.4 Summary Mailer (each)</b>                                  |                   |            |                |                   |                |        |                   |                 | \$4,000         | \$6,500         |
| Hours  |                   |            |                |                   |                |        |                   |                 |                 |                 |
| <b>Step 3.5 Information on the Web (six months)</b>                    |                   |            |                |                   |                |        |                   |                 | \$1,000         | \$2,000         |
| Hours  |                   |            |                |                   |                |        |                   |                 |                 |                 |
| <b>Step 3.6 Press Releases (1 to 3)</b>                                |                   |            |                |                   |                |        |                   |                 | \$500           | \$1,500         |
| Hours  |                   |            |                |                   |                |        |                   |                 |                 |                 |
| <b>Step 3.7 Enewsletter (1 to 4)</b>                                   |                   |            |                |                   |                |        |                   |                 | \$2,000         | \$8,000         |
| Hours  |                   |            |                |                   |                |        |                   |                 |                 |                 |
| <b>Step 3.8 Posts on Social Media (six months)</b>                     |                   |            |                |                   |                |        |                   |                 | \$3,000         | \$6,000         |
| Hours  |                   |            |                |                   |                |        |                   |                 |                 |                 |
| <b>Step 3.9 Presentations to Stakeholder Groups (write PPT)</b>        |                   |            |                |                   |                |        |                   |                 | \$2,000         | \$2,000         |
| Hours  |                   |            |                |                   |                |        |                   |                 |                 |                 |
| <b>Step 3.10 Internal Outreach</b>                                     |                   |            |                |                   |                |        |                   |                 | \$0             | \$0             |
| Hours  |                   |            |                |                   |                |        |                   |                 |                 |                 |
| <b>Step 3.11 Additional Board Review of the Plan (1 extra meeting)</b> |                   |            |                |                   |                |        |                   |                 | \$2,500         | \$2,500         |
| Hours  | 8                 | 0          | 0              | 6                 | 0              | 4      | 0                 |                 |                 |                 |
| <b>Step 4. Staff Implementation Planning and Reality Check</b>         | \$1,800           | \$0        | \$0            | \$300             | \$0            | \$280  | \$0               | <b>\$2,380</b>  |                 |                 |
| Hours  | 20                | 0          | 4              | 4                 | 0              | 4      | 0                 |                 |                 |                 |
| <b>Step 5. Prepare Draft Report and Review with Staff</b>              | \$4,500           | \$0        | \$420          | \$200             | \$0            | \$280  | \$0               | <b>\$5,400</b>  |                 |                 |
| Hours  | 12                | 0          | 0              | 0                 | 0              | 4      | 0                 |                 |                 |                 |
| <b>Step 6. Monitoring and Oversight, Present to Board and Finalize</b> | \$2,700           | \$0        | \$0            | \$0               | \$0            | \$280  | \$0               | <b>\$2,980</b>  |                 |                 |
| <b>TOTAL DOLLARS</b>   |                   |            |                |                   |                |        |                   | <b>\$29,970</b> | <b>\$24,500</b> | <b>\$48,000</b> |

In order to develop the most cost-effective public engagement program, it will be planned early in the process once more is known about the project.

Rough estimates useful for planning purposes are shown to the right with "Low" and "High" estimates shown, as well as a "Low" total and "High" total estimates at the bottom right of the table.



**Travel and Expenses Additional.** Basic material expenses, including, travel expense (transportation and lodging), office printing and sales tax are additional and passed on at cost. Car mileage is at the IRS California rate at the time or actual rental car cost plus fuel.

**More Cost Estimate Details.** Final charges could be less than the not-to-exceed amounts. No out-of-scope work will be undertaken without prior written approval from the District. Out-of-scope work includes new tasks, or extra work on existing tasks, which exceeds the total estimated cost for the project.

Our rates are: Strategy planning and management consulting rate for the senior consultants is \$225.00 per hour. Outreach and public involvement programs rate for the senior consultants is \$175 per hour. Outreach and public involvement programs rate for associate consultants is \$115 per hour. Graphic designer and webmaster services rate is \$105 per hour. Social media and writing specialist's rate is \$45 to \$90 per hour. Rate for Administration, Production Manager, is \$70 per hour.

For meetings involving travel of more than one hour, the minimum charge is four hours.