

Dynamic Public Outreach, Smart Strategic Planning

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

DATE: December 8, 2023

PAGES: 17

TO: James Pruett, JD, CAPT (USCG (Ret.)), General Manager

FROM: Martin Rauch

RE: Strategic Plan Proposal

This document responds to your request for a proposal to assist San Mateo County Harbor District (SMCHD) with the development of a Strategic Plan.

Using proprietary techniques that have been honed through the successful development of strategic plans over nearly 50 years, Rauch Communication Consultants (RCC) will assist the district to consider where it stands today, evaluate past achievements, address future challenges, consider new opportunities, and provide the direction that will allow it to proceed confidently into the future.

This proposed process would include the development of a complete strategic plan, including mission, vision, values, goals, and objectives. There will be a practical and doable work plan to carry it out. The process will also help to clarify and enhance Board and Manager roles and relationships and improve their effectiveness as a team.

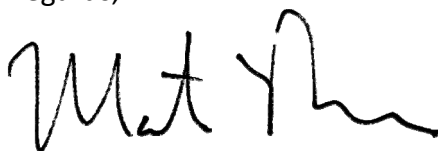
Ready to Hit the Ground Running

Here's why SMCHD would be well served by Rauch Communication Consultants (RCC):

- In-Depth Strategic Planning Experience, across hundreds of planning workshops and decades of strategic plans.
- Local and Regional Experience with SMCSO and several of your neighbors, around the Bay Area and the State.
- We Know Special Districts; virtually all our clients are special districts. We understand the finance, governance, operations, facilities, administration, and the issues faced by districts.
- Organizational and Governance Experts. We have worked with over 225 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.
- Practical and Accountable Implementation 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.

Please contact me if you have additional questions or would like to discuss this proposal further.

Regards,



Martin Rauch, Senior Consultant

Project Understanding

Our understanding from discussions with staff is that the District is well-run with a well-functioning board. However, even the best-run organizations face evolving strategic issues.

A facilitated Strategic Plan can be beneficial, even necessary, to proactively navigate current and upcoming challenges and to identify opportunities that can be taken advantage of. In addition, Strategic Planning is a best practice that can further elevate the overall performance of SMCHD.

The Outcomes and Benefits Of Our Proposed Strategic Planning Process

Excellent Introduction for Newer Board Members and to Build Consensus Around Priorities for the Entire Board. Our workshops provide an ideal opportunity for both newer and longstanding directors to be exposed to all the key issues facing the district and to engage deeply with their fellow directors and management team in-depth on important strategic issues.

Help the District to Act Decisively and Proactively on Key Issues. In an era of rapid changes and ongoing challenges, strategic planning makes it possible to deal with all the key challenges proactively and in priority order. Strategic planning provides an organized method for evaluating major programs, resolving challenges, and setting priorities in a way that is far more effective and comprehensive than in regular Board meetings or workshops.

Strengthen the appropriate role and authority of staff to implement policy direction at the same time, the Board strengthens its policymaking role. The strategic planning process reinforces and strengthens both the Board's ability to set clear policy direction and the staff's authority and flexibility to carry it out.

Frees the Manager or Board President from Facilitating Their Own Workshop. Professional facilitation allows the entire management team and Board to participate fully in the workshop. It also brings an outside perspective that can be helpful. The facilitator can also share and help integrate experiences gathered from many other Districts with similar issues and challenges.

Approach to Strategic Planning

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

1. COORDINATION, RESEARCH, INTERVIEWS, AND PLANNING.

1A. Kickoff, Review Relevant Documents, Interviews, and Planning. The purpose of the initial kickoff conference call is to clarify expectations, participants, process, documents to review, desired outcomes, and any other open issues.

Initial analysis. This stage initiates analysis that depending on the situation and may include the equivalent of a needs assessment, gap analysis, SWOT, and TOWS analysis, etc., that will be carried out explicitly or implicitly throughout the process.

Confidential Interviews (by phone or Zoom). Experience has shown that one of the best tools for gaining early insight into key issues facing an organization at the start of a strategic planning process is one-on-one confidential interviews with key individuals. 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. Interviews provide the following benefits:

- Introduces the facilitator to the key participants, which helps the facilitator plan how to facilitate the specific involved players most effectively.
- Provides an arena for the facilitator to gather any sensitive information that people may feel uncomfortable bringing to the table. This allows the facilitator to ensure that all key issues are dealt with.
- Helps the interviewees to start thinking about strengths, weaknesses, opportunities, threats, and their own goals and priorities.

We are proposing to interview the five Board members, the General Manager, and 3 members of the management team (9 total). These would be conducted by phone or Zoom.

2. WORKSHOPS TO GATHER INSIGHT REGARDING CRITICAL ISSUES AND PRIORITIES.

Following the steps above, the consultant will have a much deeper understanding of the District, Board, staff, community, and others. With the knowledge at hand, the consultant will determine if changes in the approach described here are recommended.

2B. Board Workshop #1 (onsite, in-person). The strategic planning workshops are the heart of the process. Our workshops are designed to engage all the participants, ensure everyone's perspective is voiced and heard, and obtain consensus on key issues rapidly and effectively. The workshop takes inputs from the interviews and research phase and uses a set of proprietary, facilitated small and larger group exercises designed to provide the equivalent of a needs analysis, SWOT, and gap analysis as well as the background understanding needed to set clear policy direction. Each workshop is custom-designed to meet the needs of the group. Below are examples of the types of topics likely to be covered:

- Expectations. Each participant will be asked to share their expectations for what results they want the process to achieve. We will check to ensure the expectations are met before the end of the process.

- 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, Weaknesses, Opportunities, and Threats. 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.
- 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 priorities. These strategic issues will later be translated into goals and objectives. Workshop #1 normally runs from morning until roughly mid-afternoon or so.

Note: *These will be Brown Act meetings, and the public is welcome. If members of the public attend, our recommendation is to provide them an opportunity to comment or ask questions at the beginning, middle and end, thereby reserving the core workshop for the Board and management team and encouraging them to engage in the public workshop and survey, and during the final review meeting.*

2C. OPTIONAL: Public Survey (After Workshop #1). A community survey would be developed and distributed, and the results analyzed, summarized, and incorporated into the strategic planning development by the consultant with the support of staff. The survey would provide a brief description of what a strategic plan is and the initial proposed direction from the Board. It would ask for comments on key topics the District would like input on that are under consideration. It would also provide options for open-ended commentary. The consultant would summarize the results, which would be shared with the Board, and the consultant would also integrate the results into the plan. Staff would be responsible for promoting and distributing the survey through available channels. RCC could provide additional outreach support if requested.

2D. OPTIONAL: Public Meeting (After Workshop #1). Similar to the public engagement, the process would include explaining briefly what a strategic plan is and the Board's initial direction. The goal would be to provide an opportunity early in the process to provide input, and. We would ask questions on key issues of interest to the Board and provide opportunities to ask open questions and provide input. The meeting is proposed to be both in-person via Zoom. We use a special whiteboard software that makes the notes from online participants visible.

2D. OPTIONAL: Additional Public Engagement. There are many other ways to engage the public. If more our desired, they can be discussed and quoted on.

2E. Board Workshop #2 (onsite, in-person).

Before the workshop, the consultant will take the detailed inputs from the interviews, first workshop, and any public (survey and/or public workshop) and develop an initial list of candidate goals and objectives which are reviewed and refined with staff in advance. Each workshop is custom designed to meet the needs of the group. Below are examples of the types of topics likely

to be covered:

- Review and edit, as desired, the board-level policy direction in their Goals and 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.
- Prepare a brief description that captures the core strategy embedded in the Plan, the highest priority, and any new areas of strategic focus. Being immersed in many hours of discussion and pages of details gives the participants the opportunity to sharpen and deepen their shared understanding of the Plan in a summarized way that can be remembered without reference to notes and held in one's mind.
- Evaluate and Consider Mission, Vision, and Values. Through a series of exercises, the consultant will work with the participants to review the current Mission, Vision, and Values Statement. While rarely, if ever, updated, it is appropriate to review and consider potential refinements to the Mission statement. We would also use this time to review and consider changes to the Vision statement and values statement. We especially recommend the development of a Vision statement as being a helpful addition to a strategic planning process.

3. IMPLEMENTATION PLANNING AND 'REALITY CHECK'

3A. Develop a Three- to Five-Year Implementation Plan (Tactics), Budget, and Staffing. In order to properly evaluate the feasibility of the plan and later implement it, it is necessary to develop an implementation plan. In other words, what initiatives or work must be implemented to achieve the goals, objectives, and priorities and the expected outcomes? The level of detail varies by organization, but there should be enough to make it possible to reality check the plan and determine if the plan is doable in terms of monetary resources (budget), staff time and expertise, as well as sequencing. The detail also helps provide accountability. 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 acquire additional resources (resource development).

This is primarily a staff-driven process. It should include the engagement of the management team or key senior staff.

4. DEVELOP A MONITORING AND OVERSIGHT PLAN, PREPARE A PLAN FOR PRESENTATION TO THE BOARD, MAKE ANY FINAL EDITS AND FINALIZE

The final plan will be clear, practical, usable, and organized in a way that it can be readily understood, reported on, and monitored.

4A. Monitoring, Oversight Plan, and Communication Plan. The consultant will work with staff to document a process for reporting on the Plan, communicating to the public, and for performance measurement, 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.

4B. Present to Board, Finalize and Approve (Remote, online). The consultant will present the final plan to the Board and public via Zoom workshop. If there are any final comments, changes, or questions, the consultant will make final refinements, proof the document, and produce a final, approved copy. If the District would like the presentation to be in person, travel time will be added.

DELIVERABLES

The final Strategic Plan would include the mission, vision, values, goals, and objectives with outcomes and measures for a few key objectives. In addition, the plan would summarize the current and expected challenges and opportunities facing the District identified in the process. There would be a practical and usable implementation plan (tactics), including timing and someone named responsible for each strategic initiative, as well as a plan for monitoring and oversight by the Staff and the Board. The entire document would be written clearly, include professional graphic design, flow in a logical order, and integrate the findings, goals, and objectives in a seamless, easy-to-follow manner.

TIMING

The project can easily be completed during 2024 as requested.

Project Cost

We propose to complete the core strategic plan for a not-to-exceed, time and materials consulting cost of \$28,650. The optional items can be selected a la carte at the costs indicated.

SMCHD STRATEGIC PLAN PROPOSAL	Senior Consultant	Assoc. Consultant	Project Mgr	Main Subtotal	Optional Subtotal
	\$275	\$90	\$80		
Hours	18	10	4	32	
1A. Kickoff, Review Relevant Documents, Interviews, and Planning (9 Interviews).	\$4,950	\$900	\$320	\$6,170	
Hours	36	12	1	49	
2B. Board Workshop #1 (Onsite, In-Person). (includes transcribing notes, organizing notes and integrating into draft plan)	\$9,900	\$1,080	\$80	\$11,060	
Hours	8	8	0		16
2C. OPTIONAL: Public Survey (After Workshop #1). Survey. Design, analyze, report, integrate into the plan.	\$2,200	\$720	\$0		\$2,920
Hours	20	6	0		26
2D. OPTIONAL Public Meeting (After Workshop #1). On-line and in-person. Design, facilitate, report, integrate into the plan.	\$5,500	\$540	\$0		\$6,040
Hours	18	2	1	21	
2E. Board Workshop #2. (includes transcribing notes, organizing notes and integrating into draft plan)	\$4,950	\$180	\$80	\$5,210	
Hours	6	0	0	6	
3A. Develop 3- to 5-Year Implementation Plan, Budget, Staffing (Tactics). Support staff development of the implementation plan.	\$1,650	\$0	\$0	\$1,650	
Hours	4	0	0	4	
4A. Monitoring, Oversight Plan and Communication Plan	\$1,100	\$0	\$0	\$1,100	
Hours	10	7	1	0	
4B. Present to Board and Public, Finalize and Approve. (Remote, online) (Including final writing, editing, etc.)	\$2,750	\$630	\$80	\$3,460	
SUBTOTAL HOURS	92	31	7	130	\$42
SUBTOTAL AND TOTAL DOLLARS	\$25,300	\$2,790	\$560	\$28,650	\$8,960

Cost Estimate Details. The client will only be charged for work done. It is possible that more work will need to be done or that final costs will be less. No out-of-scope work will be undertaken without prior written approval from the Agency. Out-of-scope work includes new tasks, or extra work not due to inefficiencies on our part on existing tasks, which is requested for reasons beyond RCC's control. Our Rates. The consulting rate for the senior consultant is \$275/hr. Associate consultants are \$90 to \$115/hr. The graphic designer and webmaster rate is \$105/hr. Social media and writing specialist's rates are \$45 to \$90/hr. The rate for the Project Manager is \$80/hr.

Travel and Expenses Additional. Basic material expenses, including, travel expenses (transportation, meals, 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 the actual rental car cost plus fuel.

Our Team

MARTIN RAUCH, Primary Consultant, Rauch Communication Consultants

Martin Rauch is President of Rauch Communications Consultants, a full-service strategic planning and public outreach firm with a main office near San Jose California

He brings to this task extensive experience in group dynamics, developing consensus, 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 the Board of Directors and senior managers by tailoring public information projects that meet the special requirements of each client.

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.

Mr. Rauch is the principal author of the CSDA Special District Leadership Foundation certificate course on Strategic Planning and the Governance Foundations course.

Prior to his work for public agencies, he served for 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. Martin is a certified Balanced Scorecard Professional (BSP) from the Strategy Management Group and The George Washington University College of Professional Studies.

LYNDA BOYD, Project Manager, Rauch Communications Consultants, Staff

Lynda manages production of documents, coordinating the writing, printing, and mailing of materials, setting up schedules, and coordinating project team activities and interviews 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 (contractor)

Amanda assists with the facilitation of virtual meetings by utilizing our special online whiteboarding software. She also transcribes and organizes notes from interviews, surveys, and workshops and writes and helps prepare strategic planning reports. Amanda has worked on most RCC strategic planning projects for special Districts in the past four or five years as well as public engagement programs. With a master’s degree in Public Administration from Harvard University School of Government and 10 years’ experience, Amanda provides a range of support as an assistant during large and complex meetings, researching, planning, and writing.

Qualifications

What Our Clients are Saying About our Qualifications

“Two things surprised me when Martin led our Board members through strategic planning: The first was that he was an incredibly 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

“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

“It was one of the most productive series of meetings of this kind I have participated in professionally.”
Cucamonga County Water 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. Too often, strategic plans just get put on a shelf until next year. This one has checkpoints 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

“On behalf of the Board of Directors and staff 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

"This strategic plan was impressive for how efficient the process was, and how it got to the point in a practical and useful way."

Novato Sanitary District

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

Cucamonga County Water District

"Rauch Communication Consultants has been working with our board of directors and management team for the past ten years. They have facilitated annual strategic planning workshops that have helped us keep everyone focused on the critical priorities of our district. With RCC's help, we have learned to address the major long-term issues and develop effective action plans to deal with them. It has really made a difference!"

Truckee Donner Public Utility District

"...a glowing recommendation for your ability to prepare a Strategic Plan."

Squaw Valley Public Utilities District

"Two things surprised me when Martin led our Board members through strategic planning: The first was that he was an incredibly 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 Water Storage District

"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

You were always looking ahead, working to solve problems before they occurred. You were also willing to challenge project decisions when you thought we were going in the wrong direction. You gave us insight into people and used a bulletproof process to track all the details and complicated interactions between the project team, policymakers, and the public..."

Meredith Husted Sacramento Regional County Sanitation District

Throughout the project, your guidance and counsel were insightful and invaluable. Your years of experience working with water industry clients on public information and strategic planning efforts were clearly evident. In addition, your project management skills and ability to juggle multiple deliverables at once is commendable.

South Coast Water District

Selected Examples of Experience

EXPERIENCE WITH FACILITATION AND STRATEGIC PLANNING

We work nearly exclusively with special districts in California, and strategic planning is one of our core services. We have worked with Boards, staffs, and communities for nearly 50 years on a daily basis. It is all we do. Further, most of our clients work with water and/or wastewater. Here are just a small number of the many examples of our experience.

Association of California Water Agencies, Strategic Plan. ACWA is the oldest and largest statewide organization of water agencies in California, with a membership consisting of public agencies along with numerous engineering, legal, and financial organizations. Rauch Communication Consultants planned and conducted its Vision 2000 strategic planning process, which resulted in a significant alteration of the organization's structure and direction. The new plan was developed with a comprehensive outreach program to the membership involving numerous coordination meetings and is today considered a complete success.

California Special Districts Association, Strategic Plan. Rauch Communications was called in to assist this major statewide organization in preparing a Strategic Plan. The plan was received enthusiastically by both the Board and Staff and implemented.

Santa Clara Valley Water District. This agency provides water supply and flood control services for a major portion of Silicon Valley. With an annual budget running in the hundreds of millions of dollars, it impacts numerous aspects of the economic, residential, and environmental aspects of life in the area. Rauch Communication Consultants conducted the initial strategic planning workshops of the Board of Directors and senior management, which defined the future direction of the district.

Golden Empire Transit District Restore Management Credibility and Rebuild Staff Morale. Rauch Communication Consultants worked closely with the Board and management staff of this Bakersfield agency to analyze district issues and concerns and then prepare a set of findings and recommendations to revitalize the agency, restore management credibility, and rebuild staff morale and effectiveness.

Joshua Basin Water District Strategic Plan and Manager Performance Evaluation. The Board had been unhappy with its General Manager and was internally divided and unable to provide clear direction to the Manager. We worked with the Board and management to develop a strategic plan and an oversight and evaluation process for the Manager. Over time, the Board and new management set clear new direction and moved forward.

Desert Healthcare District Governance Improvements and Board / Manager Roles and Relationship Improvements. Mr. Rauch has worked closely with the Board and CEO to improve Board governance and clarify and improve Board / CEO roles and relationship issues. This has been undertaken through several workshops, policy updates, and training.

San Mateo County Harbor District. This District lacked Board consensus and included some divisive Board issues that have required skilled facilitating to navigate. The project included extensive interviews among stakeholders and two community forums that were advertised in a variety of local newspapers through signs, posters, and email announcements.

San Joaquin River Exchange Contractors Water Association. We helped them develop two strategic plans that tackle the very complex issues facing the Contractors. This helped them

manage the 2011-2016 drought more effectively than many of their other agricultural neighbors. We also facilitated the resolution of several complex issues that had challenged the members for many years.

Kern County Water Agency. This agency supplies all the imported water in Kern County, an agricultural area with a rapidly growing urban center. The Agency imports over one million acre feet of water per year. Rauch Communication Consultants planned and conducted the development of its strategic plan, working closely with the Board, senior management, numerous member districts as well as a major city and the county. Over 57 different agencies and key individuals were interviewed along the way. The plan was unanimously adopted.

Las Virgenes Municipal Water District. Worked with the Board and staff to annually update and incrementally restructure the existing strategic plan as well as facilitate the annual development of updated action plans. Las Virgenes Municipal Water District provides both water and wastewater services, with wastewater issues predominating in the planning process: expanding recycled water use, maintaining a strong environmental focus, meeting NPDES and discharge challenges, and more.

National Water Resources Association, Strategic Plan. This Washington-based national organization brings information about federal policy to its membership and provides lobbying before Congress on their behalf. Rauch Communication Consultants planned and conducted the process leading to the development of their strategic plan.

San Diego County Water Authority Water Storage Plan. Facilitated monthly discussion meetings with over 20 water agencies and the Water Authority in developing a countywide water storage plan. Relationships among the players were difficult initially, but we successfully reached a consensus on a plan.

Castaic Lake Water Agency. This agency's plan, covering the whole of a rapidly developing area in Los Angeles County, involves the development of a multi-phase resources plan. The Agency is a large water importer serving the area. Rauch Communication Consultants conducted the annual strategic planning retreats of the Board of Directors.

Arvin Edison Water Storage District. This large and successful agricultural District is well known for its complex, sophisticated, and wide-ranging, In-lieu, banking, exchange, and other water management programs that involve upwards of 400,000 acre-feet of water per year in some years. Despite their successes, as a result of strategic planning, they made a substantial structural reorganization, committing their General Manager 100% full time to only focusing on developing long-term future water supplies in response to perceived long-term threats. The rest of the management team was reconfigured to accommodate the changes.

Novato Sanitary District. This agency had aging treatment facilities under regulatory mandates to make upgrades to the collection system with significant capacity and I&I problems. The consultant helped the District develop a strategy for a major upgrade of its collection system, a complete rebuild of its treatment plant, and a transition to operating the treatment under contract to a private corporation under intense public scrutiny. RCC also facilitated the development of a formal strategic plan and an update several years later. The organization currently enjoys extremely high service quality, low rates, and customer satisfaction.

Costa Mesa Sanitary District. Worked closely with the Board of Directors and staff to create an initial strategic plan and annual updates. The most recent strategic plan led to a series of dramatic changes in direction that took several years to complete.

Rancho Murieta Community Services District. Worked closely with the Board of Directors and staff to create a new mission statement, vision, objectives, goals, and set of action items as part of the complete Strategic Plan for this Community Services District that provides sanitary, water, security, roads, and other services.

EXPERIENCE HELPING DISTRICTS RESOLVE COMPLEX CHALLENGES

Friant Water Authority Organizational Redesign and Strategic Plan. The Authority delivers about one million acre-feet of water each year. RCC worked with this large Board of 23 and staff that were divided into many camps and subgroups and became nearly paralyzed with dissension. The workshop was complex, with as many as 50 or 75 people participating (directors, managers, agency staff, attorneys, etc.) Members were threatening to leave the organization, and about half of them eventually did. We helped them to rebuild the group from the ground up with a new governance structure, helped them to plan and organize to hire a new CEO, and developed a strategic plan. The organization is now flourishing and all of the members have returned.

San Luis Delta Mendota Water Authority Strategic Plan, Change Cost Allocation, and Hire New CEO. The strategic planning process included four workshops for the large Board of over 20 members, as well as review, comment, and approval of portions of the plan at several Board meetings. **Special Cost Allocation Process.** One important side topic taken up was how Authority costs are allocated to its members. Because of the complexity and importance of this issue, an ad hoc Activity Budget Cost Allocation Group was formed to explore the issue and recommend changes to the Board. The consultant worked with staff to plan and facilitate four meetings of the ad hoc group, which developed several changes that were later approved by the Board. These changes spread costs more equitably across the membership and provided more clarity about costs. **Executive Director Recruitment.** The strategic planning process was scheduled to kick off in spring 2018. However, the resignation of the then Interim Executive Director and / General Counsel moved the Board to start by focusing on recruiting a new Executive Director. The first workshop was completed in time to provide information to support the recruitment process. The consultant supported the hiring of an executive recruitment firm by helping the Authority develop a list of possible firms, draft the request for proposals, interview recruiters, develop an initial list of potential candidates for the recruiter, and edit the recruitment brochure to reflect the organization's vision and the position's requirements.

RCC facilitated a second strategic planning process four years later.

EXPERIENCE IN BRINGING TOGETHER PARTIES TOGETHER:

Rauch Communication Consultants is skilled at bringing together parties with different interests and perspectives, working with them to resolve difficult situations, and assisting in the resolution of conflicts. Some examples of our experience follow:

- **Three Valleys Water District Regional Water Supply Plan.** Assisted agency to begin building consensus on regional conjunctive use plan with numerous member agencies. Involves, strategizing, planning, communicating, and facilitating both internally with the Board and externally with member agencies and the press.

- **Cambria Citizens Committee Leading to Majority Election on Key Issue.** Facilitated a lengthy series of public meetings of a committee of 25 stakeholders on a contentious community issue that had previously resulted in election losses for the local water agency. Developed consensus on the project and provided supportive outreach for which the District won a majority election victory.
- **Conjunctive Use Working Group.** Worked with dozens of water agencies and stakeholders about the use of vacant storage space in the Central and West Coast Basin of Los Angeles County. They did not reach full agreement but identified many potential joint projects that have been used over time. Funded by the State Department of Water Resources.
- **Monterey Regional Water Pollution Control Agency and Marina Water District.** Helped to resolve issues surrounding a joint project to develop a recycled water marketing distribution program, along with related issues. Several workshops were conducted with representatives from both Boards, legal counsels, and general managers.
- **San Diego County Water Authority Water Storage Plan.** Facilitated monthly discussion meetings with over 20 water agencies and the Water Authority in developing a countywide water storage plan. Relationships among the players were difficult initially, but we successfully reached a consensus on a plan.
- **Big Bear Municipal Water District and San Bernardino Valley Municipal Water District Legal Dispute.** Facilitated a solution to a long-simmering water dispute following years of court fights in a single Board-to-Board meeting.

EXPERIENCED TRAINER

- **(1991 to 2011). Special District Board Management Institute.** Mr. Rauch served as a regular speaker at the Institute certificate program from about 1992 to 2011. During much of that time, he was part of the leadership team that developed the curriculum and recruited speakers.
- **(2013 to Now). Special District Leadership Foundation.** Mr. Rauch is a regular speaker for CSDA and is on the Board of the Special District Leadership Foundation. He is the principal author of the Special District Leadership Foundation certificate course on Setting Direction (strategic planning), as well as Governance Foundations.
- **1992-2021. Regular Presenter at Statewide Association Conferences.** Mr. Rauch has been invited as a speaker to other statewide associations over the years.

Partial Client List Showing Our Special District and Local Government Experience

ASSOCIATIONS, JPAs, STATE, FEDERAL AND OTHERS

Association of California Water Agencies (ACWA)
California Special Districts Association (CSDA)
California Association of Sanitation Agencies (CASA)
California Department of Water Resources
Special Districts Institute
California Sanitation Risk Management Board
California Association of Public Cemeteries
Friant Water Management Board
WaterReuse Association
California Mosquito and Vector Control Association
American Desalting Association
Association of Groundwater Agencies
San Luis Delta-Mendota Water Management Board
San Joaquin River Exchange Contractors Water Management Board
North Bay Water Reuse Management Board
Faculty Association of Community Colleges
National Water Resource Association
Water Education Foundation
Pacific Coast Association of Port Authorities

Sewer Management Board Mid-Coastside
Mission Research Corporation
Stone Creek Company
Suburban Water Systems
Boyle Engineering
Dokken Engineering
EI Solutions
McCormick, Kidman, and Behrens
Pennfield and Smith
Redwine and Sherill
White House Office of Policy Development
National Water Resource Association
North Bay Watershed Management Board
San Gabriel Valley Water Association
San Gabriel Basin WQA
Santa Barbara Special District Association
Cachuma Operations Maintenance Board
Cachuma Conservation Release Board
California Sign Association

LOCAL GOVERNMENT AGENCIES

ALAMEDA COUNTY

Hayward Area Recreation & Park
Livermore Area Recreation & Park

BUTTE COUNTY

Orville-Wyandotte Irrigation District

CALAVERAS COUNTY

Calaveras County Water District

CONTRA COSTA COUNTY

Diablo Water District
Contra Costa Water District
Stege Sanitary District
Dublin San Ramon Service District

EL DORADO COUNTY

South Lake Tahoe PUD

IMPERIAL COUNTY

Imperial Irrigation District

KERN COUNTY

Arvin Edison Water Storage District
Indian Wells Valley Airport District
Indian Wells Valley Water District
Kern County Water Agency
West Kern Water District
North of the River Municipal Water District (Bakersfield)
Oildale Mutual Water Company
North Kern Water Storage District
Golden Empire Transit District
Terra Bella Irrigation District
Friant Water Users Management Board
Cawelo Water District
Arvin Community Services District

North Bakersfield Recreation and Park District
Inyokern Community Services District
Shafter Park and Recreation District

LASSEN COUNTY

Lassen Municipal Utility District

LOS ANGELES COUNTY

Los Angeles County Park and Rec
Castaic Lake Water Agency
Central Basin MWD
Pico Water District
Upper San Gabriel Valley MWD
West Basin MWD
San Gabriel Valley MWD
Water Replenishment Dst. of So. Cal.
San Gabriel County Water District
Main San Gabriel Basin Management Board
California Domestic Water Company
Pasadena Historical Museum
Three Valleys MWD
Newhall County Water District
Las Virgenes Municipal Water District
Conjunctive Use Working Group (?)
Palmdale Water District
City of Sierra Madre
City of Arcadia
City of El Monte
City of La Puente
East Pasadena Water Company
Foothill Municipal Water District
Valley County Water District

MARIN COUNTY

Las Gallinas Valley Sanitary District

North Marin Water District
Sausalito-Marin City Sanitation Dst.
Tamalpais CSD
Sanitary District #5 (Tiburon)
Novato Sanitary District
Ross Valley Sanitary District
San Rafael Sanitation District
City of San Rafael
Central Marin Sanitary Agency
County of Marin
Novato Disposal Services, Inc.
San Quentin Village and Murray Park

MERCED COUNTY

Central California Irrigation District

MONO COUNTY (and MADERA)

Mammoth Community Water District

MONTEREY COUNTY

Marina Coast Water District
Monterey Peninsula Water Management District
Monterey Regional Water Pollution Control Agency
Pebble Beach CSD

NAPA COUNTY

Napa County
Napa Sanitation District

NEVADA COUNTY

Northstar CSD
Truckee-Donner Public Utility District
Tahoe Truckee Unified School District

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
Capistrano Beach County Water District
Coastal Municipal Water District
Midway City Sanitary District
Tri-Cities Municipal Water District
Yorba Linda Water District
Placentia Library District
Laguna Beach County Water District
Emerald Bay Service District
Moulton Niguel Water District
Orange County Vector Control

PLACER COUNTY

San Juan Water District
North Tahoe Public Utility District
Squaw Valley Public Services District

PLUMAS COUNTY

East Plumas Health Care District

RIVERSIDE COUNTY

Coachella Valley Mosquito & Vector Control District
Mission Springs Water District
29 Palms Municipal Water District
Rancho California Water District
South Mesa Water Company
Elsinore Valley MWD
Santa Rosa CSD
Beaumont Cherry Valley Water District
Santa Ana Watershed Project Management Board
Desert Healthcare District

SACRAMENTO COUNTY

County of Sacramento Public Works Agcy.
Sacramento Regional County Sanitation District
Fair Oaks Water District
Arcade Water District
Sacramento Metropolitan Water Management Board
Carmichael Water District
Rio Linda Water District
Northridge Water District
Rancho Murrieta Community Services District
Cordova Recreation and Park District

SAN BERNARDINO COUNTY

Big Bear Municipal Water District
Monte Vista Water District
Big Bear Airport District
Yucaipa Valley Water District
Bear Valley Community Hospital District
Bear Valley Community Services District
City of Big Bear Water and Power Department
Joshua Basin Water District
Inland Empire Utility Agency
East Valley Water District
Big Bear Area Regional Wastewater Agency
Victor Valley Water District
Cucamonga County Water District
San Antonio Water Company
Chino Basin Management Board
ITI Desert Water District
San Bernardino Valley Water Conservation District
Big Bear City CSD
City of Big Bear Lake
Hi-Desert Water District
West San Bernardino County Water District

SAN DIEGO COUNTY

San Diego County Water Management Board
Padre Dam Municipal Water District
Rincon del Diablo MWD
Vallecitos Water District
Helix Water District
Leucadia Wastewater District
North County Fire Protection District
North County Cemetery District
Olivenhain Municipal Water District
Santa Fe Irrigation District
Otay Water District
Fallbrook Public Utility District
Rainbow Water District
Vista Irrigation District

SAN FRANCISCO COUNTY

Golden Gate Bridge, Highway, & Trans. District

SAN JOAQUIN COUNTY

Ripon Fire Department

SAN LUIS OBISPO

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

SAN MATEO COUNTY

East Palo Alto Sanitary District
San Mateo County Harbor District
Montara Water & Sanitation District
Sewer Management Board Mid-Coastside

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 Management Board
Goleta West Sanitary District
Mosquito and Vector Management District
Isla Vista Recreation and Park District
Lompoc Hospital District
Santa Barbara County Vector Control District
Carpinteria Valley Water District
Santa Ynez Community Services District
La Cumbre Mutual Water Company

SANTA CLARA

Santa Clara Valley Water District
West Valley Sanitation District

SANTA CRUZ COUNTY

Scotts Valley Water District
Pajaro Valley Water Management Agency (Watsonville)
Central Fire Protection District
Santa Cruz FPD
Soquel Creek Water District

SOLANO COUNTY

Rural North Vacaville Water District

SONOMA COUNTY

TULARE COUNTY

Friant Water User Management Board
Visalia Public Cemetery District

VENTURA COUNTY

Camrosa County Water District
Rancho Simi Rec. & Park District
Casitas Municipal Water District
Conejo Recreation and Park District
Ojai Valley Sanitary District
Calleguas Municipal Water District
Meiners Oak County Water District
Marina Coast Water District
Camarillo Health Care District

Insurance

Professional Liability Insurance. \$1,000,000 for Each Occurrence, \$300,000 For Damage to Rented Premises (Each Occurrence), \$10,000 Medical Expenses (Any One Person), \$1,000,000 Personal and Adv Injury, \$2,000,000 General Aggregate, and \$2,000,000 Products-Comp/OP AGG.

Automobile Liability. \$1,000,000 Combined Single Limit.

Workers Compensation and Employers' Liability. \$1,000,000 E.L Each Accident, \$1,000,000 E.L. Disease – Each Employee, \$1,000,000 E.L. Disease – Policy Limit.

Professional Liability: \$1,000,000 Aggregate, \$1,000,000 Each Act, \$1,000,000 Each Judgement.