



MONTARA WATER & SANITARY DISTRICT

Serving the Communities of Montara and Moss Beach

P.O. Box 370131
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AGENDA

Regular Meeting

District Board of Directors

8888 Cabrillo Highway
Montara, California 94037

December 19, 2013 at 7:30 p.m.

CALL TO ORDER

ROLL CALL

PRESIDENT'S STATEMENT

ORAL COMMENTS (Items other than those on the agenda)

PUBLIC HEARING

CONSENT AGENDA

OLD BUSINESS

1. Review and Possible Action Concerning Public Works Plan Certification.
2. Review and Possible Action Concerning District Strategic Plan.

NEW BUSINESS

1. Review and Possible Action Concerning Appointment of Board Officers and Committee Assignments for 2014.
2. Review and Possible Action Concerning Cancellation of the Next Regular Scheduled Meeting January 2, 2014.

REPORTS

1. Sewer Authority Mid-Coastside Meetings (Harvey)
2. MidCoast Community Council Meeting (Slater-Carter)
3. ACWA Board of Directors Report
4. CSDA Report (Slater-Carter)
5. Integrated Regional Water Management Plan

6. Attorney's Report (Schricker)
7. Directors' Reports
8. General Manager's Report (Heldmaier)

FUTURE AGENDAS ADJOURNMENT

The District has a curfew of 11:00 p.m. for all meetings. The meeting may be extended for one hour by vote of the Board.

NOTE: In accordance with the Government Code, members of the public may address the Board on specific agenda items when that matter is discussed by the Board. Any other items of interest that is within the subject matter jurisdiction of the District may be addressed during the Oral Comments portion of the meeting. Upon request, this agenda will be made available in appropriate alternative formats to persons with a disability. Request for a disability-related modification or an accommodation in order to participate in the public meeting should be made at (650) 728-3545. Materials related to an item on this Agenda submitted to the Board after distribution of the agenda packet are available in the District Clerk's office during normal business hours. Such documents may also be available on the District's web site (www.mwsd.montara.org) subject to staff's ability to post the documents before the meeting.



MONTARA WATER AND SANITARY DISTRICT AGENDA

For Meeting Of: **December 19, 2013**

TO: BOARD OF DIRECTORS

FROM: Clemens H. Heldmaier, General Manager

SUBJECT: Review and Possible Action Concerning Public Works Plan Certification.

In February 2011 the Board received and adopted the first Master Plan Update that considered 6 years of operational data showing well production and water demand under MWSD ownership. The Master Plan Update determined that the District has reliable supply sufficient to meet peak day water demands and further shows significant achievements in water conservation. The District's water availability has changed favorably so that, for the first time in over 30 years, connections to the District's water system were considered. At the following meeting in March 2011, the Board approved revisions to the District Code that repealed the moratorium on new water connections. A water connection charge study was completed and adopted in April 2011.

The Local Coastal Program Update was approved in August 2012 and specified that the District needs to amend its Public Works Plan (PWP) to allow new domestic water connections. District staff and Master Plan Committee were authorized to prepare an amendment to the Public Works Plan.

The amendment was approved at the December California Coastal Commission (CCC) Meeting in San Francisco. Now this Board will be asked to confirm the amendment including modifications. The PWP Amendment will then be certified at a subsequent CCC meeting.

RECOMMENDATION:

Adopt the Resolution approving the Public Works Plan Amendment with Modifications as presented to the Coastal Commission.

Attachments

Resolution to be provided at the meeting.

CALIFORNIA COASTAL COMMISSION

NORTH CENTRAL COAST DISTRICT OFFICE
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SAN FRANCISCO, CA 94105
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FAX: (415) 904-5400
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W19a

Prepared December 10, 2013 (for December 11, 2013 hearing)

To: Coastal Commissioners and Interested Persons

From: Dan Carl, Deputy Director
Nancy Cave, District Manager
Nicholas Dreher, Coastal Planner

**Subject: STAFF REPORT ADDENDUM for Item W19a
Montara Water and Sanitary District Public Works Plan Amendment Number 2-06-006-A1 (Water Connections)**

Staff's proposed suggested modification 5 for the above-referenced item is meant to update the Montara Water and Sanitary District (MWSD) Public Work Plan (PWP) in light of current and updated data, including to ensure the plan appropriately references projects already completed under the PWP to date and changes since the PWP was first certified by the Commission. The primary intent of this suggested modification in that sense is to ensure the PWP is accurate, and can best inform PWP project decisions moving forward. In the time since the staff report (dated prepared November 27, 2013) was distributed, staff has worked closely with MWSD staff on language to do just that. Given that MWSD was in agreement on staff's proposed other suggested modifications (i.e., suggested modifications 1 through 4), staff also worked with MWSD staff to incorporate those changes into a revised PWP document as well. Attached to this addendum is a copy of the PWP as it would be certified under the staff recommendation, reflecting not only the District's proposed changes, but also all of staff's suggested modifications, including suggested modification 5. This addendum adds this document to the staff report as **Exhibit 3**. The new exhibit reflects the staff report recommendation, but does not in any way alter the staff recommendation to approve the PWP amendment as modified.

PUBLIC WORKS PLAN

1. Introduction and Overview

The Montara Water and Sanitary District (MWSD or District) provides water, sanitary sewer, and solid waste disposal services to the coastal communities of Montara, Moss Beach, and adjacent areas located north of Half Moon Bay and south of Pacifica, in San Mateo County, California (Figure 1-1). The District owns and operates water storage, treatment, and distribution facilities that currently (as of December 11, 2013) provide domestic water to approximately 1,650 domestic water connections, most of which (approximately 90%) are single family and multi-family residential connections. The system currently includes a surface water source, a water treatment plant, eleven groundwater wells (nine active and two standbys), three potable water storage tanks, and over 150,000 feet of distribution pipelines.

MWSD prepared a Master Plan in 2004 that identified several areas of the District's water system that required immediate improvement at that time. Several previous and concurrent studies and system valuation reports (performed during the District's acquisition of the water system in 2003) documented poor conditions of the existing facilities. The 2004 Plan identified three major categories of immediate improvements required for the water system:

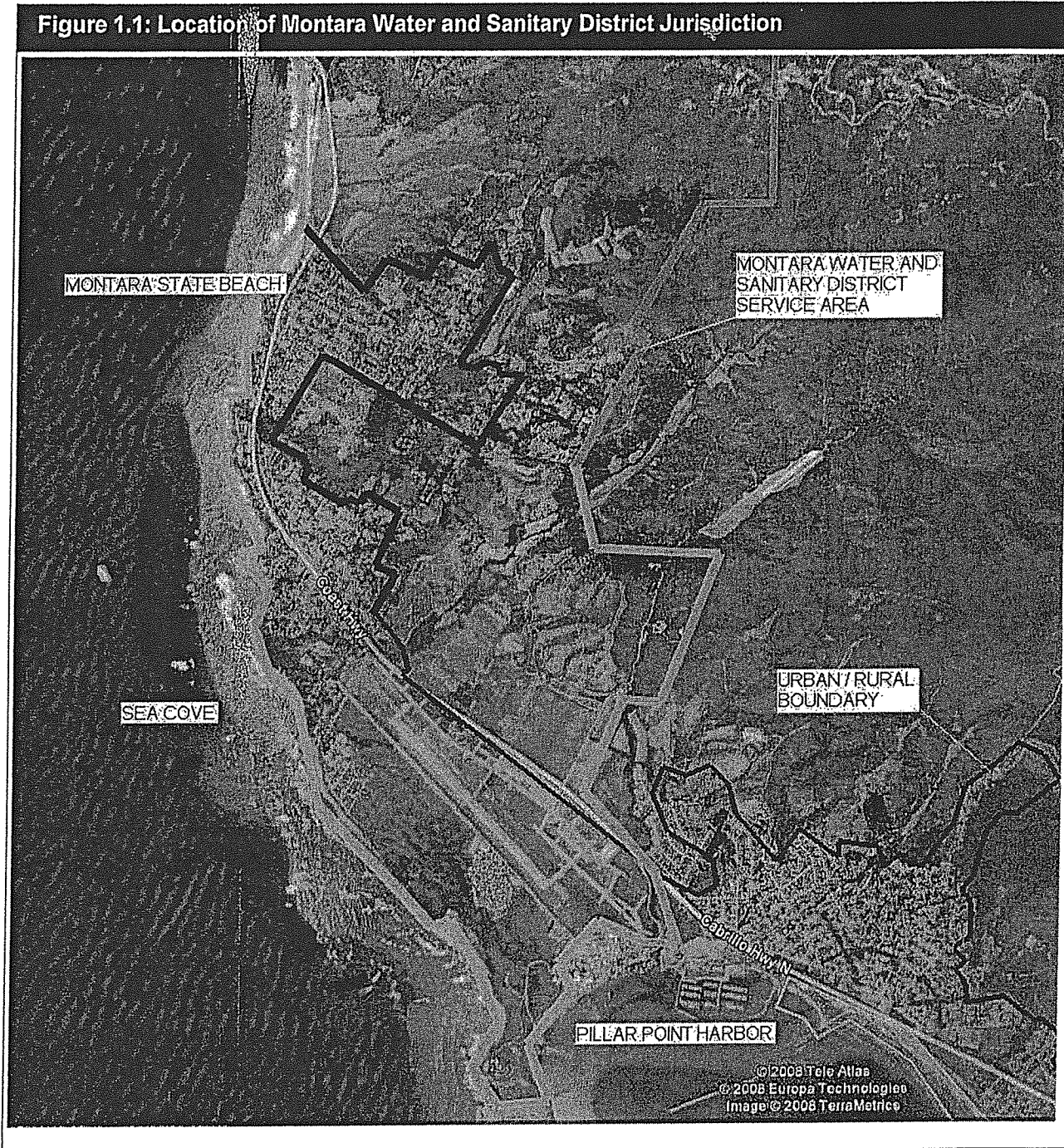
- Additional storage facilities
- New sources of supply
- New treatment system for the Airport Wells Facility

MWSD subsequently prepared a Public Works Plan (PWP) reflecting those needs (referred to as PWP Phase I). The PWP encompassed several components recommended in the 2004 Master Plan, including the following:

- 1) **Water Storage Facilities.** Construction of a new water storage tank at the Alta Vista site and at the Schoolhouse site and demolition of the old tank at the Schoolhouse site
- 2) **New Water Well Production.** Initiation of water production (150 gallons per minute) from the Alta Vista Well No.1 and construction of a new pipeline and electrical conduit
- 3) **Water Treatment Facility.** Construction of a water treatment facility to address water quality issues at the airport wells

The PWP was originally certified by the Coastal Commission in 2008.

Figure 1.1: Location of Montara Water and Sanitary District Jurisdiction



2013 Water System Update

When the PWP was first certified in 2008, the moratorium on new connections that initially had been imposed by the California Public Utilities Commission in the 1980s on the then privately-owned system was still in effect. After acquiring the water system in 2003, the District continued the moratorium due to the substandard infrastructure and the unreliable water supply. Accordingly, the PWP acknowledged the existence of the moratorium by including reference to it and providing that the improvements authorized by the PWP were not intended to lift the moratorium. That provision also was consistent with the 2004 Water System Master Plan (2004 Master Plan) and the condition of MWSD's system at the time of the PWP approval.

However, through on-going efforts, MWSD has improved the system's infrastructure by extensive water system improvements and high levels of conservation. These improvements and practices are detailed in Tables 1-1 and 1-2 in the sections below. As a result of conservation and system improvements, and as reflected in MWSD's Water System Master Plan Update in 2011, MWSD's water supply has increased independently of any of the improvements encompassed by the PWP. Accordingly, MWSD repealed the moratorium established under its water system regulations in March 2011. The conservation analysis completed by the District staff is summarized in the sections below as justification that the District's efforts in infrastructure improvements and conservation are the primary reason for lifting the moratorium and allowing new connections.

Additionally, since the District's water system has changed substantially since the approval of the PWP, this update includes a section acknowledging the infrastructure that is constructed and currently operational in the District's water system, as well as revised storage, supply, and demand values, correspondant to the parameters initially presented in the approved PWP.

Water System Improvements and Conservation

Since MWSD acquired the water system in 2003, the District has made significant efforts to reduce water losses within the existing water system and minimize customer water usage.

Water System Operational Efficiency Improvements. MWSD acquired the system in August 2003 and immediately implemented projects and programs to improve operational efficiency and minimize water losses. The projects that have most significantly improved operational efficiencies are listed in Table 1-1.

System Improvement	Description	Benefits
<i>Water Main Replacement Program</i>	System-wide in-kind replacements of water mains started in 2003 based on MWSD's leak detection and monitoring program.	Reduced water losses, improved flow efficiency and water quality. Resulted in a six-percent reduction in water losses between 2003 and 2010.
<i>Raw Water Pipeline Replacement</i>	The severely deteriorated Alta Vista Raw Water Pipeline was replaced in 2004 in its entirety.	Improved water quality, reduced water losses, and improved water flows.
<i>Addition of Schoolhouse Control Valve</i>	The addition of a control valve in the Schoolhouse pressure zone in 2009 allowed better water transport in the entire water system.	Improved water conveyance and reduced the volume of water necessary for flushing procedures to protect water quality. Reduced need for flushing equates to significant water savings.

Table 1-1 Water System Improvements		
System Improvement	Description	Benefits
<i>Distribution System Flow Improvements</i>	Critical modifications were made to the distribution system starting in 2003 to allow for flexibility in delivering water to different pressure zones.	Improved water system flows and energy efficiency.
<i>Supervisory Control & Data Acquisition System (SCADA) Improvements</i>	Starting in 2003, MWSD was making improvements to its SCADA system.	Improved monitoring allowing staff to make better-informed decisions in system efficiency and reliability.
<i>Groundwater Pumping and Treatment Improvements</i>	District implemented well rehabilitation and treatment and pumping modifications, restoring the wells to their respective rated capacities.	Increased water supply and reduced pressure losses throughout the water system.
<i>Surface Water Treatment and Storage Improvements</i>	Montara Creek treatment and storage improvements	Improved seismic reliability and water delivery efficiency.

Water Conservation Efforts. MWSD has employed strategies aligned with the California Urban Water Conservation Council (CUWCC) Best Management Practices (BMPs) to achieve high levels of conservation over the past seven years. The specific conservation methods employed by the District to realize these reductions are included in Table 1-2.

Table 1-2 Conservation Efforts and Benefits		
Conservation Effort	Description	Benefits
<i>Water Conservation Program</i>	In late 2003, MWSD established the Water Conservation Program to install water-efficient fixtures while offering a customer rebate program.	Reduced the amount of water used by customers and resulted in lower water demands.
<i>Leak Detection Program</i>	In 2007, the District replaced all customer water meters, totaling 1,614, with new radio-read meters. This system alerts operators about any leaks on the customer side.	Reduced the amount of water that was lost through leaks in the customers' homes; resulted in lower water demands.
<i>Water Audits</i>	MWSD purchased several Orion water meter monitors to monitor for leaks. These water meter monitors can be borrowed or purchased by customers through the District.	Reduced water demands due to early leak detection.
<i>Public Education</i>	The District provides free conservation kits to customers, including showerheads and faucet aerators, and emphasizes conservation in newsletters.	Generated community awareness of conservation and resulted in water demand reduction.

Conservation Analysis. The system-wide improvements and conservation efforts summarized in Tables 1-1 and 1-2 resulted in substantial reduction in water usage and system demands, and therefore an increase in the supply available for potential new connections. The conservation

analysis underlying the increased supply availability of the water system is included in the section below. This analysis shows that, mathematically speaking, the repeal of the moratorium was not reliant on the water supply capacity associated with the Alta Vista Well, but upon water supply availability realized through conservation efforts. Thus, the connection prohibition in the original PWP regarding the Alta Vista Well can be safely deleted without having diluted or contravened its intent. The analysis is threefold:

- 1) Presentation of the updated production and consumption values (2004-2010), detailing the decrease of consumption through system improvements and conservation efforts, resulting in a corresponding decrease in production.
- 2) Calculation of the general consumption decrease between 2004 and 2010.
- 3) Calculation of water supply availability resulting from system improvements and conservation.

Production and Consumption Update. A detailed analysis was completed as part of the 2011 Master Plan to evaluate the District's water system production and consumption trends since the acquisition of the system in 2003. MWSD has collected seven full years of data on water source production and customer consumption, allowing for a comprehensive evaluation of the changes in water use and system efficiency due to the management and conservation programs at MWSD. Data on the volume of water delivered to metered customers was used to calculate consumption, or metered sales, values.

Volumes of source water produced from 2004 through 2010 were used to calculate the total water production values, and ultimately the water system demand values. MWSD source production is dependent upon customer consumption, as the sources only produce water in response to customer demands. This water system dynamic is critical in understanding the production and consumption analysis conducted, because production numbers are actually indicative of system demand, not the supply capacity of the system. As consumption decreases, the system production will also decrease, since the sources are directly reacting to customer demands. Therefore, the production numbers presented do not represent the water source production capacity.

The difference between the production and consumption represents water system losses. These water system losses, or unaccounted-for-water, represent water used for fire flow testing, water main flushing, repairs, filter backwash operations at the water treatment plant, and distribution system leaks. Table 1-3, below, presents a summary of daily water production and metered sales in gallons per day (gpd), and unaccounted-for-water values for 2004-2010.

	2004	2005	2006	2007	2008	2009	2010
Average Daily Production, gpd	359,023	340,539	343,315	314,225	315,050	282,653	274,118
Average Daily Consumption, gpd	321,649	314,983	304,574	286,642	292,393	271,066	254,318
Unaccounted-for-water, Percent of Total Production	10.41%	7.50%	11.28%	8.78%	7.20%	4.1%	7.2%

The water production and consumption values presented were generally decreasing since 2004, and unaccounted-for-water, or system losses, also generally decreasing since 2004. The average unaccounted-for-water over the period of analysis is 8 percent.

Conservation. In order to establish the volume of water supply available due to conservation, an analysis was completed using the data collected by the District since 2004. Volumes and percentages of water conservation have been calculated based on the consumption data presented in Table 1-3. Data from 2004 – 2010 was used to calculate an annual average conservation of 4 percent, and cumulative conservation of 21 percent. Table 1-4 presents the annual changes in consumption and resulting percentages of conservation.

Year	Average Daily Consumption (gpd)	Annual Change (gpd)	Annual Percent Change
2004	321,649	--	--
2005	314,983	- 6,666	- 2%
2006	304,574	- 10,408	- 3%
2007	286,642	- 17,932	- 6%
2008	292,393	5,751	+ 2%
2009	271,066	- 21,327	- 7%
2010	254,318	- 16,748	- 6%
Average annual change in consumption			- 4%
Total change in consumption (2004 – 2010)			- 21%

Additional Supply Availability. Due to the ability of the water supply sources to produce the same volume of high quality water and the recent conservation trend at MWSD, additional supply has been made available for potential new customer connections. Based on the established reliability of the data set collected since MWSD acquired the system, the 2004 annual daily consumption value with an 8-percent adjustment for system losses was used as the baseline value to represent the past production capabilities of the system. The current demand on the system was determined by adjusting the 2010 annual daily consumption by 8 percent for unaccounted-for-water. These values do not represent the overall production capacity of the system, which is actually significantly higher than the values presented.

Based on the consumption and production values, it was determined by MWSD that there is supply available to serve additional customers due to conservation. Calculations determined that there is an excess of 72,718 gpd made available through system improvements and community conservation efforts. Table 1-5 presents this calculation.

2004 Annual Daily Consumption, gpd	321,649
2004 System Production (Demand), gpd (includes 8% unaccounted-for-water)	347,381
2010 Annual Daily Consumption, gpd	254,318
2010 System Production (Demand), gpd (includes 8% unaccounted-for-water)	274,663
Water Supply Availability, gpd (2004 System Production – 2010 System Production)	72,718

This analysis concludes that there is available water supply in the water system realized through conservation efforts, and the repeal of the moratorium was not reliant on the water supply capacity associated with the Alta Vista Well, or other approved PWP projects.

2013 Water System Facilities Update

Due to the significant changes that took place in the District's water system since the initial PWP approval in 2008, a facilities update has been developed to reflect the existing facilities and planning parameters as of December 2013. The information and tables in the section below are based upon the data collection analysis conducted for the 2011 Master Plan, and are meant to serve as an update to Section 2 of this document.

Existing Storage Facilities. The District maintains three existing treated water storage tanks with a combined capacity of 662,000 gallons. Table 1-6, below, summarizes the available storage and is consistent with Table 2-1.

Storage Tank Location	Tank Material	Storage Capacity (Gallons)	Year Built
Portola Estates	Wood	100,000	1981
Alta Vista	Steel	462,000	1976
Schoolhouse Tank East	Steel	100,000	2012

Schoolhouse Tank West, an approved PWP project, is currently under construction and will put another 100,000 gallons of storage online in January 2013. Historically, the District did not have the ability to take any of the storage tanks out of service due to the absence of system-wide storage redundancy. Once the newly constructed Schoolhouse Tank West is brought on line, the District will have the necessary storage redundancy to take storage tanks out of service for maintenance and/or repairs.

Storage Requirements. A more thorough assessment of the District's storage needs was conducted prior to the publication of the 2011 Master Plan, and a summary of the analysis is included in Section 5 of the document. Please reference the 2011 Master Plan for further details and explanation of the calculated values. The values have changed substantially since initial PWP approval, as the PWP was based on the 2004 Master Plan, which was extremely conservative due to limited access to historical data, condition assessments of existing facilities, and information regarding efficient system operations. The total volume of storage estimated includes water for operational, emergency, and fire-fighting uses.

Operational Storage. Operational storage is directly related to the amount of water necessary to meet peak demands, and therefore the only value related to the number of customers connected to the system. The intent of operational storage is to provide the difference in quantity between the customer's peak demands and the system's available supply. MWSD operational storage is 25% of the maximum day demand (MDD), or 118,440 gallons (gal).

Emergency Storage. The volume of water allocated for emergency uses is established by a water utility based on the historical record of emergencies experienced, and on the amount of time which is expected to lapse before the emergency can be corrected. There are several ways in which emergency storage can be calculated, as the ultimate reservation of emergency storage capacity is at the discretion of the water utility. The District's 2011 Master Plan presents a comparison of methods used to calculate emergency storage and can be referenced for further detail. The emergency storage values from this analysis range from 157,916 gal to 636,836 gal. The District

has established its emergency storage goal at the most conservative value, 636,836 gal, based on the American Water Works Association (AWWA) Guidelines for conservative emergency preparedness.

Fire Storage. The National Fire Code, Insurance Service Office, and local Fire Department regulate the quantity of water storage suggested for fire fighting purposes. The quantity of water that the District is required to provide can be drawn from operating sources or from storage facilities. Although areas of the District's system are strictly residential and only require 1,000 gpm for 2 hours, the District has established its fire-fighting delivery and storage goal based on the ability of the District to provide 2,000 gpm for 2 hours, strictly drawn from storage facilities. The District's established fire storage goal is considered conservative, and totals 240,000 gal.

Table 1-7, below, summarizes the District's established storage goal and contains consistent units of measurement with Table 2-2.

Table 1-7 MWSD Storage Goals	
Category	Storage Volume (Gallons)
Equalization (Operational) Storage	118,440
Emergency Storage Goal (2 days of ADD)	636,836
Fire Storage Goal	240,000
Total Storage Goal	995,276
Existing Storage	662,000
Additional Storage Needed to Meet Storage Goal	333,276

The total storage goal is a target value that the District has set for the operation of its system and is not a mandated requirement, specifically regarding the emergency storage and fire storage goals. The values calculated are conservative estimates of the amount of storage needed in a worst-case scenario, should a disaster occur. The District is not out of compliance with any requirements and has sufficient storage to serve new and existing customers. Operational storage is the only target storage value that would be increased with additional connections, and the impact would be minimal.

If the District established less conservative storage goals, the existing system would already meet the storage goals for operational, emergency, and fire-fighting storage. Assuming an emergency storage goal of 157,916 gal, based on the 8 hrs of the MDD (AWWA recommended target), it is apparent that the District already has enough storage to safely serve existing and new customers. Table 1-8 presents a storage analysis based on a less conservative emergency storage goal. The total storage goal could be further reduced if the fire-fighting storage goal was also established as less conservative.

Table 1-8 Alternative Storage Goals: Less Conservative	
Category	Storage Volume (Gallons)
Equalization (Operational) Storage	118,440
Emergency Storage Goal (8 hrs of MDD)	157,916
Fire Storage Goal	240,000
Total Storage Goal	516,356
Existing Storage	662,000
Additional Storage Needed to Meet Storage Goal	0

The District has set conservative target values in its 2011 Master Plan in an effort to continue implementing improvements to the water system that further safeguard public health and property, improve efficiency, and provide additional operational flexibility.

Existing Water Supply. The District currently withdraws water from one surface water source and nine groundwater wells, as discuss further below.

Surface Water. The District's surface water source is Montara Creek. The District diverts water from the Creek at a diversion point northeast of Montara. The water is conveyed from the diversion point to the Alta Vista water treatment plant, co-located with the existing Alta Vista Tank. The District's maximum diversion is limited to 70 gpm, which is the rated capacity of the Alta Vista water treatment plant in accordance with the permit for the plant issued by the California Department of Public Health (CDPH).

Groundwater. Groundwater is currently extracted at the following locations:

- The Airport Wells: North Airport Well, South Airport Well, and Airport Well 3 (wells are located within 800 feet of each other on the Half Moon Bay Airport property),
- Portola Estates Wells I, III, and IV,
- Drake Well,
- Wagner Well, and
- Alta Vista Well, approved pursuant to this PWP.

Capacity. Table 1-9 presents a summary of the District's current water supply capacity and presents a calculation of the reliable capacity. Table 1-9 contains consistent units of measurement with Table 2-3. Additional information regarding the water system available supply capacity is included in the 2011 Master Plan.

Table 1-9 Supply Capacity	
Supply Source	Capacity (gpm)
Montara Creek	75
Airport Wells	255
Six other groundwater wells	290
Total Supply/Production Capacity¹	620
Total Reliable Capacity Largest Single Source Out of Service	470

¹ With all sources at maximum production capacity.

Water System Needs. The California Code of Regulations Title 22, Chapter 16, Article 2 outlines water supply requirements for the state and specifies that the District must deliver sufficient quantities of water to satisfy MDD. Table 1-10 summarizes the current supply and demand comparison, and contains consistent units of measurement with Table 2-4.

Table 1-10 Production Demand	
Demand by Category	Water Use (gpm)
Average Daily (2040 - 2010) ¹	221
Maximum Daily ¹	332
Maximum Hourly ¹	575
Maximum Fire Flow (2 hours)	2,000
Total Reliable Capacity Largest Single Source Out of Service	470
Production Surplus (Existing Reliable Supply - Maximum Daily Demand)	138
¹ Based on daily production data presented in the 2011 Water System Master Plan.	

Amendments to the Public Works Plan

Amendments to this PWP shall be made in accordance with Public Resources Code Section 30605. All amendments to the Public Works Plan that are certified by the Commission are hereby incorporated into Public Works Plan 2-06-006, as referenced in the San Mateo County LCP.

An amendment to this PWP shall be required for any increase in water supply capacity, including any increase in pumping rates beyond existing supply capacity. The application for such amendment shall include information concerning phasing of infrastructure capacity in conformity with the requirements of the San Mateo County LCP. The information provided shall be sufficiently detailed and complete to enable the Commission to evaluate whether the proposed increase in water supply capacity is in phase with the existing or probable future capacity of other area infrastructure, including but not limited to the need for an adequate level of service for Highways 1 and 92 as required by the LCP.

2. PWP Objective

The objective of the District's Public Works Plan is to guide improvements to specific portions of the District's water system to ensure an adequate and reliable supply of water for its customers for domestic and fire protection uses. New water service connections to MWSD's water system shall be made in accordance with the *Established Guidelines for New Connections* below:

Established Guidelines for New Connections

MWSD and the California Coastal Commission (CCC) have cooperatively established the below guidelines for adding new service connections within the LCP-designated urban area of the MWSD water system with regard to MWSD's Public Works Plan (PWP). New domestic service connections, and the extension of water mains for any purpose, are prohibited in LCP-designated rural areas. These guidelines are effective as of December 11, 2013, and will remain effective under the PWP until amended.

Section I. Conditions

The following conditions have been established to serve as guidance for adding new water service connections to MWSD's water system including usage of PWP improvements.

A. New Service Connections

This Public Works Plan recognizes that as of December 11, 2013 the District currently has

128,000 gallons per day (gpd) available to be utilized for new service connections, beyond those connections existing as of December 11, 2013. Available water supply may be utilized to serve existing development that is within the LCP urban area that is currently served by private wells, or it may be utilized to provide new service connections to development that has been authorized pursuant to the County's LCP, including the LCP's growth limitation, which is currently 1% each year. Consistent with the LCP Land Use Plan, including Policies 2.8 and 2.24 and Table 2.17, the District shall reserve water supply for priority uses. Although 80,959 gallons per day is currently required to be reserved for priority uses, that requirement may be reduced through an update to the LCP, and the amount of water required to be reserved will decrease as priority connections are made.

Montara Water and Sanitary District may allocate priority capacity in accordance with LCP Table 2.17 to provide municipal water service to residential dwellings which are connected to the public sanitary sewer system, when such a connection is necessary to avert a substantial hardship caused by the failure of a private well serving the dwelling in production quantity or quality as certified by the County's Director of the Environmental Health Division, and when non-priority connections are not available. For purposes of this policy, "substantial hardship" shall not include any failure which can be remedied by repair or replacement of well equipment or facilities, or relocation of a well on a parcel. Whether substantial hardship exists shall be determined by the Community Development Director, following consultation with the Director of Environmental Health and the General Manager of MWSD.

Given existing water availability and LCP requirements as of December 11, 2013, 47,041 gpd are available for non-priority uses, including residential, commercial and industrial uses, as well as for conversion of private residential wells within MWSD's service area. Additional water for non-priority uses may become available if the LCP is amended to reduce the quantity of water required to be reserved for Coastal Act and LCP priority uses.

The following definitions apply:

- **Annual Water Demand:** The annual water demand will be calculated based on MWSD's daily production records for a full calendar year. Since MWSD water source production is directly dependent upon customer demand, recorded production values reflect the water system's demand. The annual water demand will be calculated at the end of the calendar year and included in the annual report submitted by MWSD to CCC, as detailed in Section II.
- **Drought Supply Capacity:** Drought supply capacity is determined through rated source capacities, as opposed to the recorded source production per water industry standards. The water supply capacity under drought conditions is calculated utilizing the conservative industry-wide water resources methodology in which the sources are assumed to be capable of producing only 50 percent of their rated capacity. This conservative methodology is representative of drought water shortages or other extreme conditions. The drought supply capacity is subject to change over time if new sources are added to the MWSD water system.

If the demand reaches 90% of the calculated drought supply capacity, MWSD will initiate efforts to secure additional water supplies. New connections to MWSD's water system will continue to be available under the PWP until the demand reaches 100% of the drought supply capacity, provided capacity is still reserved for LCP priority uses. However, it is not anticipated that demand will reach 100% of drought supply capacity prior to the need to secure additional water supplies but when it does, a PWP amendment providing for infrastructure improvements will be required to allow for an increase in the drought supply capacity of the water system.

B. Large Service Connections

Large developments will require additional analysis prior to approval of connections to MWSD's water system. All applicants for commercial, industrial, and multi-family residential development must provide MWSD with a justified estimate of the development's projected daily water demand.

Applicants for development that has a projected daily demand of over 200 gallons per day (gpd) must provide additional analysis regarding the projected demand and potential for future growth and associated increased water demand. MWSD will determine, based on its existing supply and demand, whether the District has adequate capacity to serve the development, given requirements to reserve water supply for priority uses, allowances for additional residential connections for well conversions, and for building permits or Coastal Developments permits or other entitlements authorized for issuance by San Mateo County in compliance with its LCP.

Section II. Monitoring and Reporting

The objective of the monitoring and reporting program is to provide an annual report to the CCC about the status of the District's water resources. The annual report for the previous calendar year will be submitted to MWSD's governing Board and CCC staff by March 31 of the following year. The annual report will be prepared by the District Water System Engineer and include the following data:

- Number of connections to MWSD's system, including:
 - The number of new residential connections in the previous calendar year, expressed as the number of physical connections and equivalent residential unit connections (ERUs).
 - The number of new commercial or industrial connections in the previous calendar year, expressed as physical connections and ERUs.
 - The number of new connections provided to LCP priority uses in the previous calendar year, and the remaining available reserved priority use water supply.
 - The number of connections in the previous calendar year that were made to properties previously relying on private wells, which of those connections were made pursuant to the County's abandonment condition, and the number of remaining private domestic wells within the District's water service area.
- Existing water system supply capacities, including:
 - Total supply capacity
 - Reliable supply capacity.
 - Drought supply capacity.
- Existing water system demands, including:
 - Annual system demands since 2004, based on production data.
 - Per capita demand for the previous calendar year, based on annual system demands and number of connections.
- Supply and demand comparison, including:
 - A graphical comparison of the annual system demands since 2004 versus the total supply, reliable supply, and drought supply capacities.
 - The percentage of the drought supply that is being utilized by existing demand.
 - The percentage of reliable supply that is being utilized by existing demand.

- District Water System Engineer's analysis and recommendations, including:
 - The surplus supply availability, based on the supply and demand comparison.
 - Projection of system demands, based on the history of new connections in previous years.
 - Recommendation regarding the necessity of initiating Phase II PWPpursuing additional water supplies.
- An annual data report to the County and Coastal Commission summarizing the results of this monitoring, including:
 - The actual amount of water consumption by land use.
 - The rate of growth of new development.
 - The quantity of water available for non-priority connections.
 - The quantity of water reserved and available for Local Coastal Program priority connections.

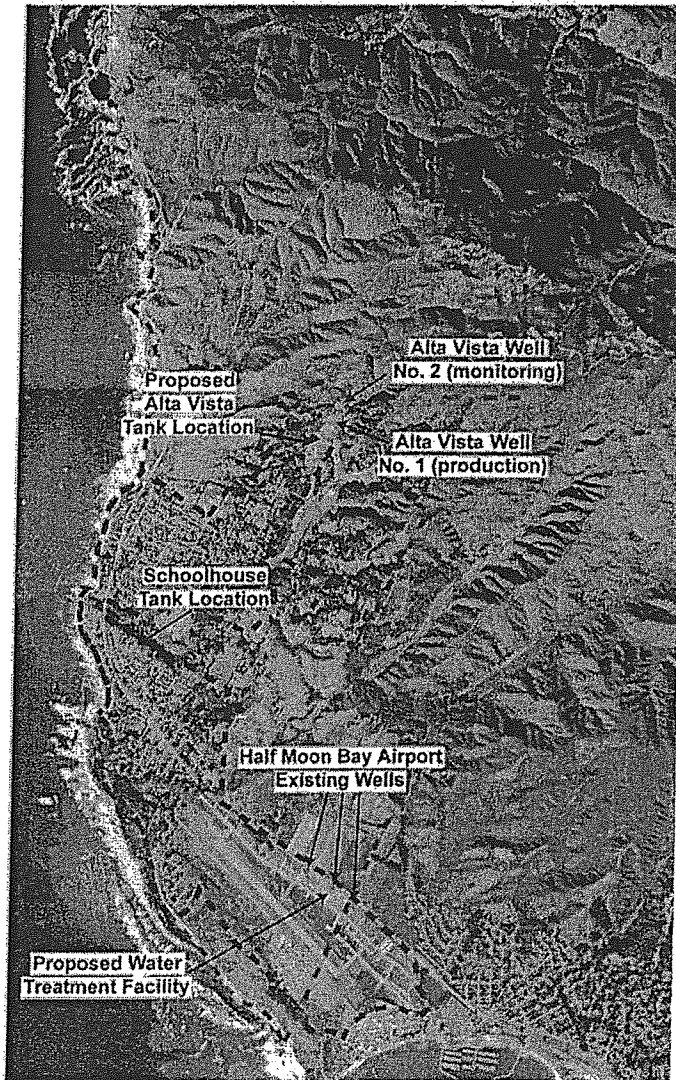
3 Location

PWP PROJECTS

MWSD improvement projects would be constructed at several locations throughout the District, as depicted on Figure 3-1. The general locations of the facilities are:

- **Alta Vista Tank and Wells.** Northeast end of Alta Vista Road
- **Schoolhouse Tanks.** West end of Buena Vista Street
- **Airport Wells Water Treatment Facility.** Cabrillo Highway (State Highway 1) at Half Moon Bay Airport

Figure 3.1: Location of Proposed Water System Upgrades



SOURCE: MHA 2005, SRT Consultants 2005, and Balance 2005

	LEGEND	SCALE	
	<p>— — Montara Sanitary Service Boundary</p> <p>— — Montara Water Service Boundary</p>	<p>0 ————— 1</p> <p>Miles</p>	

4. PWP Project Descriptions

PWP water system improvements include:

- Construction of a new water storage tank (Alta Vista Tank) northeast of the existing Alta Vista water storage tank.

- Conversion of an existing test well to a production well (Alta Vista Well No.1) northeast of the existing Alta Vista water storage tank.
- Conversion of an existing test well to a monitoring well (Alta Vista Well No.2) northeast of the existing Alta Vista water storage tank.
- Installation of an underground water conveyance pipeline and electrical conduit extending from the production well and monitoring well, respectively, to the existing Alta Vista water storage tank.
- Repair and maintenance of Alta Vista Road that does not result in an addition to, enlargement, or expansion of the road.
- Placement of a security fence on Alta Vista Road, northeast of the existing Alta Vista water treatment facility.
- Construction of one or two new water storage tank(s) (Schoolhouse Tank(s)) adjacent to and in place of (if two are built) the existing Schoolhouse water storage tank. If a two-tank option is chosen, the existing Schoolhouse Tank may be repaired for use as one of the two tanks, if an inspection report signed by a licensed structural engineer that is reviewed and approved by the Executive Director shows that the repaired tank would be seismically sound.
- Demolition of the existing Schoolhouse water storage tank.
- Installation of a water treatment facility (Airport Wells Water Treatment Facility) at the Half Moon Bay Airport to treat groundwater pumped from three existing water production wells for nitrates, TCP, corrosivity, and manganese.
- Installation of an underground water conveyance pipeline to convey pumped groundwater from the existing Airport wells to the Airport Wells Water Treatment Facility.
- Construction of a road leading to the southernmost Airport well.
- Potential installation of solar panels at the Half Moon Bay Airport and on the roofs of the existing and proposed Alta Vista water tanks.

As of December 11, 2013, all PWP projects have been constructed except for the Alta Vista Tank and related development and the Airport Wells Water Treatment Facility and related development.

For remaining development conducted pursuant to the PWP, the District shall assure that safe and reliable access for construction vehicles that does not hinder or jeopardize the safety of regular traffic circulation is provided to each construction site. The improvements are described further below.

The PWP improvements shall be undertaken in accordance with Mitigation Measures listed in the MWSD Public Works Plan Phase I Final Environmental Impact Report (FEIR) SCH# 2004112107 with modifications as certified by the California Coastal Commission. Attached, as Exhibit A, is the Mitigation Monitoring and Reporting Plan (MMRP) section, found in the FEIR, with applicable revisions per CCC's certification.

STORAGE TANKS

The PWP authorized the construction of three new water storage tanks in the vicinity of the District's existing Alta Vista and Schoolhouse water storage tanks. Specifically, the proposed tanks are described in Table 4-1.

Alta Vista Tank

The existing 462,000-gallon Alta Vista Tank is located along an unpaved extension of Alta Vista Road. The existing tank is constructed of steel and is approximately 52 feet in diameter and 28 feet tall. A 100,000-gallon settling tank and associated water treatment facility are located directly north of the existing Alta Vista Tank. The settling tank and adjacent facility store and treat water diverted from Montara Creek before it is introduced into the District's storage and distribution system.

Table 4-1: 2008 Storage Tank Capacities

Location	Existing Storage Tank Capacity (gallons)	Proposed Storage Tank Capacity (gallons)	Comment
Portola Estate	100,000	100,000	No Change
Schoolhouse Tank	100,000	0	Demolished or Repaired
Alta Vista Tank	462,000	462,000	No Change
New Schoolhouse Tanks	-	200,000	New
New Alta Vista Tank	-	1,000,000	New
Totals	662,000	1,762,000	

The proposed new up to 1,000,000-gallon Alta Vista Tank would be constructed with an overall diameter of about 80 feet and height of about 30 feet (Figure 4-1). The elevation of the proposed tank's floor is set at 488 feet above sea level (asl) allowing 12 feet of the tank's side to be concealed below grade, thus fulfilling the Coastal Commission's line-of-site requirement. The existing 462,000-gallon Alta Vista Tank is located at 470 feet asl. Pumps and pressure vessels may be required to maintain adequate levels in both the existing and new tank. The proposed tank site is situated on the center of the ridge line at an elevation of 502 feet asl. Because the new tank must be "dug" into the site (Figure 4-1), installation would require construction of retaining walls of up to 12 feet in height on either side of the ridge line. The retaining walls would be constructed 10 to 12 feet from the tank to maintain space for an access road.

The installation of the tank would require movement of approximately 7,000 cubic yards of soil and weathered granitics. The cut and fill would be as balanced as possible at the site but approximately 6,000 cubic yards would be taken off site. The excavated material would likely be hauled to Ox Mountain Sanitary Landfill just east of Half Moon Bay. The general area of the reconstruction is shown on Figure 4-2; however the exact boundaries of excavation and fill cannot be determined until bedrock presence is confirmed during grading activities. The tank will be constructed in its entirety on the property owned by the District. The material out of which the tank will be constructed has not been established, but poured in place or cast in place concrete will not be used.

There will be no obstruction of existing hiking trails to Montara Mountain on the Alta Vista ridge property due to design, construction, and operation of the facilities authorized pursuant to PWP 2-06-006. If it is necessary to block the trail temporarily, alternative means of access to Montara Mountain on the Alta Vista ridge property shall be provided.

Pipeline and Power. The new tank would be connected to the existing Alta Vista Tank and associated treatment facilities via an 8-inch, approximately 250-foot long buried pipeline. The pipeline would be installed within the existing unpaved extension of Alta Vista Road.

The Alta Vista Tank would also include the installation of telemetry and remote operating devices to simplify the tank's operation and to minimize the need for on-site operation of the tank. Electrical power to supply the tank's telemetry and remote operating devices would be via a buried electrical supply line or solar panels installed on the roof of the new and existing tanks.

Access Road. 16-foot wide access road, also requiring some landform recontouring, would be constructed leading to the tank site as depicted on Figures 4-1 and Figure 4-2.

Figure 4-1: Proposed Alta Vista Tank Site Plan and Cross-Section

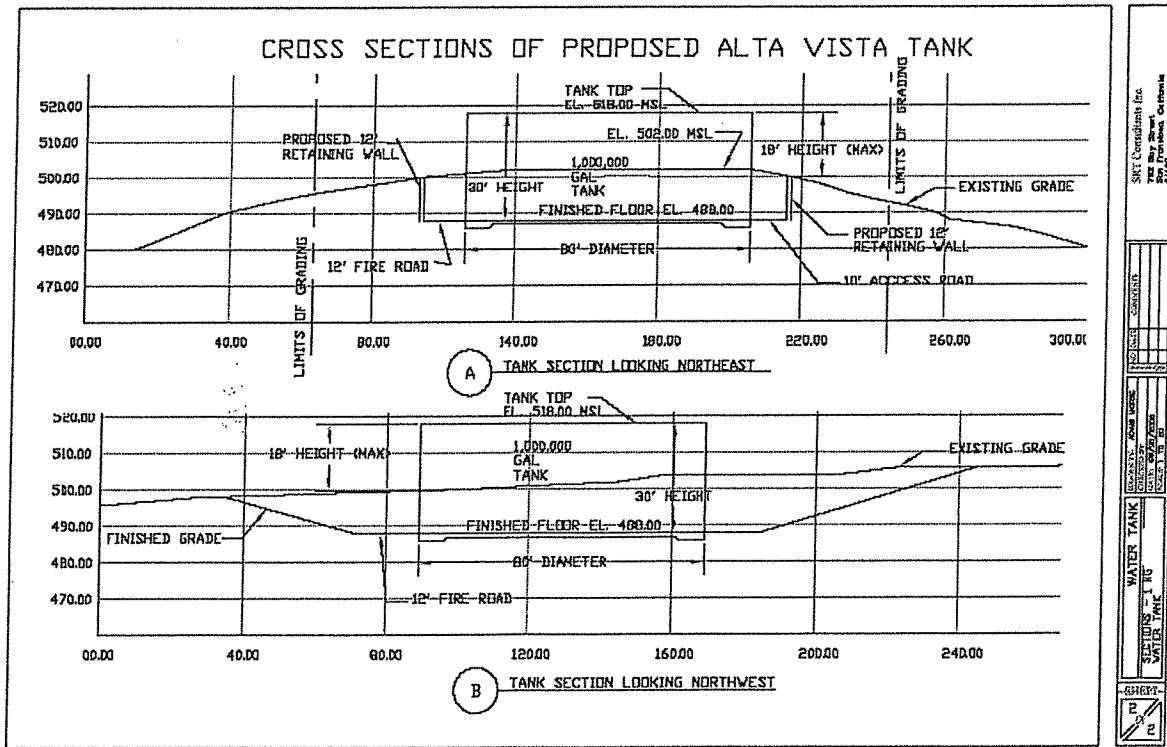
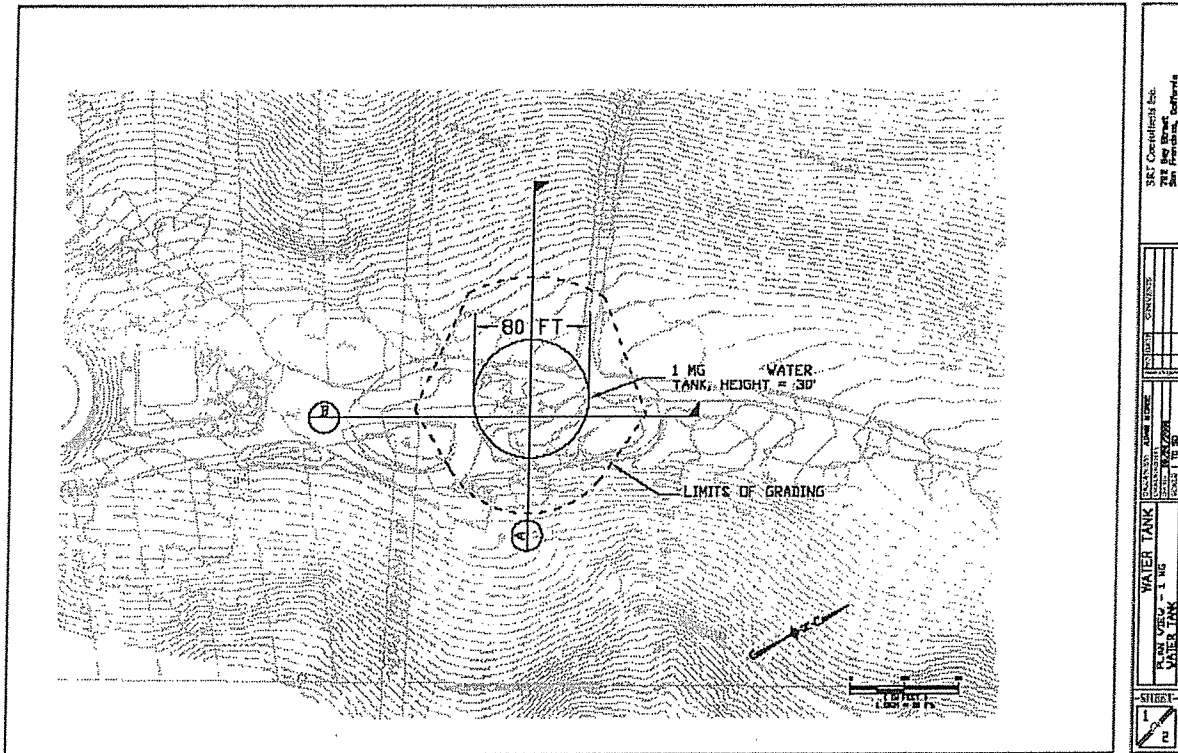
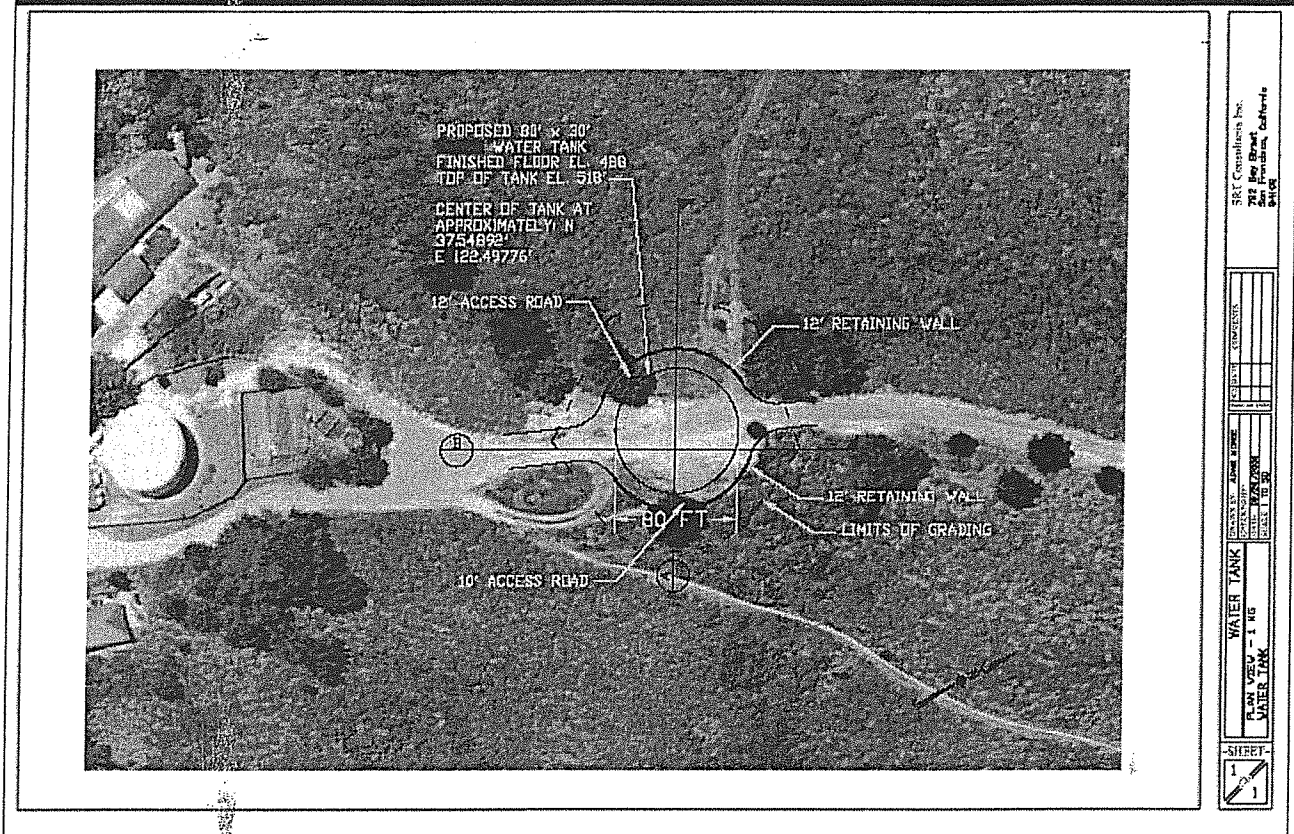


Figure 4-2: Aerial Depiction of Proposed Alta Vista Tank



581' Composites Inc. 702 Bay Blvd San Francisco, California 94134	
DATE	COMMENTS
DESIGNED BY	ADAM LERER
CHECKED BY	WES WOOD
SCALE	1" = 50'
WATER TANK	
PLAN VIEW - 1" = 100'	
WATER TANK	
SHEET	
1	

Solar Panels. Solar panels would be installed on top of the existing and proposed Alta Vista Tanks to provide at least a portion of the electrical power required for the Alta Vista Well No.1 and other electrically powered equipment at the site. The panels would have a non-reflective finish and would be angled up from the roofs of the tanks toward the south to optimize solar exposure. Conduit from the solar panels would be run down the side of the tanks to ground mounted equipment necessary to distribute the electrical power to the equipment, as well as to deliver excess electrical power into the Pacific Gas and Electric Company power grid.

Security Fence. The District has proposed the installation of a chain link fence across the unpaved extension of Alta Vista Road access road. The fence would be installed just northeast of the existing Alta Vista water treatment facility for the purpose of discouraging access to, and vandalism of, the new tank and the proposed production and monitoring wells (Figure 4-2). The fence would be 6 feet in height and approximately 30 feet in length. A gate would be installed at the point where the fence crosses the unpaved extension of Alta Vista Road to provide District staff access to the new storage tank and wells.

Construction. Construction of the Alta Vista Tank shall conform to the specifications and recommendations contained in the Geotechnical Investigation Report for Proposed Alta Vista Tank Site, Montara, California prepared by Terrasearch, Inc. dated August 14, 2008. Prior to commencement of construction, all development subject to PWP-2-06-006 shall obtain all other agency approvals and property owner approvals, as necessary. This includes certification by the San Mateo County engineer that direct damage or indirect threats to public health and safety as a results of construction of the Alta Vista Tank would be unlikely in the event of a fire or geologic hazard.

Tree removal and all other activities associated with tank construction shall be performed between September 1 and January 30 to prevent disturbance to bird nests. If tree clearing and all other

activities associated with tank construction is desired outside of this period, a pre-construction survey for nesting birds shall be conducted prior to clearing of trees and all other activities associated with tank construction. The survey will be conducted by a qualified biologist no more than 30 days prior to initiation or clearing or construction. The survey shall include any areas proposed for any activities such as earthmoving. If occupied migratory bird nests are found within 250 feet of the construction zone, clearing shall not begin until after the nests are protected by an adequate setback (in general, 50 feet for passerines and 250 feet for raptors) defined by a qualified biologist.

All development subject to PWP-2-06-006 shall avoid impacts to the San Francisco Dusky-Footed Woodrat (DFWR) and American badger. Prior to commencement of construction of the Alta Vista water tank, including grading or placement of equipment, a minimum 25-foot buffer shall be established around the active stick nests or burrows adjacent to the project site. A qualified biological monitor shall be present at the site during all grading and construction activities to ensure that the San Francisco DFWR and American Badger are not harmed. Deconstruction of the DFWR nests or relocating the American Badgers or DFWRs is prohibited.

Concurrent with the Notice of Impending Development (NOID) for the Alta Vista Tank, the District shall submit to the Executive Director for review and approval a detailed erosion control plan and landscape plan to revegetate the area around the Alta Vista Tank to control erosion and screen views, in accordance with Mitigation Measures No. 3.1-4 and 3.1-6 of the FEIR, respectively.

Coastal Resource Protection. All development associated with the Alta Vista Tank project shall be sited, designed, and undertaken in such a way as to protect coastal resources to the maximum extent feasible.

Schoolhouse Tanks

Two new storage tanks have been constructed at the Schoolhouse Tank site as part of this PWP, and the original concrete Schoolhouse Tank has been demolished. The original 100,000-gallon Schoolhouse Tank was located along an unpaved roadway at the end of Buena Vista Street. The original tank was constructed of concrete and was 34 feet in diameter and 16 feet tall. A booster pump station is housed in a small structure adjacent to the tank.

The Schoolhouse Tank site is situated on a gently sloping hillside ranging in elevation from 176 to 179 feet asl. Installation of the Schoolhouse Tanks required cutting a portion of the hillside to achieve the final tank bottom elevation of 178 feet asl. A retaining wall of 6-feet in height was constructed along a section of the tank site to retain areas that would be excavated to accommodate the new tanks.

MWSD constructed a 100,000-gallon water storage tank at the Schoolhouse site (Schoolhouse Tank East) in June 2012, directly adjacent to the existing 100,000-gallon concrete Schoolhouse Tank. The new welded steel water storage tank is 35-feet in diameter and 17-feet tall and sits at an elevation of 178 asl.

In September 2013, MWSD demolished the existing concrete Schoolhouse Tank and began the construction of a new 100,000-gallon storage facility (Schoolhouse Tank West) in its place. Schoolhouse Tank West is directly adjacent to the 100,000-gallon Schoolhouse Tank East. Schoolhouse Tank West is made of welded steel, is 35-feet in diameter and 17-feet tall, and sits at the same elevation as Schoolhouse Tank East. Schoolhouse Tank West is currently under construction and will be brought online in January 2013. Figure 4-3 is the site plan for the construction of Schoolhouse Tank West, and includes the location of both tanks on the

Schoolhouse site. Figure 4-4 shows the general location and dimensions of the two Schoolhouse Tanks.

Figure 4-3: Schoolhouse Tanks Site Plan

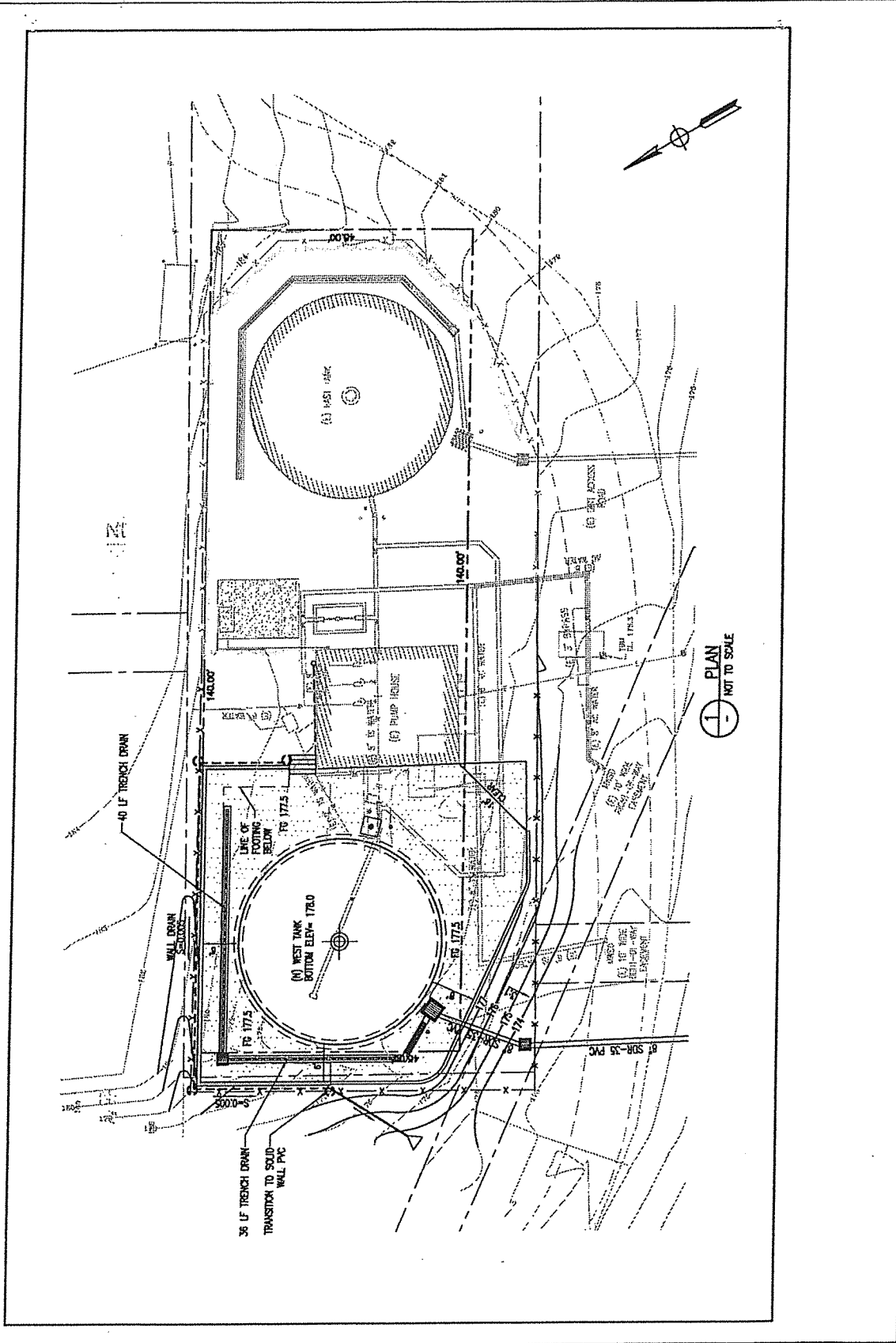
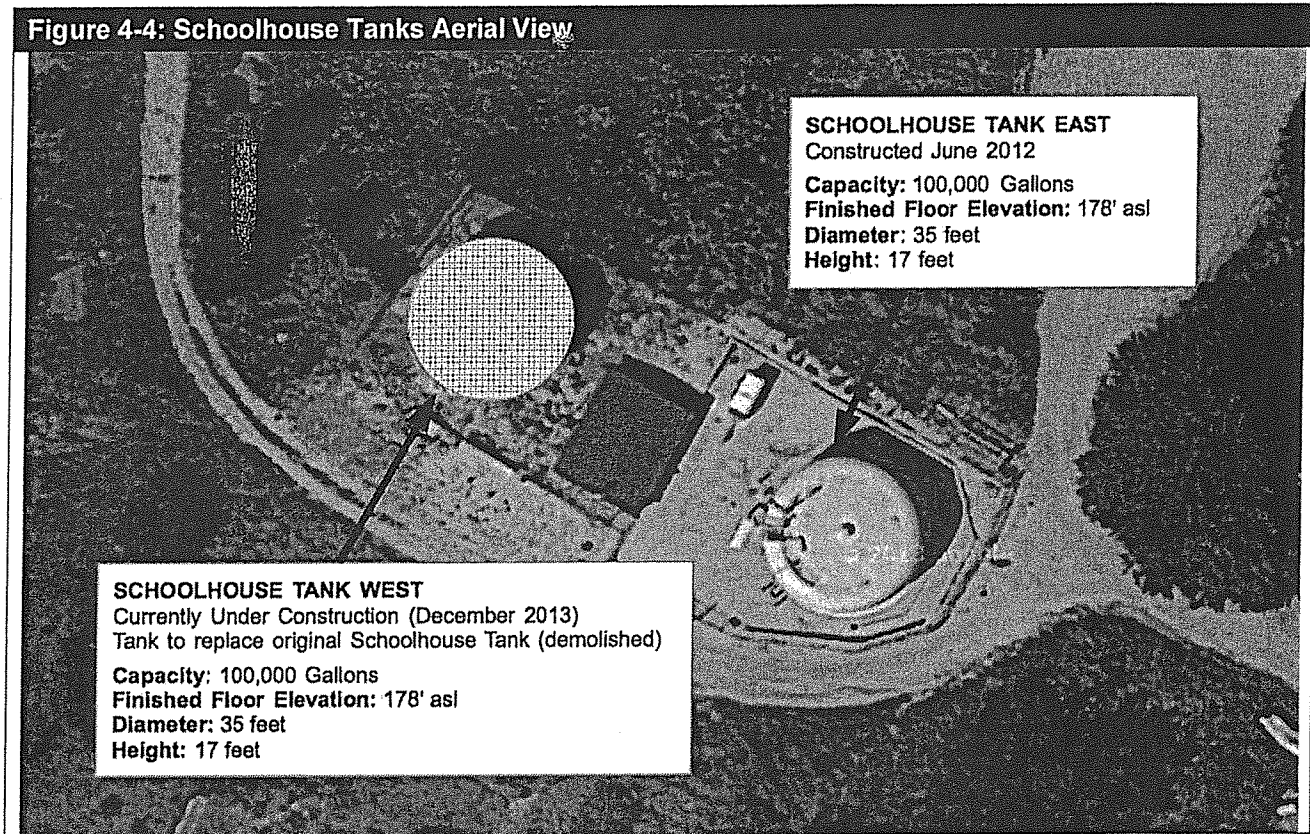


Figure 4-4: Schoolhouse Tanks Aerial View

Coastal Resource Protection. All development associated with the Schoolhouse Tank projects was sited, designed, and undertaken in such a way as to protect coastal resources to the maximum extent feasible.

PRODUCTION AND MONITORING WELLS

A test well, referred to as Alta Vista Well No.1 (also known as BH-9b or 2004-4 during hydrological investigations), was installed in 2004 to assess the potential for increasing the District's available domestic water supply through additional groundwater extraction. A second well, referred to as Alta Vista Well No.2 (also known as BH-9 or 2004-3), was installed concurrently for monitoring purposes. Both wells were installed in accordance with a Coastal Development Permit (CDP) issued by the San Mateo County Environmental Services Agency on May 19, 2004.

Following a series of tests, the District determined that the test well Alta Vista No.1 has the capability of producing a sustainable volume of water suitable for the District's existing needs. The existing test well draws water from open joints in the granitic formations located approximately 780 feet below the ground surface. Initial tests of the well's production capabilities suggest that it can produce up to 300 gallons of water per minute over a 120-hour duration. The District has proposed to pump the well at 150 gallons per minute continuously. Pumping of the Alta Vista Well No.1 shall not exceed 150 gpm averaged over a 24-hour period. Any future proposals to increase the pumping rate shall require an amendment to this public works plan, and the District shall comply with any informational requests, including pumping tests, to demonstrate with sufficient evidence that the increased pumping rate will not impact nearby wetlands, riparian areas, and sensitive habitats. The District may not initiate any pumping tests for increased pumping rates without authorization from Commission staff after the PWP amendment application has been submitted. The District shall submit to the Coastal Commission annual water production reports for review

and approval by the Executive Director by December 1st of each year that the Alta Vista Well No. 1 is in production. These reports shall demonstrate that the pumping rate of the well does not exceed 150 gpm averaged over any 24-hours period.

The Alta Vista Wells No.1 and No.2 are located approximately 840 feet and 1,250 feet, respectively, northeast (upslope) of the District's existing 462,000-gallon Alta Vista water storage tank, and approximately 590 feet and 1,000 feet respectively from the proposed new Alta Vista water storage tank. Both wells are located along the unpaved extension of Alta Vista Road on District property.

Alta Vista Well No. 1, originally a test well beginning in 2004, was converted to a production well as part of a PWP development project in 2012.

Conversion of the Alta Vista Well No.1 to a production well included (Figure 4-5):

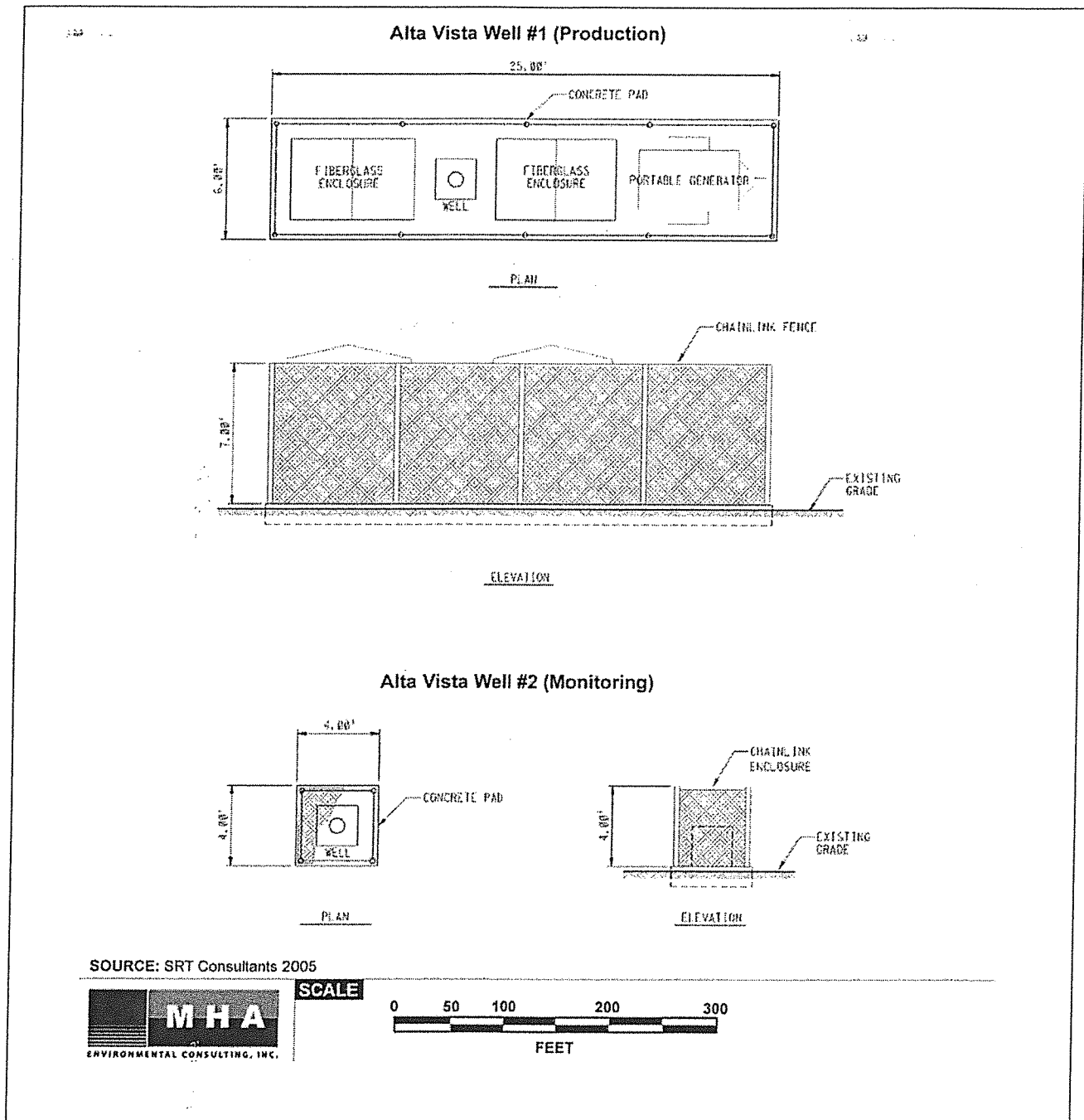
- Construction of a 25-foot by 6-foot concrete pad around wellhead No.1
- Installation of a 7-foot high chain-link fence around the perimeter of the concrete pad
- Placement of two 7-foot tall fiberglass enclosures adjacent to the wellhead and within the fenced enclosure, which would house telemetry equipment for remote monitoring and operation and an electrical pump
- Placement of a portable diesel-powered generator on the concrete pad and within the fenced enclosure
- Installation of an approximately 790-foot long, 6-inch diameter underground pipeline along the unpaved road to convey water from the well to the existing Alta Vista water storage tank
- Installation of a buried electrical conduit along the unpaved road extending from the existing Alta Vista Tank to the well

Water quality testing indicates that groundwater extracted from Alta Vista Well No.1 currently meets drinking water standards. If water quality changes in the future, the District would treat the water with sodium hypochlorite (liquid chlorine) prior to conveyance to District customers. The chlorine would be stored at the wellhead.

The project also included enclosing and securing the existing Alta Vista Well No.2, located approximately 400 feet north of Alta Vista Well No.1, for use as a monitoring well to provide a method for monitoring the aquifer's condition (level and quality). The Alta Vista Well No.2 project improvements included (Figure 4-5):

- Construction of a 4-foot by 4-foot concrete pad around wellhead No.2
- Installation of a 4-foot high chain-link fence around the perimeter of the concrete pad
- Installation of an approximately 1,200-foot long underground electrical conduit along the unpaved road, connecting with Alta Vista Well No.1, and continuing on to the existing Alta Vista water storage tank

Figure 4-5: Alta Vista Production and Monitoring Wells Proposed Improvements



Coastal Resource Protection. All development associated with the Alta Vista Production and Monitoring wells projects was sited, designed, and undertaken in such a way as to protect coastal resources to the maximum extent feasible.

AIRPORT WELLS WATER TREATMENT FACILITY

The District currently operates three production wells at the Half Moon Bay Airport, each of which includes wellhead water treatment facilities. The proposed new treatment system would be centrally located and serve all three wells (Figure 4-6). Water extracted from the three wells would

first be blended to treat for manganese and then conveyed through the Airport Wells Water Treatment Facility's following components:

- 1) Two granulated activated carbon (GAC) tanks for TCP removal
- 2) Four ion exchange vessels for nitrate removal
- 3) Two air stripping towers for pH adjustment to treat for corrosion potential

Air stripping would also potentially be accomplished by (1) diffused aeration, (2) utilization of a spray nozzle and tray aerator, or (3) aeration by piping a diffuser down the wells and adding air directly into the groundwater. A flow diagram of the treatment process is depicted in Figure 4-7.

The Airport Wells Water Treatment Facility would also include two fiberglass buildings that would house Supervisory Control and Data Acquisition (SCADA), controls, power systems, and a chlorination system.

The centralized treatment facility components would be installed on a 40-foot by 15-foot concrete pad and enclosed by a 7-foot tall chain link fence. The facility would be sited at the east side of the Half Moon Bay Airport, just northwest of the fence line surrounding the existing Half Moon Bay Airport Administration Building, and southwest of the Airport's frontage road. A new access road would be constructed off the Airport's frontage road (Figure 4-7).

The centralized treatment facility would be connected with the three existing wells and the District's distribution system via existing and new buried pipelines. Electrical power supply to the Facility would be through buried electrical conduits or solar panels. Solar panels would be placed on an undeveloped area directly northwest of the proposed Airport Wells Water Treatment Facility (Figure 4-6).

A 380-foot long and 12-foot wide unpaved access road would be constructed leading to the southernmost Airport well. The components of the proposed project at the Half Moon Bay Airport would be located on property not currently owned by the District.

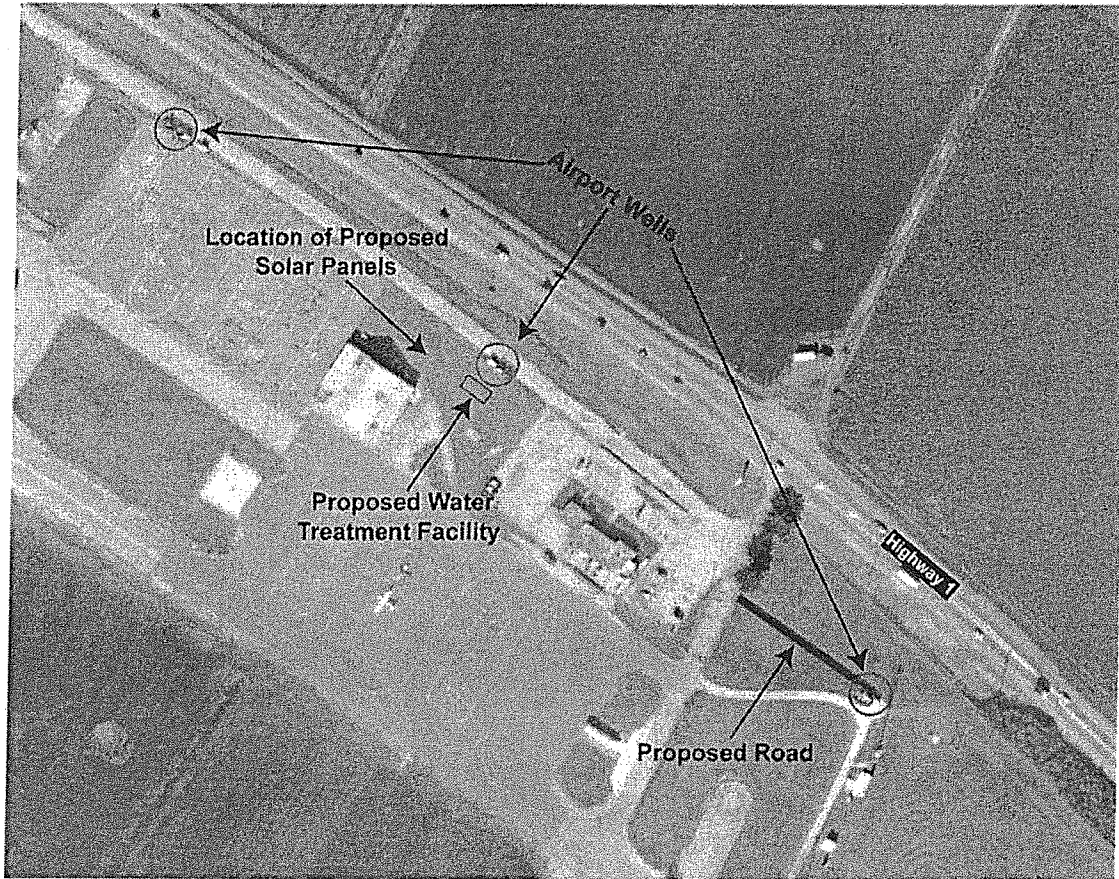
Concurrent with the Notice of Impending Development (NOID) for the Airport Wells Water Treatment Facility, the District shall submit to the Executive Director for review and approval a detailed erosion control plan, drainage plan, and landscape plan to generally screen the Treatment Facility equipment and solar panel array from Highway 1 views in accordance with Mitigation Measures No. 3.1-4, 3.2-2, and 3.9-3 of the FEIR, respectively.

Solar Panels. Approximately 2,500 square feet of solar panels would be installed just northwest of the proposed Airport Wells Water Treatment Facility. The panels would have a non-reflective finish, mounted on a structural system raised off the ground, and angled up toward the south to optimize solar exposure. Conduit from the solar panels would be run in buried conduit to ground-mounted equipment necessary to distribute the electrical power to the site's equipment, as well as to deliver excess electrical power into the Pacific Gas and Electric Company power grid. The panels would be screened from view by low lying landscape around the installation's perimeter.

Existing Airport Wells Treatment Facilities. The existing individual wellhead treatment facilities would be decommissioned and removed from the site following installation of the new central treatment facility.

Coastal Resource Protection. All development associated with the Airport Wells Water Treatment Facility project shall be sited, designed, and undertaken in such a way as to protect coastal resources to the maximum extent feasible.

Figure 4-6: Aerial Depiction of Proposed Airport Wells Water Treatment Facility



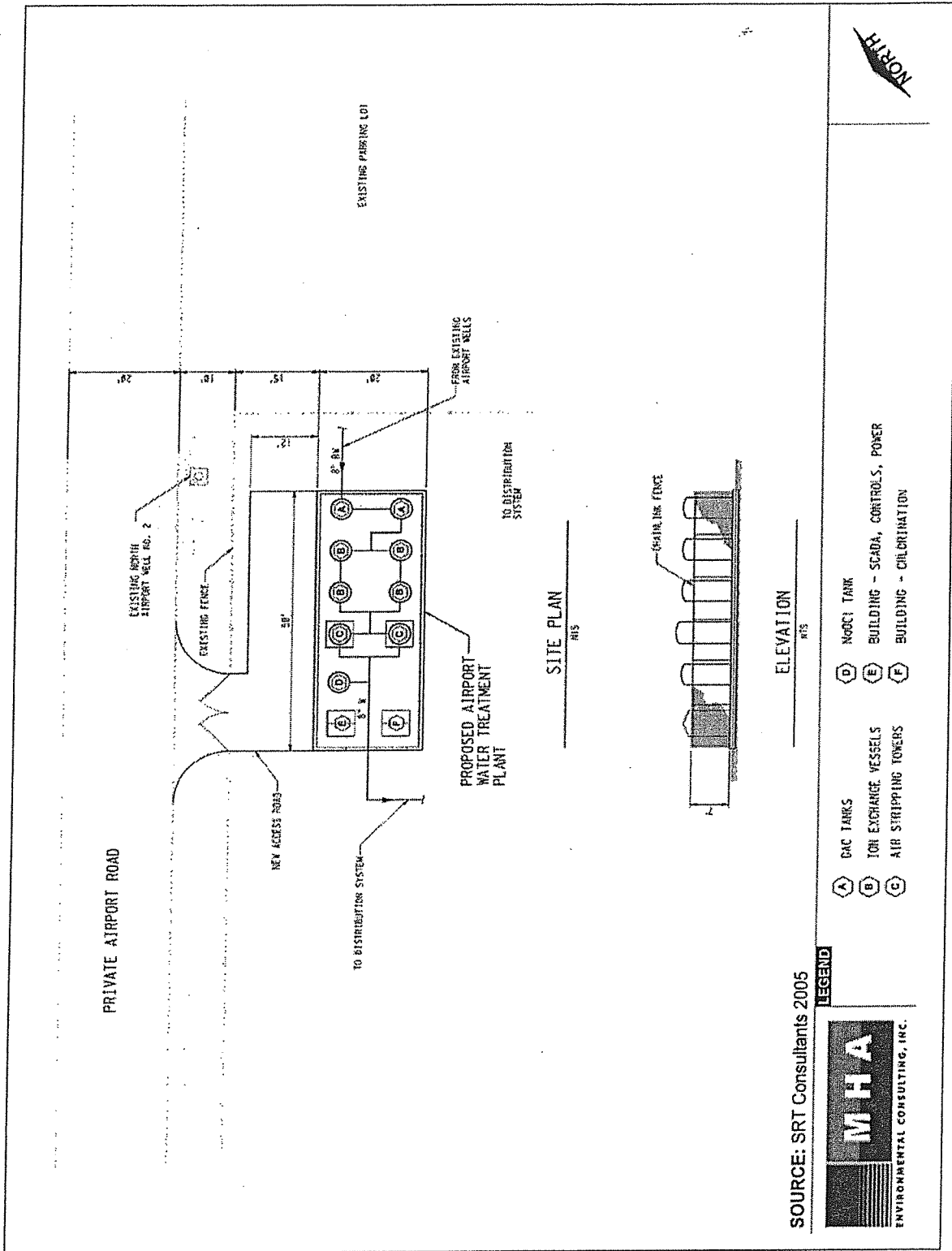
SOURCE: MHA 2005



SCALE



Figure 4-7: Airport Wells Proposed Water Treatment Plant Site Plan and Cross Section



5. Permits and Approvals

The proposed PWP system improvements included in the Public Works Plan require the approval of a number of public agencies, including:

- Approval by the California Coastal Commission pursuant to Section 30605 of the California Coastal Act
- Coverage under the Construction General Permit obtained from the Regional Water Quality Control Board (Alta Vista Tank and possibly Airport Wells Water Treatment Facility)
- Domestic Water Supply Permit Amendment issued by the California Department of Health Services Drinking Water Program (Airport Wells Water Treatment Facility)
- Drinking Water Supply Permit issued by the California Department of Health Services Drinking Water Program (Alta Vista Well No.1)

5.1 Public Works Plan Project Procedures

The purpose of this chapter is to set forth procedures for reviewing and authorizing projects contained in the Montara Water and Sanitary District ("MWSD") Public Works Plan ("PWP") for MWSD's water facilities improvements. This chapter is divided into six sections. The first section sets forth definitions, general provisions and procedures for supplemental reports. The second section sets forth public notice requirements. The third section sets forth the Coastal Commission's areas of responsibility with regard to the PWP project review process. The fourth section sets forth the procedure for determining the effective and expiration dates of PWP project authorizations and provisions for extension of authorizations. The fifth section sets forth a post-construction authorization monitoring program. The sixth section sets forth procedures for the enforcement of the PWP. All development subject to PWP-2-06-006 shall adhere to the project procedures outlined in this Section.

5.1.1. Definitions, General Provisions and Supplemental Reports

A. Definitions

"California Coastal Commission" and "Coastal Commission" and "Commission" mean the California Coastal Commission.

"Contract Documents" means the plans, specifications, general and specific conditions, agreement and other documents prepared by or for MWSD for the construction or acquisition of a specific project contained in the PWP.

"Development" means, on land, in or under water, the placement or erection of any solid material or structure; discharge or disposal of any dredged material or of any gaseous, liquid, solid, or thermal waste; grading, removing, dredging, mining, or extraction of any materials; change in the density or intensity of use of land, including, but not limited to, subdivision pursuant to the Subdivision Map Act (commencing with Section 66410 of the Government Code) and any other division of land, including lot splits, except where the land division is brought about in connection with the purchase of such land by a public agency for public recreational use; change in the intensity of use of water, or of access thereto; construction, reconstruction, demolition, or alteration of the size of any structure, including any facility of any private, public, or municipal utility; and the removal or harvesting of major vegetation other than for agricultural purposes.

"District General Manager" means MWSD's General Manager or her/his designee.

"Components of the PWP" means, collectively, the eleven projects comprising the PWP, such as the Alta Vista Well, the AltaVista Water Storage Tank, the Schoolhouse Water Storage Tank

and the Airport Wells Water Treatment Facility. "Component" means any one of the projects.

"Executive Director of the Commission" or "Executive Director" mean the Executive Director of the California Coastal Commission or his/her designee.

"MWSD" means the Montara Water and Sanitary District.

"MWSD Board" or "Board," means MWSD's Board, the governing body of MWSD.

"Notice of Impending Development" means a notice of MWSD's intention to construct one or more of the projects contained in the PWP, which notice shall be provided by MWSD's General Manager to the Coastal Commission and to interested persons, organizations, and governmental agencies, and which also shall be posted conspicuously at the same locations within MWSD's boundaries that MWSD's official notices are posted and at the site of the impending construction of a project of the PWP.

"Project" means a development component specifically included in the PWP.

"Project Report" means the report on the PWP dated November 12, 2008, including the certified FEIR, submitted with MWSD's application for certification of its PWP and any supplements thereto and containing all of the information specified in subsection 5.1.1 D2.

"Public works" means (a) all production, storage, transmission, and recovery facilities for water, sewerage, telephone, and other similar utilities owned or operated by any public agency or by any utility subject to the jurisdiction of the Public Utilities Commission, except for energy facilities; (b) all public transportation facilities, including streets, roads, highways, public parking lots and structures, ports, harbors, airports, railroads, and mass transit facilities and stations, bridges, trolley wires, and other related facilities and (c) all publicly financed recreational facilities, all projects of the State Coastal Conservancy, and any Development by a special district.

B. Computation of time

The time in which any act under this PWP is to be done shall be computed by excluding the first day and including the last, unless the last day is a weekend or state holiday, which is also excluded.

C. MWSD's General Manager

MWSD's General Manager shall be the responsible person for contact regarding inquiries concerning PWP authorizations and implementation.

D. Procedures for Project Review and Authorization

1. Preparation of PWP Project Reports

MWSD's General Manager shall review all proposed projects pursued under the PWP and prepare a Project Report for each proposed project.

2. Contents of a PWP Project Report

A Project Report shall include the information that MWSD's Board deemed necessary to satisfy the standards for the PWP. A Project Report shall include:

- (a) A description of the proposed project(s), including a narrative description of the size, kind, intensity and location, of each proposed development and including the supporting site plans and elevations thereof;

- (b) Environmental documentation for the Project(s) including information prepared pursuant to the California Environmental Quality Act and an analysis of alternative locations for each proposed development activity;
- (c) All technical reports associated with the Project(s) (i.e., biological reports, geotechnical reports, traffic analyses, etc.), including all reports and plans required by the PWP;
- (d) The results of consultation with parties interested in, with jurisdiction over, and/or affected by the Project(s), including consultations with concerned public entities and agencies.
- (e) All implementing mechanisms associated with the Project(s) (including but not limited to CEQA mitigation monitoring reports, legal documents, etc.);
- (f) All correspondence received regarding the Project(s);
- (g) Identification of the person responsible for ensuring that the proposed Project(s) shall be constructed in accordance with authorized specifications and that all terms and conditions of the authorization are met (Project Manager).

3. Early Coordination with the Coastal Commission

- (a) MWSD shall consult with the Executive Director as early as possible regarding proposed Project(s) with the object of identifying issues of possible concern to the Coastal Commission.
- (b) Project Descriptions shall be provided to the Executive Director concurrently with submittal thereof to the Board of Directors.
- (c) MWSD shall provide the Executive Director with all public notices and documentation circulated to the public pursuant to the Board's required PWP review process, including the process for that portion of the public which expressly requested to be noticed.
- (d) All required coordination/consultation with the Executive Director shall be initiated through and facilitated by planning staff of the Coastal Commission's North Central Coast District Office, 45 Fremont Street, Suite 2000 San Francisco, CA 94105.

4. Distribution of Project Reports to the Board

The General Manager shall submit a Project Report containing all of the information specified in subsection 5.1.1 D2 above as well as an action recommendation to MWSD's Board for each proposed Project pursued under the PWP.

5. Board Authorization of PWP Revisions

The Board may authorize a Project based on information contained in the Project Report and any other information in the record provided that:

- (a) The proposed project has been reviewed in compliance with the California Environmental Quality Act (CEQA) and/or the National Environmental Policy Act (NEPA), the Board has completed all related CEQA and/or NEPA documents and all conditions and/or mitigation measures identified in those CEQA and/or NEPA documents have been incorporated as part of the project;
- (b) The Board finds that the proposed revision advances the specific project objectives of the PWP;
- (c) The proposed project, as modified by any conditions and/or mitigation measures incorporated as part of the project, is contained in and consistent with the certified PWP.

6. Project Authorization Required

No Project contained in the PWP shall be undertaken without prior authorization in accordance with this chapter. Any development not contained in the PWP requires coastal development permit authorization by either the Coastal Commission in its retained jurisdiction (e.g., below the mean high tide, on public trust lands, etc.), or San Mateo County pursuant to its certified LCP.

7. Coastal Commission's Retained Jurisdiction

After certification of the PWP, the Coastal Commission continues to retain permit jurisdiction over development on tidelands, submerged lands, and public trust lands, whether filled or unfilled, within MWSD's service area (see "Coastal Commission Retained Jurisdiction Area" in Figure _1). Under the Federal Coastal Zone Management Act, the Commission also retains federal consistency review authority over federal activities and federally permitted activities on or adjacent to the sites.

The Commission also retains permit jurisdiction outside of the retained jurisdiction area over development that was authorized by Commission action before the date of PWP certification. Projects neither contained in the PWP nor located in the Commission's retained permit jurisdiction shall be reviewed by the County of San Mateo for consistency with its certified LCP.

5.1.1. Notice of Impending Development

A. Provision of Advance Notice and Information to Coastal Commission

The General Manager shall give the Executive Director written notice of MWSD's intent to submit a Notice of Impending Development pertaining to the construction of a project or projects contained in the PWP at least 30 calendar days prior to submittal of the Notice of Impending Development.

B. Recipients of Notice of Impending Development

After approval by the Board of the Contract Documents for a project or projects to be constructed or acquired, and at least 30 working days prior to issuing a notice to proceed to the contractor for such construction or acquisition, the General Manager shall send via first-class mail a written Notice of Impending Development to the following persons, parties and agencies informing them of the Board's decision:

1. The Executive Director;
2. Owners of record of each property within 100 feet (excluding road rights-of-way) of the proposed project(s);
3. Persons residing on properties located within 100 feet (excluding road rights-of-way) of the proposed project(s);
4. All other persons, parties, and agencies who have requested in writing to receive such notice, either for the project(s) that is the subject of the notice or for all PWP projects;
5. All parties consulted with pursuant to Section 5.1.1.D.2 above; and
6. Persons, parties, and agencies that are known by MWSD to be interested in the specific project(s) that is the subject of the notice (e.g., persons, parties, and agencies that submitted testimony or other comments during the CEQA/NEPA process for the PWP, etc.).

C. Contents of Notice of Impending Development

The Notice of Impending Development shall be clearly titled as such and shall, at a minimum, include the following information regarding the PWP authorization:

1. The description of the proposed project(s), including a narrative description of the size, kind, intensity and location of each proposed development as well as an identification of the existence of the PWP Project Report and information regarding where and when it is available for public review;
2. The Board's approval of the Contract Documents for the project(s);
3. The anticipated date of commencement of construction of the project(s);
4. The appropriate MWSD contact person(s) or designated Project Manager and her/his contact information;
5. The process for Coastal Commission review of the project(s) (including contact information for Commission staff); and
6. A list of recipients of the Notice of Impending Development.

D. Posting Requirements for Notice of Impending Development

The General Manager shall post the Notice of Impending Development in conspicuous locations at the proposed project(s) site(s) no later than the date that the Notice of Impending Development is sent pursuant to Section 5.1.2.B, and at least 30 working days prior to the commencement of construction. The Notices shall comply with the following requirements:

1. Notices that are posted shall be clearly visible and printed with black text/graphics on a brightly hued background (e.g., golden-rod yellow) using card-stock weight (at the least) paper or functional equivalent (e.g., wood, cardboard, corrugated plastic (or "coroplast"), plastic, vinyl, metal, etc.). Notices shall be laminated or otherwise weatherproofed so as to be legible at all times, and shall be at least 8½ inches by 11 inches in size, and no greater than 4 feet by 8 feet in size.
2. Notices shall be posted against a solid background at least as large as the notice itself (e.g., posting a card-stock notice on an 8½ inch by 11-inch piece of plywood attached to a stake) or shall be printed onto an integral solid background (e.g., coroplast), and shall be posted at a readable height (i.e., approximately three to six feet).
3. Notices shall be posted at locations on the perimeter (and/or within the perimeter as appropriate) of the proposed project site where the site intersects public use areas (streets, paths, parking lots, etc.). Notices shall also be posted at MWSD office and post offices in Montara and Moss Beach.
4. Notices that do not meet the criteria listed above, that otherwise become illegible, or that otherwise are not visible to pedestrians or disappear (for whatever reason) shall immediately be replaced. All notices shall remain posted until the effective date of authorized commencement of construction (in accordance with Section 4.C).

E. Supporting Information for the Notice of Impending Development

Supporting information sufficient to allow the reviewer to determine whether the proposed project is consistent with the certified PWP shall accompany the Notice of Impending Development mailed to the Executive Director and to persons, parties, and/or agencies requesting such information. At a minimum, the supporting information shall include:

1. The Project Report (including all of the information identified in subsection 5.1.1.D2), updated to include any changes or additions made in the course of review by MWSD; provided, that copies of lengthy and/or oversized studies, reports, and technical materials included as part of the Project Report shall be provided only to the Executive Director and to interested persons, parties, and agencies that specifically request these materials;
2. Any final authorization documents from the Board (e.g., resolutions, minute orders, certifications, etc.) not included in the Project Report;
3. A separate document that identifies all Project conditions and mitigations and explains how compliance will be achieved and measured for each;
4. Copies of all correspondence received regarding the proposed PWP Project; and
5. For the Executive Director only:
 - (a) A mailing list with names and addresses for each of the persons, parties, and agencies listed in Section 5.1.2.B above, where the list is labeled and organized by each of the categories listed;
 - (b) One set of plain (i.e., unadorned with no return address) regular business size (9½ inches by 4½ inches) envelopes stamped with first class postage (metered postage is not acceptable) addressed to each of the listed addressees from Section 5.1.2.B, above, for each Commission hearing (if applicable) on the matter (i.e., if there are multiple Commission hearings on the matter, then multiple such envelop sets shall be provided as directed by the Executive Director); and,
 - (c) Evidence that the Notice of Impending Development has been posted pursuant to the parameters of Section 5.1.2.D, above, (e.g., a site plan with the notice locations noted and/or photos of the notice locations attached).

5.1.3 Coastal Commission Review of PWP Components

The Coastal Commission shall review project(s) authorized for construction by MWSD for consistency with the PWP in accordance with the procedures of this Section.

A. Filing the Notice of Impending Development

Consistent with 14 CCR sections 13357(a)(5), 13359(a), and 13553-13554, unless there are unusual circumstances, within five working days of receipt of the Notice of Impending Development and all applicable supporting information (as described in Section 5.1.2 above) for construction of the project(s), the Executive Director shall review the submittal and shall determine whether additional information is necessary to determine if the proposed project(s) is/are consistent with the PWP, and if additional information is deemed necessary, shall request such information from the General Manager.

1. The Notice of Impending Development shall only be deemed filed if the Executive Director determines that the information supplied is consistent with the information requirements of 14 CCR sections 13357(a)(5), 13359(a) and 13353 and is sufficient to allow the Commission to determine whether the proposed project is consistent with the certified PWP.
2. If the Executive Director has requested additional supporting information needed to determine consistency with the PWP, then the Notice shall be deemed filed when the Executive Director determines that all necessary supporting information has been received.

B. Coastal Commission Hearing Deadline

Consistent with 14 CCR sections 13357(a)(5) and 13359, the thirtieth working day following the day the Notice of Impending Development is deemed filed is the Hearing Deadline. The Hearing Deadline may be extended if, on or before the Hearing Deadline, the General Manager waives MWSD's right to a hearing within thirty working days, and agrees to an extension to a date certain, no more than three months from the Hearing Deadline, to allow for Commission review of the proposed project(s) at a later hearing.

C. Coastal Commission Review and Determination of Consistency with PWP

The Executive Director shall report in writing to the Commission regarding any pending proposed project(s). The Coastal Commission shall review the proposed project(s) at a scheduled public hearing prior to the Hearing Deadline.

The Executive Director's report to the Commission shall include a description sufficient to allow the Commission to understand the location, nature, and extent of the project(s), and a recommendation regarding the consistency of the proposed project(s) with the certified PWP. On or before the Hearing Deadline the Commission shall make one of the following determinations:

1. Determine that the proposed project(s) is/are consistent with the certified PWP, or
2. Determine that conditions are required to render the proposed project(s) consistent with the certified PWP, including identification of the required conditions.

Following the Commission's determination, the Executive Director shall inform the General Manager of the Commission's determination and shall forward any conditions associated with it. If the Commission has identified conditions required to render the project(s) consistent with the PWP, construction shall not be undertaken until the conditions have been incorporated into the project(s).

Coastal Commission review of a proposed project(s) shall be deemed complete on the date of a Commission determination that the project(s) is/are consistent with the PWP with or without conditions.

Upon completion of Commission review, MWSD may undertake construction or acquisition of the project(s) provided, that any conditions imposed by the Commission to render the project(s) consistent with the PWP have been incorporated into the project(s).

5.1.4 Effective Date and Expiration Date of PWP Authorizations; Extension of Authorizations

A. Effective Date of PWP Project Authorizations

Unless expressly stated otherwise in the approval documents, the effective date of a Project authorization shall be the date the Coastal Commission's review of the proposed Project is deemed complete pursuant to Section 5.1.3 C.

B. Expiration Date of Project Authorizations

Unless expressly stated otherwise in the approval documents, the expiration date of a Project authorization pursuant to this PWP shall be three years following its effective date. Thereafter, construction of the Project may not commence unless the authorization has been extended as provided herein, or a new authorization and review by the Commission has been completed in accordance with PWP provisions for initial review of a proposed Project.

C. Extension of Component Authorizations

The expiration date of a Project authorization may be extended for a period not to exceed one year if the General Manager determines that there are no changed circumstances that may affect the Project's consistency with the PWP. In such a case, before the expiration of the authorization, the General Manager shall submit to the Executive Director a notice of intent to extend authorization of the Project together with supporting information sufficient for the Executive Director to determine whether there are changed circumstances that may affect the Project's consistency with the PWP including, at a minimum, any modified and/or new materials comprising the supporting information described in Section 5.1.2.E above. The submittal shall stay the expiration of the authorization and the start of construction.

If the Executive Director determines that the extension is consistent with the PWP, MWSD shall post notice of the determination at the project site consistent with the posting requirements in Section 5.1.2.D, above, and the Executive Director shall mail the notice to all persons, parties, and agencies on the original mailing list for the project and to all persons, parties, and agencies known by the Executive Director to be interested in the proposed extension. The notice shall include a summary of the extension approval process and information on contacting MWSD and the Coastal Commission concerning the proposed extension. If no written objection is received at the Commission office within 10 working days of posting and mailing notice, the determination of consistency shall be conclusive.

If the Executive Director determines that, due to changed circumstances, the Project may not be consistent with the PWP, the proposed extension shall be reported to the Commission at a noticed public hearing. The report shall include any pertinent changes in circumstances relating to the proposed extension. If three or more commissioners object to the extension on grounds the Project may not be consistent with the PWP, the matter shall be set for hearing in the same manner as a new Notice of Impending Development, including posting of notice by MWSD. The General Manager shall provide the Executive Director with supporting information in the manner prescribed for new proposed projects.

Successive extensions of an authorization may not exceed one year each.

5.1.5 Monitoring PWP Project and Components

The Board shall be responsible for ensuring that all terms, conditions, and mitigations associated with an authorized Project, including but not limited to mitigation measures and CEQA/NEPA requirements, are fulfilled. Project managers and other District personnel assigned responsibility to implement and/or monitor authorized Projects shall contact the General Manager annually by the end of each calendar year to provide information regarding compliance with the terms and conditions of authorization for that year and continuing obligations from authorizations in previous years. The General Manager shall verify that all terms and conditions have been timely fulfilled and shall update each Project's list of conditions and mitigations with compliance information on at least a yearly basis. The General Manager shall also review as-built Project plans and verify that the construction is consistent with them, including affixing written documentation to that effect to the as-built plans. The General Manager shall maintain the updated copies of the required approval documents and shall maintain the verified as-built plans, which shall be made available for public review.

The General Manager shall provide an annual written PWP monitoring report that includes a cumulative and calendar year summary of: (i) PWP-authorized Project compliance; (ii)

enforcement undertaken pursuant to Section 5.1.6.; (iii) PWP-required annual monitoring reports (e.g., water quality reports, etc.); (iv) status of PWP-required improvements and other District commitments; and (v) any comments received on PWP implementation. The General Manager shall maintain a record of the annual written summary reports in the General Manager's office, which shall be made available for public review. The General Manager shall submit a copy of each annual report to the Executive Director within ten days of its completion.

5.1.6 Enforcement

In addition to all other available remedies, the provisions of the PWP and the Coastal Act shall be enforceable pursuant to Chapter 9 of California Public Resources Code Division 20. Any person who performs or undertakes Development on MWSD's property that is (a) in violation of the PWP, (b) inconsistent with any pre-PWP certification Coastal Commission authorization (including coastal development permit approval), or (c) inconsistent with any PWP authorization may, in addition to any other penalties or remedies, be civilly liable in accordance with the provisions of Public Resources Code Sections 30820, 30821.6 and 30822.

The Board shall ensure that Development is consistent with the PWP and with the terms and conditions of authorizations pursuant to the PWP. The General Manager shall investigate in a reasonable time allegations regarding Development being undertaken inconsistent with the provisions of the PWP or PWP authorizations, and shall attempt to resolve any such inconsistencies discovered. The Executive Director or Coastal Commission may also enforce the terms of the PWP and the Coastal Act.



CALIFORNIA COASTAL COMMISSION

NORTH CENTRAL COAST DISTRICT OFFICE
 45 FREMONT STREET, SUITE 2000
 SAN FRANCISCO, CA 94105
 PHONE: (415) 904-5260
 FAX: (415) 904-5400
 WEB: WWW.COASTAL.CA.GOV

**W18a**

Prepared December 10, 2013 for December 11, 2013 Hearing

To: Coastal Commissioners and Interested Persons

From: Nancy Cave, District Manager
 Jeannine Manna, District Supervisor

**Subject: STAFF REPORT ADDENDUM for W18a
 Appeal Numbers A-2-SMC-11-040 & A-2-SMC-11-041 (Hodge Residential
 Development and Vegetation Clearing)**

The purpose of this addendum is to modify the staff recommendation for the above-referenced item. Specifically, in the time since the staff report was distributed, staff was able to verify the height of the proposed single-family residence (at a height of 28 feet for the main portion of the house, and a height of 23 feet for the garage portion), and further discussed restoration and mitigation options with both the County Parks Department and the Applicants as a means of coming up with a package that appropriately addresses project impacts in a way that best provides for on- and off-site wetland and riparian resources. On the latter, staff remains convinced that restoration on and around the Applicants' property makes the most sense biologically, as is presented in the staff report, but County staff have in the past several days raised some concerns with restoration on County property that lies adjacent to the Applicant's property, and it is not clear if the County will allow for restoration in that form at the current juncture. To account for the possibility that the County does not allow for such restoration on County property adjacent to the site, this addendum provides an option for allowing that portion of the required restoration to be accounted for offsite, namely at San Vicente Creek in the County's Fitzgerald Marine Reserve where such restoration activities are ongoing. In such a scenario, the Applicant would pay for an equivalent amount of restoration offsite.

Thus, the staff report dated prepared November 27, 2013 will be modified throughout to conform to the changes shown below (where applicable, text in underline format indicates text to be added, and text in strikethrough format indicates text to be deleted):

1. Modify references to the height of the single-family residence as follows:

a. Modify Special Condition 1(a) on page 8 as follows:

Height. The revised project plans shall illustrate that the height of the residential development is no greater than 24 28 feet for the main residence portion, and 23 feet for the garage portion.

b. Modify the 3rd sentence of footnote 2 on page 15 as follows:

Alternative 3 included the smallest (and shortest) house alternative of 2,081 square feet, with a height of 28 feet~~not indicated in the staff report~~, maintained the required front property line setback of 20 feet, but still required a variance to reduce the side yard setback from 10 to 5-7 feet.

c. Modify the 2nd sentence in the second paragraph on page 29 as follows:

The two-story residence would be 2,081 square feet in size, with a lot coverage of 1,414 square feet and would contain a pitched roof with a height of 28 feet for the main residence portion, and 23 feet for the garage portion an unspecified height.

d. Modify the 4th sentence in the second paragraph of page 40 as follows:

*Finally, to further minimize the project's visual impacts, **Special Condition 1** requires that the maximum height of the house not exceed 28 feet consistent with alternative ~~evaluated by the CDRC~~ approved by the County Board of Supervisors and places lighting restrictions to minimize glare to the surrounding public use areas and sensitive habitats.*

2. Modify the habitat restoration and mitigation as follows:

a. Replace Special Condition 2(a) on page 9 with the following:

***Restoration Area.** A detailed site plan of all restoration areas with habitat acreages identified shall be provided, based on **Exhibit 10**, where all areas noted as "Riparian Impact" on Exhibit 10 shall be restored with riparian vegetation and all areas noted as "Proposed Wetland" on Exhibit 10 shall be restored as wetland/riparian areas, where the objective is to maximize biological value in relation to the creek feature (running along the northwest property line) and related riparian areas both on and offsite at this location, ~~and~~ to maximize screening value (to protect public viewsheds). If the County does not allow for such restoration on adjacent County property, then the required restoration area shall be limited to the Permittee's property and the Permittee shall submit a fee of \$11,328 to the County to provide for offsite restoration of San Vicente Creek at the County's Fitzgerald Marine Reserve facility. If the County allows for some such restoration on their adjacent property, then such fee shall be commensurately reduced.*

b. Modify the second paragraph on page 40 as follows:

...The Applicants are now proposing 2,720 square feet of riparian restoration and 5,915 square feet of wetland restoration/mitigation as follows: 1) the 2,720 square feet of riparian habitat cleared without a coastal development permit (CDP) on the portion of the subject property located northeast of the proposed house, and on the portion of the County property northeast of the proposed house, will be restored in place; 2) the 1,823 square feet of wetland cleared without a CDP on the portion of the subject property east and west of the proposed house and on the County property north of the proposed house, will be restored as wetland/riparian area; 3) the former wetland occupied by the footprint of the house will be mitigated at a ratio of 4:1 offsite adjacent to the site as wetland/riparian area on adjacent County property. In all cases, the objective is to maximize biological value in relation to the creek feature (running along the northwest property line) and related riparian areas both on and offsite at this location, and to maximize screening value (to protect public viewsheds). If the County does not allow for such restoration on adjacent County property, then the required restoration area shall be limited to the Permittee's property and the Permittee shall submit a fee of \$11,328 to the County to provide for offsite restoration of San Vicente Creek at the County's Fitzgerald Marine Reserve facility. If the County allows for some such restoration on their adjacent

~~*property, then such fee shall be commensurately reduced, between the restored wetland and the restored riparian habitat east and north of the proposed house on the subject property and County property, west of the proposed house, on the northwest end of subject parcel, and on County land between the Trail and the western property boundary. In addition to maximizing biological value in relation to the creek feature (running along the northwest property line) and related riparian areas both on and offsite at this location, the restoration proposed by the Applicants would reduce the visibility of the house as seen from the trail and Highway 1 and improve the visual characteristics associated with the surrounding sensitive habitats by restoring the front yard setback area, the area between the trail and the western property boundary, and the north east portions of the parcel. Lastly, the Applicants propose to restrict future development within the restored and mitigated areas on the subject property....*~~

c. Modify the fourth paragraph on page 41 as follows:

...by proposing a Habitat Restoration Plan that includes 4:1 mitigation for the impacts of the proposed single-family residence on wetlands and also proposes to restore in place, or on other areas of the Applicants' property and the adjacent County property, the wetlands and riparian habitat impacted without benefit of a CDP on both the Applicants' and the County's properties. The Habitat Restoration Plan would include the restoration of wetland and riparian areas to their 2004 boundaries where possible, as illustrated on page 2 of Exhibit 10.....

W18a

DISCLOSURE OF EX PARTE COMMUNICATIONS

Location of communication:
Phone

Type of communication:
Teleconference

Person(s) in attendance at time of communication:
David Hodge

Person(s) receiving communication:
Carole Groom

Description of project:
Appeal No. A-2-SMC-11-040 & A-2-SMC-11-041 (Hodge, San Mateo County)

Description of communication:

Over the last several months, I have had telephone conversations with David Hodge regarding his appeal before the Coastal Commission. Most of these conversations were not about the project itself but about the scheduling of meetings or phone messages. We did discuss requests made by Coastal Commission staff asking for additional documents and other information. I frequently spoke with Mr. Lester about Mr. Hodge's complaints.

Date: Dec 7 2013

Signature of Commissioner: Carole Groom

W18a

December 6, 2013

To: California Coastal Commission
Re: Appeal Staff Report: Substantial Issue Determination and De Novo Hearing
Appeal Numbers: A-2-SMC-11-041 and A-2-SMC-11-040
From: Evy Smith, Appellant (A-2-SMC-11-040)

Thank you for this opportunity to speak. I am one of two Appellants of San Mateo County's approval of the Hodge Residential Development and Vegetation Clearance. I reside at 216 Magellan Ave., in Half Moon Bay, the closest home with most direct view of the proposed development.

Thank you to the Commission staff for their diligent and thorough review of the history and situation presented with this case. I agree with the staff findings of Substantial Issue in relation to the sensitive habitat and visual resource impacts, the allowance of variance and lot legality.

As an Appellant, I disagree with the Staff recommendation of approval with special conditions of the single-family residence as the house approved is too large and rewards the negative visual impact, the unpermitted clearing of sensitive habitat and the precedent this approval would create. My recommendation is to modify the special conditions of approval and allow only a much smaller home on the lot in order to maximize, to the greatest extent feasible, the restoration of the destroyed vegetation.

My reasoning is based on the following:

- A. The deliberate destruction of the sensitive habitats, in clear violation of the San Mateo County LCP and Coastal Act
 - a. The applicants purchased a \$20,000 lot (not a "reasonable investment backed expectation"), which had been on the market for 2 years, and the listing stated that it may not be buildable given the sensitive habitats. There are no valid lots on the Coast, of this size, that can be purchased, for only \$20,000.
 - b. The applicants signed disclosures at the sale of the lot acknowledging that the lot may not be buildable as per County studies.
 - c. The applicants destroyed wetlands or allowed them to be destroyed and ripped out riparian willows and placed fill on the lots without the necessary permits (2008). The applicants not only did so on their lot, but also on the lot in the center of the U-shaped lot that did not belong to them. The owner of the middle lot (which was in his family for decades) was cited for the destruction of the wetlands and the fill. The applicants acknowledged that they were responsible for clearing both lots.

-
- d. And then the applicants cleared the lots again (2009).
- B. The lot in question is located in a highly scenic area. It is adjacent to the Mirada Surf County Park and Trail, which is part of the Coastal Trail. The lot was covered with wetlands and riparian willows that were destroyed. The native vegetation is gone. The San Mateo County LCP protects visual resources with sensitive habitats and ocean views.
- a. The proposed recommendation would allow set-back variances that would allow the house to be too close to Magellan Ave and create a parallel structure out of context in the neighborhood. It will block the visual beauty of the street and the entrance to the ocean views.
 - b. The proposed recommendation is to approve a large home, squeezed on a very small portion of the lot. If the sensitive wetlands vegetation had remained, the buffers applied would not have allowed any space on the lot on which to build a home. If the habitat is completely restored, there will not be any area for a home.
 - c. The original size of the U-shaped lot of 10,802 square feet is not relevant, given that the majority of the lot was covered in wetlands and riparian willows.
- C. The precedent that the special approval for the large 2,000 square feet home will be extremely damaging to the San Mateo County LCP and the future protection of our sensitive habitats and visual resources.
- a. If the applicants wanted to purchase the lot and propose to build a house, they could have sought permits prior to clearing the sensitive habitats.
 - b. The applicants are well versed with the LCP regulations, as they built a custom house a block away from this lot, where they currently reside and where they previously encountered wetland issues. They are also very familiar with the permits needed to clear land as they have built more than one house on the Coast.
 - c. The applicant is being financially rewarded for purchasing an "unbuildable" lot for very little money with the intent to destroy the sensitive habitats and build a large house.
 - d. If this is allowed to occur, what's to stop someone else from purchasing a lot, such as the adjacent lot to the east of the applicants lot, ripping out the riparian willows that cover the lot, and building any type of home that they desire? This is a dangerous precedent indeed.

My recommended resolution:

- Given the sensitive habitats and the need to first restore the property as close to it's original state and that if done correctly, there would then be no room for a house

-
- Given the visual resource impact of a large, 2,000 sq ft home on the allowed area of the site
 - Given the visual resource impacts of set back variances that allow a two-story structure only 5-7 feet from the Coastal Trail and entry to this popular county park, parallel to the street, creating a large structure that blocks scenic views of the natural beauty of the adjacent Mirada Surf Park
 - Given the apparent intent of economic reward for homeowner at the expense of coastal resources

Therefore, I request that you amend the special conditions to allow a smaller house of no more than approximately 900 square feet (maximum) and require it to be designed and positioned as far south and west on the lot as possible.

This will allow the applicants to restore a greater amount of the sensitive habitat that was destroyed, minimize the visual resource impacts, and lessen, to some degree, the precedent this case creates.

Thank you.

Evy Smith
216 Magellan Ave.
Half Moon Bay, CA 94019



W18a

December 8, 2013

Item W18a
Support with additional condition

Chair Mary Shallenberger, and Commissioners
California Coastal Commission
45 Fremont Street, Suite 2000
San Francisco, CA 94105

Re: Appeal Numbers A-2-SMC-11-041 and A-2-SM-11-040; Appeal of (1) Construction of a 2,081 sq.ft. single-family residence with attached 2-car garage on a 10,802 sq.ft. vacant U-shaped lot (A-2-SMC-11-041), and (2) After-the-fact approval of vegetation clearance on the Applicant's property and an adjacent undeveloped property (A-1-SMC-11-040).

Dear Chair Shallenberger and Commissioners,

CGF supports the Staff Recommendation for Finding of S.I., and Denial of the CDP for wetlands and other habitat destruction.

Regarding the CDP for the single-family residence, CGF requests that the Commission modify Special Condition #1 to specify that no more than a 900 square foot house, located in the south-west portion of the parcel, shall be permitted. This reduction in size of the house will not entirely restore the areas of the property containing ESHA that were destroyed, but will nonetheless help reduce the impacts to scenic and visual resources and ameliorate the disruption of habitat values on the property to the maximum extent feasible.

The Applicants purchased the parcel in April, 2008 for \$20,000, an extraordinary low price, no doubt due in large part to the disclosure on the listing that the lot may not be buildable (Staff Report, Exhibit 11).

In September, 2008, the Applicants allowed use of a portion of the parcel as a staging area for the construction of the Mirada Surf Trail, which was being built just to the west. This resulted in clearing of wetland vegetation and stockpiling of large amounts of dirt on the Applicants property as well as on the adjacent property that is now owned by San Mateo County Parks.

In June, 2009, there was more clearing of vegetation, including riparian willows, on the Applicants property and also on the adjacent property.

This unpermitted stockpiling of dirt and clearing of wetland vegetation, riparian vegetation, and areas within the riparian buffer was a clear violation of San Mateo County's LCP sensitive habitat protection policies. The Applicants should not be rewarded for these repeated unpermitted activities, particularly in light of the disclosures that were made with the sale of the property.

The Staff Report points out that other single-family residences in the vicinity range in size from 600 square feet to 5,200 square feet. A 900 square foot house is a reasonable size given the constraints of this particular property, its location, and the nature of the violation(s).

Thank you for consideration of our comments.

Sincerely,

Signature on file

Lennie Roberts, Legislative Advocate
Committee for Green Foothills



San Mateo County
Association of REALTORS®

W19a

RECEIVED

December 2, 2013

DEC 04 2013

Mary Shallenberger, Chair
and Commissioners
California Coastal Commission
45 Fremont Street, Suite 2000
San Francisco, CA 94105-2219

CALIFORNIA
COASTAL COMMISSION
NORTH CENTRAL COAST

Dear Chair Shallenberger and Commissioners;

On December 11, 2013, the California Coastal Commission (CCC) will consider *Item 2-06-006-A1*: A request from the Montara Water and Sanitary District (MWSD) to amend its existing certified Public Works Plan (PWP) to allow the MWSD to use existing available water supply to provide water connections to serve new and existing development, including new residential, commercial and industrial development, as well as new connections to serve existing private domestic well users in the urban midcoast area of San Mateo County, including the communities of Montara and Moss Beach.

The San Mateo County Association of REALTORS® (SAMCAR) would strongly recommend the Commission certify the PWP.

Resolution of this matter would be greatly appreciated as MWSD is prohibited from making any new connections, for any reason, until the PWP is approved. One of the reasons for our fervent urging is, for example, the City of Half Moon Bay has had its clean up revisions at the CCC for more than two years despite a 'Mediator' being brought in; thus with that illustration, we were not initially buoyed for a quick resolution to the PWP.

As staff has noted, through conservation, system upgrades and improvements, MWSD currently has 128,000 gallons per day (gpd) of water supply available for new connections, but because the existing PWP currently prohibits new connections (due - *at the time* - to a lack of available water supply), the PWP must be amended to allow for new connections.

And the CCC needn't worry about the proposal fostering growth or economic development as the standard of review for the proposed amendment is the certified San Mateo County Local Coastal Program (LCP). And the LCP has a 1% growth rate and all future development will be subject to the certified LCP's limitations.

Item 2-06-006-A1
2-2-2-2-2

(It should be noted the Sewer Authority Midcoast [SAM] plant, of which MWSD is a member, has adequate capacity for its members and staff has reported the proposed amendment will not adversely impact the SAM plant or the District's ability to collect, transmit and treat Midcoast runoff and sewage.)

One area of disagreement is the suggestion by staff that the proposed amendment does not adequately protect water for Coastal Act and LCP priority uses. An in-depth review of the MWSD operational paradigm does, in fact, show the provision of water supplies to serve Coastal Act and Local Coastal Program priority uses is addressed. And in addition, the proposed amendment recognizes that any connections that require additional water supply will require yet another PWP amendment.

Thank you for the opportunity to provide our input and we look forward to the Commission taking a positive action in this matter.

Respectfully,
Signature on file

Paul Stewart
Government Affairs Director
San Mateo County Association of REALTORS®

cc: Madeline Cavaleri, CCC staff

W19a

June 10, 2013

California Coastal Commission
45 Fremont Street, Suite 2000
San Francisco, CA 94105

Dear Coastal Commission,

I have been doing the feasibility of buying and building at 0 Date Street in Montara, CA since February of this year (link to property below). I understand that the water moratorium in Montara was lifted approximately three years ago for existing residents as well as for new construction to connect to Montara Water Sanitary District (MWSD) water. I also understand that the Public Works Plan amendment (PWP) is waiting for review and approval by the Coastal Commission. This amendment is holding up my dream of buying, building, and raising my daughter on 0 Date Street in Montara, California. I have put so much work into making sure the project would be a success and this PWP amendment is holding it up. I may even lose out to 0 Date Street because the property owner has a cash offer in the works. This cash offer can clearly wait until the PWP amendment gets on agenda and passes---- but I cannot and I have invested SO much. I have a land/construction loan and there is a time frame on such a loan. So it would not be wise to enter into loan contract hoping the Coastal Commission acts promptly. It is too risky.

I sincerely urge you to act fast and get the PWP amendment on this Wednesday's (6.12.13) meeting consent agenda in Long Beach or on the July or August agenda. If I go into contract with this property and the PWP amendment does not pass, then I will have lost all my money. I am a full time single working mom residing in San Francisco. I grew up in Moss Beach and wish to return to the coast but this PWP amendment is preventing me from moving forward with my project. I sincerely hope that the Coastal Commission acts fast and approves this PWP amendment. If the Coastal Commissioners know that the PWP amendment will not pass, then perhaps an exception can be made for my situation?

Thank you for your time and consideration. I look forward to receiving a response promptly.

Sincerely,

Hale' Guerra
San Francisco, CA 94134
www.linkedin.com/in/haleguerra
halebyrd@gmail.com
415.370.3611

Cc:
Montara Water and Sanitary District
Supervisor Carole Grow
Supervisor Dan Horsley

Link to property:
http://www.zillow.com/homedetails/0-Date-St-Montara-CA-94037/2114406569_zpid/



MONTARA WATER AND SANITARY DISTRICT AGENDA

For Meeting Of: **December 19, 2013**

TO: BOARD OF DIRECTORS

FROM: Clemens Heldmaier, General Manager

SUBJECT: Review and Possible Action Concerning District Strategic Plan.

The District has successfully provided water, sewer and trash services since decades to the community. The District owns and operates the water system since 10 years. Now the initial goals of improving water system reliability and quality have been achieved. Necessary improvements were implemented, others are scheduled for construction. The moratorium for new connections was repealed by the Board. On the sewer side the District has continuously reduced the number of sanitary sewer overflows and successfully protects its sensitive natural resources. MWSD has been a member of the Sewer Authority Mid-Coastside since its formation over two decades ago. A new trash services contract with Recology has just been approved.

The achievements of recent years provide a sense of completion, but also raise questions on where the District should focus resources to improve services, effectiveness, and implement good governance. At least in the recent decades no strategic plan was developed. The Board asked staff to initiate first steps towards the engagement with a firm specialized in facilitating the process towards a strategic plan with community involvement. However, the final decision on the engagement was to be made after the seating of the new board members.

Staff contacted Barber & Gonzales Consulting Group, BHI Management Consulting, Crabtree Consulting Services, Economic & Planning Systems Inc., Harris & Associates, and Rauch Communication Consultants. Three proposals from reputable firms, Barber&Gonzalez, BHI Consulting and Rauch Communications were received. Suggested total costs range from \$12,000 (Barber & Gonzales), over \$15,740 (Rauch Communications) to \$21,795 (BHI Consulting). Two proposals, Rauch Communications and BHI are very detailed and fit the needs of the District.

Both Consultants made presentations to the full Board and new Board members in the recent months. Staff feels confident that the two firms present the best choice for the specific needs of the District.

RECOMMENDATION:

Authorize the General Manager to engage with BHI Consulting or Rauch Consultants and initiate the strategic planning process for the District.

Attachments

-- Proposal --
Professional Services for a
Five-year Strategic Plan
for the
Montara Water and Sanitary District
Montara, CA
September 2013

BHI Management Consulting
2459 Neptune Ct., Suite 110
Tracy, Ca.
(209) 740-6779
brent@bhiconsulting.com

Introduction of Proposal and Scope of Project:

The objective of this proposal is to outline professional services to the Montara Water and Sanitary District (District) for assistance in the preparation of a comprehensive five-year Strategic Plan (Plan). Brent Ives (Consultant), Principal of BHI Management Consulting, will be the primary consultant on this project. BHI also proposes limited use of associate consultants and editorial assistance for the effort. Details are outlined in the Task/Cost/Expense table below. BHI's effort and scope of work will be organized in the following manner.

Strategic Planning Overview:

Strategic Planning utilizing the action-oriented model herein offers a number of benefits for a public agency. Crucial to any practical planning effort is a clearly delineated workplan in the form of projects, initiatives and actions that result from and get planned by the document. In this case, a five-year workplan will be forthcoming as part of the published Plan. This planning method focuses on assuring that both the Board and Staff are fully involved in the evolution of the Plan. This creates the leadership "TEAM" that is crucial for developing a Plan that has buy-in and can be respected and used as a true roadmap for the District.

Our planning model involves members of the elected Board of Directors to deliberately engage at the proper level and provides a pathway for the articulation of true Mission and Vision statements for the agency. This is clearly the position of the elected officials and

-- BHI Management Consulting --
(209) 740-6779
brent@bhiconsulting.com

one where they can reflect why the agency exists, what its clear role is and where they want it to go.

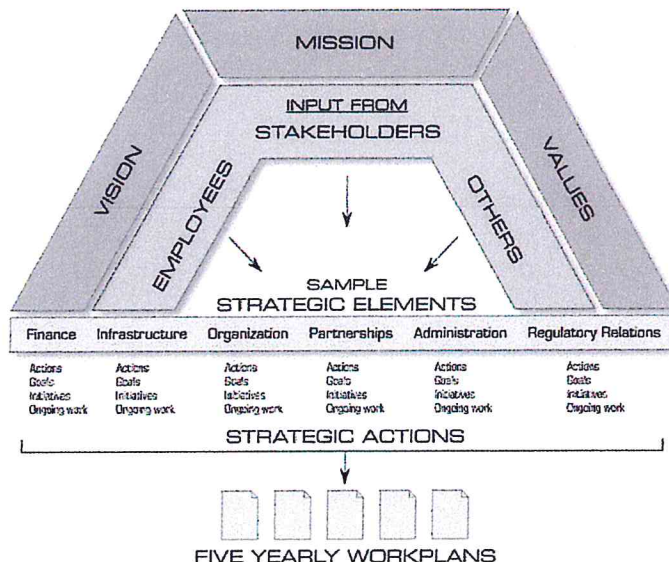
This method and model also allows for professional staff to do what they do best, organize and implement positive and productive work programs. The action oriented strategic planning model allows for linkage between the foundational statements of Mission and Vision to actual work plans, projects and initiatives that move an agency forward (see graphic model below). In this way the staff is allowed to show how they can meet the Vision and intentions of the Board by applying their professional judgment and expertise to the direction of the District.

Top-to-Bottom planning creates important clarity for all involved by articulating the agency’s future. Any reader can see a succinct Plan of where the District is going, why it’s important, what the strategy is and how it intends to get there. The resultant Plan becomes the “way we plan here”, for agencies that fully implement its annual maintenance and integrate it into the daily District administrative of the District. It is usually about 20-30 pages long and contains an integrated overview table that shows the plan for each operational element of the District, what will be done and when. This serves as the Executive Overview Strategy Table. Since the Plan articulates a clear view into the future, it truly eliminates many of the issues facing public agencies today. Included in the planning process are clear steps to assure practical level usage and updating of the plan to keep it alive and routinely used by the agency.

Specific Scope of Services Detail:

The work outlined herein is generally divided into 3 basic phases, with sub-parts. Detail in outlined below but the process generally takes this pathway.

1. Information Gathering
2. Board Strategic Planning Workshop
3. Document Development



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

Phase 1- Information Gathering –

1a. Consultant will conduct initial meetings with General Manager and designated senior staff to assist in the development of the project. Also to be discussed are project background, identification of and levels of involvement of various internal and external groups designated to provide input to the Board for planning, develop specific approach to the various planning events and tasks and discuss key coverage areas for inclusion in the Plan. Throughout the process this group may act as the Document Delivery Team for the Plan. All needed District documents will be requested at this meeting or before to provide additional perspective to the work of planning.

Consultant will also provide a project orientation and guidance meeting for the senior leadership team regarding the concepts of strategic planning, the specific project and their level of involvement at progressive stages of the project.

1b. Consultant will conduct meetings with **District employees** to gather their thoughts and perspectives regarding future District-wide vision, initiatives and strategy, while allowing their integration into the planning process. This allows the employees the opportunity to feed the Board with their future perspective for consideration in the Plan. Additionally, the consultant will meet with any representative committees as designated by District management.

1c. Consultant will conduct meetings **with the public** to gather valuable perspectives on the future for the Board to consider (2 meetings). These meetings allow the public the opportunity to provide input in the various areas of the Plan including Mission, Vision, Values and important future considerations for the Board to consider.

1d. Consultant and District senior staff will meet with **designated partner agencies** to allow for them to discuss the future in the context of this effort and provide any perspective they may have for the Board to consider.

Phase 2 - Board of Directors Workshop –

2a. Consultant will meet for a one-hour interview with each **Board member** to gather their thoughts and perspectives regarding the future of the District and collect their individual vision for the future. This allows for the Board members and Consultant to meet one another, share thoughts regarding planning and for the consultant to hear important background information. The interviews also allow for the best utilization of time at the workshop by properly focusing the discussions.

2b. About 3-4 weeks after the Board member interviews, the Consultant will facilitate the Strategic Planning workshop with the Board and senior staff (estimated 6-8 hours, if desired 2 meetings could be scheduled to accommodate the Board) with the intent of gaining the following deliverables from the collective Board:

- Re-visit, refine, clarify any current, or write new **Mission Statement**
- Develop a **Vision Statement** for the District
- Develop **Core Values** of the District Board.
- Organize the strategic plan by determining the **key strategic elements** of District operations and management under which the workplan will be organized (see Sample Strategic Elements in graphic above). The Board will then craft **an objective and strategy statement for each strategic element**. This statement provides clear and specific direction to staff as they assemble a five-year workplan that meets the Board's Vision.
- The assembled group will also briefly consider an overview of initial workplan strategies for each of the "strategic elements" to begin setting the five-year workplan.
- Staff and the Consultant take this input from the Board to guide in the development of the implementation strategy to result in a draft strategic plan.

Phase 3 - Strategic Plan Document Development –

3a. The Consultant will work with senior staff to produce progressive stages of the plan through to final draft phase. This is anticipated to comprise 2-4 meetings of this group (Document Delivery Team), generally on a bi-monthly frequency.

3b. The Consultant will make a briefing presentation of the initial draft to the Board for "tone check" to assure that the Plan is headed in the direction expected.

3c. The Consultant will provide a briefing presentation of the final draft for Staff to present to the Board. (Consultant can be available for this final presentation if desired). **(OPTIONAL)**

3d. Consultant will print and provide 25 bound copies of final Plan to the District along with electronic version on CD in Microsoft Word and .PDF formats.

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

Preliminary Schedule (dates approximate):

Engagement begins approximately two – four weeks from receipt of this signed agreement. It is anticipated that the work will begin in October 2013. The work outlined in the table below is also divided into 3 phases:

1. Information Gathering
2. Board Strategic Planning Workshop
3. Document Development

The estimated schedule of these three phases is broken down below. Schedule depends heavily on ability to schedule meeting times and the availability of Board and Staff at the times proposed as indicated by the question marks after certain task schedules.

Task Set Schedule:

- | | |
|---|---------------|
| 1a. Initial meetings with Manager and Sr. Staff | (Week 2-4) |
| 1b. Conduct employee input sessions | (Week 5-6) |
| 2a. Circulate, collect/analyze Board questionnaire input | (Week 6-8) |
| 2b. Conduct strategic planning workshop (Board/Sr. Staff) | (Week 10-14) |
| 3a. Meet with Document Delivery Team to draft the plan (2-5 mtgs) | (Weeks 14-22) |
| 3b. “Tone-check” meeting with the Board | (Week 22-25) |
| 3c. Presentation final plan to Board for approval | (Week 26-30) |
| 3d. Publish Plan | (Week 35) |

Terms and Conditions:

BHI Management Consulting shall perform above services as agreed under authorized signature agreement of the District. Consultant shall not begin work until receipt of signed agreement. Billing shall be monthly. The estimated costs per phase below are an estimated spread of hourly costs across the BHI organization. The cost for the three phases will generally be broken down as follows:

- | | | |
|----|-----------------------|-----|
| 1. | Information Gathering | 35% |
| 2. | Workshop | 25% |
| 3. | Plan Development | 40% |

Effort will be spread not to exceed the agreed agreement amount. Signature lines are provided below.

Costs and Rates:

The total estimated cost of the effort to support the work scope described is estimated at \$19670.00 as outlined in Table 1 below. Expenses are also estimated and listed separately in the table. Options are listed below the table.

Table 1 – Task Cost Breakdown

Additional tasks, not covered specifically by this agreement may be added by contract addendum. The undersigned parties agree to the terms and conditions of the workscope as described in this agreement.

Montara Water and Sanitary District Proposed Effort Costs	Principal (Ives) @ \$255/hr.		Editor @ \$80/hr.	LaborHours/task Total	Task Cost	Comments
	Hours	Hours	Hours			
Task Set						
<i>1a-d. Strategic Input</i>	30	0	30		\$ 7,650.00	Completed in two trips
<i>2a-b. Board Workshop and prep.</i>	16	0	16		\$ 4,080.00	One trip
<i>3a-d. Plan Document Development</i>	28	10	38		\$ 7,940.00	Assumes three trips to meet with Staff plus two WebConferences
TOTAL PLAN	74	10	84		\$ 19,670.00	

ESTIMATED Expenses	Time or Expense			Cost Total	
<i>Travel Expenses</i>	Travel expense for in-District visits (assumes up to 7 trips)	Estimated expenses calculated. @ \$275/trip	7 total visits to District area	\$ 1,925.00	
<i>WebConferencing/telephone costs</i>	-	\$50/conference	4 WebConferences with webEx	\$ 200.00	
<i>(OPTIONAL) Graphic representation and/or document design and printing</i>			Range from \$0-\$2500.		
TOTAL ESTIMATED EXPENSES	0		0	\$ 2,125.00	
TOTAL COSTS				\$ 21,795.00	

Authorization:

Clemens Heldmaier, General Manager Date
Montara Water and Sanitary District
Montara, CA

Brent H. Ives, Principal Date
BHI Management Consulting
Tracy, CA

About the Firm and Primary Consultants:

BHI Management Consulting brings unique qualifications to this project by a dual perspective approach to the process of optimizing Board relations and Strategic Planning. The firm is owned and operated by Brent Ives and is located in Tracy, CA. It was begun in 1996 and has focused on providing for the organizational health issues of Special Districts since 1999. The firm carries Brent as the Principal and four associates, Mr. Jim Raymond, Sr. Consultant, Dr. Nick Pinhey, Sr. Consultant, Mr. Andrew Ives, Associate Consultant and Ms. Lynda Ives, Editor/Facilitating assistant. Other associates are contracted as projects demand relative to the engagement and/or agency specific needs. While Mr. Brent Ives will be the primary project manager, others may act as facilitating assistant for the workshop without additional cost. BHI is currently working on 5 Strategic Plans and updates across the state with different agencies.

Mr. Brent Ives has worked with numerous special districts and cities across the state dealing with organizational issues, primarily in optimizing operational approach for each agency as needed. BHI is currently engaged with seven similar projects with California special districts on strategic planning and teambuilding. Brent also serves as a faculty member on the Special Districts Governance Academy for Special District Board members, teaching classes in the “Foundations of Governance”, “Teambuilding”, “Setting Direction and Community Leadership” and “The Board’s Role in Human Resources”. Brent has taught representative board members and staff from well over 100 Districts across the state and Oregon. He is the Chapter Ambassador for the CSDA and teaches his own curriculum on Strategic Planning for Association sponsored classes across California. He is educated in Organizational Behavior at the University of San Francisco, has 25 years experience as a technical manager for the Lawrence Livermore National Laboratory and 14 years as a City Council Member in the City of Tracy, California. He is currently the directly elected Mayor of Tracy, a member of the Altamont Commuter Express (commute rail service) Commission, and is member of the Board of the San Joaquin Council of Governments.

Brent and the BHI team bring unique perspective to the organizational processes that differentiate them from other firms. As an experienced elected official, Brent knows how boards must function to best fulfill their public trust. He is an experienced manager who has led groups of engineers and technicians on complex multi-million dollar projects for the Department of Energy at the Lawrence Livermore National Laboratory and can understand the needs of staffs for clarity. His education in Organizations allows him to apply that experience to your situation for your needs.

This broad experience in organizational effectiveness is captured by the agency when they commission BHI and Brent’s valuable experience and expertise. Brent is known for establishing a sincere and knowledgeable relationship with both the Board members and staff. Brent’s time and experience as an elected official allows him unique perspective that helps him to “see” it from their points of view which assists in capturing the Board’s perspective in moving forward. Brent will lead the Agency through a solid, proven

strategic planning process and develop a solid and enduring process for GM evaluation that will be realistic, honest, fair, broad and integrated.

SIMILAR ENGAGEMENTS AND REFERENCE CONTACTS:

Las Gallinas Valley Sanitary District, Mr. Mark Williams, General Manager, mwilliams@lcvsd.org, 415-472-1734, - Small sanitary agency currently in the final stages of completing the five-year update of their **Strategic Plan**. BHI assisted this District with their original strategic plan in 2008.

Orange County Sanitation District – Mr. Jim Herberg, General Manager, jherberg@ocsd.com, 714-593-7110. BHI is currently working with this large sanitation district (3rd largest West of the Mississippi), the District Executive Team and 25 member Board in providing a major update to their 5 year Strategic plan. BHI assisted the District in 2007 to develop their first Plan, and has now been asked to assist with the major update. This work includes interaction with the Board in interviews and workshop format, as well as engaging the workforce (nearly 600 employees). Process is anticipated to conclude in December of 2013.

Laguna Beach County Water District – Ms. Renae Hinchey, General Manager, rhinchey@lbcwd.org, 949 464-3106. Currently working at the Tone-check level of interaction with the District on their Strategic Plan. Process included interaction with local stakeholders, employees and the public to assist the joint Board (Laguna Beach City Council) and Water Commission through a planning workshop. Process is expected to conclude in October of 2013.

McKinleyville Community Services District – Mr. Greg Orsini, General Manager, mcsdgm@mckinleyvillecsd.com , 707.839.3251. In final stages of strategic plan for this community services district that serves the needs individuals in far northern California. District scope of services includes both water and wastewater services. Worked through the process outlined above to accomplish a well vetted, solid and Board endorsed strategy for the agency. Board approval is expected in late 2013.

Sunnyslope County Water District – Mr. Don Ridenhour, General Manager, don@sscwd.org, 831-637-4670. BHI recently (September 2012) working with this District to develop a five-year **Strategic Plan**. District scope of services includes both water and wastewater services. Process included input from various sectors of the community and employee base. Board currently approved the Plan in August 2012.

Ironhouse Sanitary District – Mr. Tom Williams, General Manager, williams@isd.us.com, (925)625-0169. Recently completed a five-year strategic plan for this sanitary district that serves the needs of 30,000 individuals in the Oakley California

area. Worked through the process outlined above to accomplish a well vetted, solid and Board endorsed strategy for the agency.

Appendix A -

OP ID: JK

ACORD **CERTIFICATE OF LIABILITY INSURANCE** DATE (MM/DD/YYYY)
01/24/13

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Sweet & Baker Ins. Brokers Inc 44 Second Street San Francisco, CA 94105-3440 Roberta Gonzalez (415)512-2136	Phone: 415-512-2100 Fax: 415-512-1115	CONTACT NAME: _____ PHONE (A/C, No, Ext): _____ FAX (A/C, No): _____ E-MAIL ADDRESS: _____ PRODUCER CUSTOMER ID #: BHIMA-1
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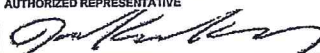
INSURED BHI Management Consulting Attn: Brent H. Ives 2459 Neptune Ct., Suite #110 Tracy, CA 95304	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th style="width: 50%;">INSURER(S) AFFORDING COVERAGE</th> <th style="width: 50%;">NAIC #</th> </tr> <tr> <td>INSURER A: The Hartford NIAC 11000</td> <td></td> </tr> <tr> <td>INSURER B: Philadelphia Insurance Co</td> <td></td> </tr> <tr> <td>INSURER C:</td> <td></td> </tr> <tr> <td>INSURER D:</td> <td></td> </tr> <tr> <td>INSURER E:</td> <td></td> </tr> <tr> <td>INSURER F:</td> <td></td> </tr> </table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A: The Hartford NIAC 11000		INSURER B: Philadelphia Insurance Co		INSURER C:		INSURER D:		INSURER E:		INSURER F:	
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INSURER D:															
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COVERAGES **CERTIFICATE NUMBER:** **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	GENERAL LIABILITY	X	57SBAAV3592	11/10/12	11/10/13	EACH OCCURRENCE \$ 2,000,000
	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY					DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000
	<input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR					MED EXP (Any one person) \$ 10,000
	GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO <input type="checkbox"/> LOC					PERSONAL & ADV INJURY \$ 2,000,000
						GENERAL AGGREGATE \$ 4,000,000
						PRODUCTS - COMP/OP AGG \$ 4,000,000
A	AUTOMOBILE LIABILITY		57SBAAV3592	11/10/12	11/10/13	COMBINED SINGLE LIMIT (Ea accident) \$ 2,000,000
	<input type="checkbox"/> ANY AUTO	BODILY INJURY (Per person) \$				
	<input type="checkbox"/> ALL OWNED AUTOS	BODILY INJURY (Per accident) \$				
	<input type="checkbox"/> SCHEDULED AUTOS	PROPERTY DAMAGE (Per accident) \$				
	<input checked="" type="checkbox"/> HIRED AUTOS					\$
	<input checked="" type="checkbox"/> NON-OWNED AUTOS					\$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR					EACH OCCURRENCE \$
	EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE					AGGREGATE \$
	DEDUCTIBLE					\$
	RETENTION \$					\$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY					WC STATUTORY LIMITS <input type="checkbox"/> OTHER <input type="checkbox"/>
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)	Y/N				E.L. EACH ACCIDENT \$
	If yes, describe under DESCRIPTION OF OPERATIONS below	N/A				E.L. DISEASE - EA EMPLOYEE \$
B	Professional Liab.		PHSD767229	08/23/12	08/23/13	Limit 1,000,000 Retention 2,500

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)
 Certificate holder is included as Additional Insured only as respects work performed by the Named Insured per written contract. See Attached Additional Insured endorsement PI-PLSP for Professional Liability.

CERTIFICATE HOLDER Costa Mesa Sanitary District 628 W 19th St Costa Mesa, CA 92627	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE  Joan Kirby 415-512-2107
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! Districts
ement and

BHI Management Consulting

Strategic Planning Basics and Options *(Soup to Nuts)*

Brent Ives, BHI Management Consulting
To Montara WSD Board
10/17/2013

BHI Management Consulting and Brent Ives

- 25 years as a *Technical Manager* at LLNL
- 12 years as *independent consultant to Special Districts*
- Firm offers various services in:
 - Strategic Planning,
 - Organizational matters,
 - Board Governance and
 - Executive Recruiting
- *Faculty* of CSDA in areas of Governance, Strategic Planning, Teambuilding and Organizational matters
- 6 years as current *Mayor* and 14 yrs. as *Councilman* in Tracy

Strategic Planning Basics

This presentation...

- Overview of strategic planning
- The value of both the process and the product
- Why certain planning elements are critical
- Review the options in creating a good strategic plan
- Consider the best direction for NSCSD
- Discuss path forward with BHI – (cost/time)
- Answer questions/discuss

OVERVIEW

Having worked in and with public agencies for over 20 years
I've made these observations:

1 - **"PUBLIC AGENCIES NEED A PRACTICAL WAY TO PLAN
TOGETHER AS A TEAM THAT CAN FUNCTIONALLY MOVE THE
AGENCY FORWARD!!" Especially now!**

2 - **"IN MY EXPERIENCE, NOTHING CAN MITIGATE THE BROAD SET
OF COMMON ISSUES WITHIN A PUBLIC AGENCY LIKE
A PROPER STRATEGIC PLAN"**

What's to Gain?

- A good strategic plan sets the overall direction for the agency
- A good strategic plan spreads that direction over 5-10 years
- A good strategic plan is based on the Board's Vision for the agency/community
- A good strategic plan should be understandable by anyone
- A good strategic plan should not be a huge, thick document
- A good strategic plan yields agency efficiency
- A good strategic plan should not cost an arm or a leg...

Strategic Planning Basics

Why Now? -- These times??

- We are under greater public scrutiny, efficiency must be today's driver for public agencies
- There may be more budget issues coming
- We should identify and adopt “highest and best projects, programs, plans and initiatives”
- Strategic Planning creates clarity and efficiency for the future
- Thus:
 - A good will Plan allow you to focus on **the right things**
 - A good Plan creates **avoids distractions** from Mission
 - A good Plan will place proper perspective on how this Board feels about what is **critical versus important**
 - A good Strategic Plan plans and programs **EFFICIENCY**

What is a Strategic Plan

WHAT should one include? - Many models...

- Mission Statement
- Vision
- Strategic Elements
 - Element specific Objective and Strategy
- Strategic Goals/Actions

- Five-year roadmap
- Annual Planning maintenance

“A useful Strategic Plan must plan real actions!”

What is a Strategic Plan?

- Its a top level, directional planning document, serving to support *a clear mission* and move a *deliberate Board derived vision forward*.
- Its the means to *work together* as a leadership team and recognize governance roles
- It becomes, “*the way we plan here*”
- Its the means by which we *evaluate the General Manager*
- Its what we *show* our stakeholders, new employees, new Board members and regulators when asked about the future
- Its our big picture *roadmap and management tool*

Strategic Planning – What should be accomplished

- A “Team” developed Plan (*working together for buy-in*)
- A well vetted plan (*proper amount of input*)
- A five-year roadmap based on the Mission and long term

Vision (*integrated and linked*)

- A useful Plan (*Mission/Vision clearly link to real actions*)
- An operationally relevant Plan (*integrated with how the District operates, a workplan*)
- A rolling Strategy (*annual Plan updates. “The Way We Plan here”*)

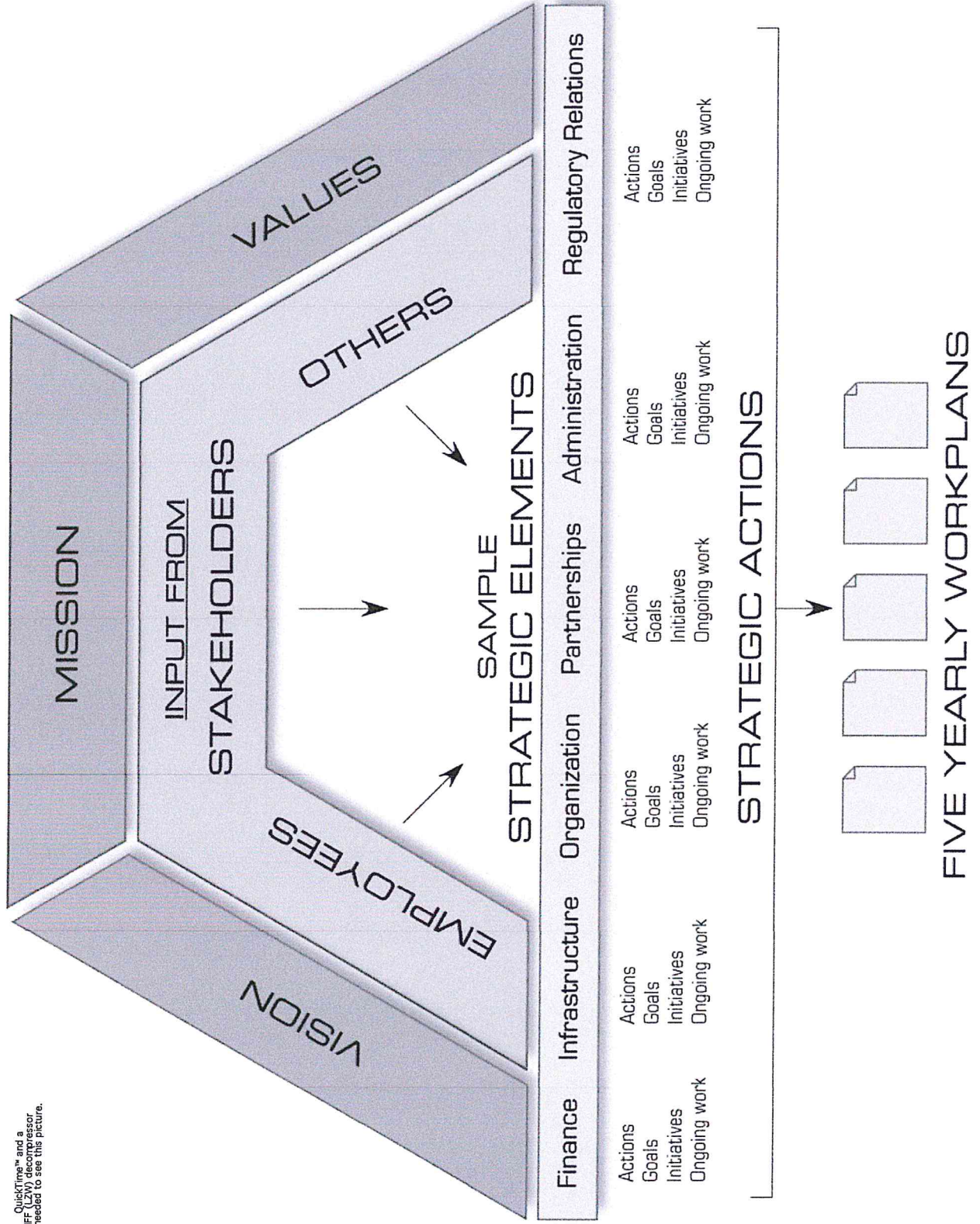
Mission – MWSD

To sensitively manage the natural resources entrusted to our care, to provide the people of Montara and Moss Beach with reliable, high-quality water, wastewater, and trash disposal services at an equitable price, and to ensure the fiscal and environmental vitality of the district for future generations.

Vision– MWSD

- *Often the crux of the matter*
- *Vision define where this Board wants this District to go*
- *Vision provides clarity for implementing strategy*
- *Implementing strategy, through goals, initiatives and actions are what the District exec. and staff do to make your Vision happen*
- *The performance measurement of the goals, initiatives, and actions informs the accountability for how its working.*

QuickTime™ and a
TIFF (LZW) decompressor
are needed to see this picture.



Use it!

Integrate the Plan into District operational life

- Revisit it annually as your planning tool!
- Implement those actions that must be programmed
- Use it as the Roadmap
- Annually refine the document
- Promote it as your Plan
- Distribute it to the public, regulators and your employees

The BHI Strategic Plan Process

- Get Input
- Do a Board workshop
- Develop an implementation plan
- Make a review draft document out of it

- Come back to “*tone-check*” with the Board
- Refine document
- Request approval from Board

- Usually takes 3-5 months
- Ranges from about \$17 - \$48K (*Soup to Nuts*)
(lots of options)

Options

- *How much “input” you should get upfront*
- *How detailed and prescriptive the implementation plan is and how much assistance from the consultant is needed*
- *How much direct consultant assistance on the back-end (document writing) is needed*
- *How you want it to look when done (graphics, published format, etc.)*

Others are using it!

(Partial List, some examples)

- *Palmdale Water District* • *Mt. View Sanitary District*
- *Orange County Sanitation District* • *Nipomo CSD*
- *Newhall County Water District* • *Tuolumne Utilities District*
- *San Ramon Services District* • *Jurupa CSD*
- *California Special Districts Association* • *Las Gallinas Valley Sanitary District*
- *Conejo Recreation and Park District* • *Orange County Water District*
- *Hayward Recreation and Park District* • *Camarillo Health Care District*
- *Auburn Recreation and Park District* • *Costa Mesa Sanitary District*

Questions/discussion??



Rauch Communication Consultants Inc.

PH 408-374-0977
FX 408-374-2197
E info@rauchcc.com

DATE: September 4, 2013

NO OF PAGES: 16

TO: Clemens Heldmaier, Montara Water and Sanitary District

FROM: Martin Rauch

Thank you for the opportunity of offering this proposal to assist the Board and staff of Montara Water and Sanitary District in the development of its Strategic Plan.

Characteristics of the Proposed Program

Strategic planning is an extraordinarily effective tool in the governance of a public agency such as MWSD. The Board and management have done a remarkable job in structure and providing quality services. The

Strategic Plan goes further:

- It evaluates where the District stands today, where it is going in the future, and how it will get there, in practical terms.
- It provides the management staff with a and goals.
- It provides continuity of direction from the current Board to future boards.
- services to the community.

In short, the Strategic Plan provides needed guidance for the District to effectively address challenges such as water supply, sanitary service, regulation, possible future functions (such as park services), financial, staff and other critical issues.

What We Are Proposing to Do

Rauch Communications will use the experience derived from three decades of service

step-by-step process that will take into account and integrates views of individual Board members, the Board as a whole, the knowledge of senior management and the interests of the public.

- We will conduct five carefully planned workshops: two for the Board, two for the public, and one for the staff.

- We will assist the Board in developing the Dist Goals and Objectives
- We will assist the management staff in preparing a practical, doable Work Plan laid out in a multi-year timeline.
- Finally, we will provide a written report that describes the process, the findings and the recommendations of the Plan itself.

Why Rauch Communications?

Our firm has been serving special districts throughout the state for more than 30 years. During that time, we have served more than 175 districts, the vast majority of which are water and sanitary agencies. Our specialties are strategic planning and public outreach. Our credentials are presented later in this proposal.

d, staff and public in a process that is proven, yet adapted directly to the needs of your district. We look forward to having the opportunity of working with you on this important project.

Sincerely,

Sincerely,

A handwritten signature in black ink, appearing to read "Martin Rauch". The signature is fluid and cursive, with a large initial "M" and "R".

Martin Rauch

PART I. INTRODUCTION TO THE STRATEGIC PLAN

PROJECT UNDERSTANDING

Montara Water and Sanitary District provides water, sanitary and solid waste services to about 2000 properties in its service area.

Water Service. In the 1980s, the company that owned the water system was ordered to establish a moratorium on new water connections due to its substandard condition and lack of water resources. Upon purchasing the system with funds from a bond issue approved by over the system came under MW moratorium was necessarily continued by MWSD due to the condition of the system.

MWSD has made substantial infrastructure improvements, implemented operational efficiencies and initiated conservation measures, all of which have contributed to the increased availability of water, allowing the Board to repeal the moratorium.

Sanitary and Solid Waste Services. Sanitary treatment is provided through a JPA and the collection system is operated by the District. The solid waste services are about to be renewed. The quality is good and the costs to customers are the lowest in the area.

Given Recent Accomplishments, What Next? With this substantial body of goals and objectives completed it makes sense to ask what upcoming priorities are for the future.

OTHER ISSUES

New and Existing Directors. The Strategic planning process is an excellent tool to bring any new directors up to speed in a way that simply cannot be achieved in normal board meetings. It will help to more rapidly integrate any new and existing board members to provide policy level

Recycled Water. Wastewater treatment for the District is obtained through a regional treatment JPA, Sewer Authority Mid-Coastside (SAM). There is interest in MWSD developing recycled water locally for potential revenue, water supply benefits and environmental benefits

Public Process. There is a history of seeking public involvement in key district decisions and, as a result, we recommend a public input process which is described later in the proposal.

Park and Other Services. Many local citizens turn to Montara water and Sanitary District for help on a variety of local issues. For example, there is a property that had served as a public park under the care of a local non-profit and was recently sold for development. There have been requests that the District seek to obtain the property and operate it as a park on behalf of the community.

PART II. WHAT WE PROPOSE TO DO

APPROACH TO DEVELOPING THE STRATEGIC PLAN

The following describes a step-by-step, proven approach to strategic planning that has been designed expressly to meet the needs of Montara Water and Sanitary District

Step 1. Conduct Confidential Interviews and Review Key Documents

The process starts with the consultant reviewing key planning and background documents selected by the General Manager: agendas and minutes, studies, 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 the interviews include the Directors, the general manger, Gary Warhaftig of the Montara Moss Beach Water Improvement Association and the Superintendent of water operations Julian Martinez. 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

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 include Directors, General Manger and Operations Superintendent. 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 covered include:

- **Self-Assessment: Rating the District Today.** In order to chart a path to the future, the District will need to identify where it stands today: what is working what is not working, and how it is 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.
- **Identifying the Highest Priority Issues.** The group chooses the most critical challenges or opportunities that the District must tackle if it is going to accomplish its mission.
- **Developing Strategic Issues Areas**
the information above and organize it into an initial set of strategic issue areas and their priorities. Later in the process we will address more general direction by reviewing and developing Mission, Vision and Values. These strategic issues will later be translated into goals and objectives.

Step 3. Public Workshop #1 to Evaluate the District and Identify Strategic Issue Areas

expertise are strategic planning and public involvement and outreach programs. We have facilitated hundreds of successful public meetings and processes to engage citizens and obtain input and support. To have an effective public process, 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. The first public meeting is proposed to be timed soon after the first board workshop, which will provide an opportunity for the public to comment on the first output of the Board.

We propose a two to three hour public workshop to obtain this input. It would be designed to provide input for the Board. The workshop 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 provide open questions and input.

Step 4. Board Workshop #2 to Complete the Board Policy Direction

In this step, the consultant will take the detailed inputs from the first workshop and public workshop and develop an initial list of goals and objectives. At this workshop, the participants will undertake the following:

- **Review and edit as desired the Board level policy direction in their 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.
- **Develop Mission, Vision and Values.** Through a series of exercises, the consultant will work with the participants to review and consider updating the current Mission Statement and develop content for the Vision and Values statements.

Step 5. Staff Workshop to Develop Prioritized Work Plan and Timeline

The consultant will also work with staff to develop a Work Plan showing priorities, what the staff will do to accomplish each action; who is responsible; and when it will be done. Each action would also be prioritized.

To ensure a complete and well-rounded Work Plan, the consultant and management team will reference their own experience as well as the

The onsite planning session is planned for the morning immediately after the Board workshop #2 to use time more efficiently and reduce costs of the planning process. Following the onsite work planning session, the consultant is available as needed to assist staff by phone, online meeting tools, and e-mail to finalize the Work Plan.

Once the Work Plan has been completed, the consultant will draw all these outputs together, working with the manager to create a partial strategic plan draft containing the goals, objectives and work plan. The Work Plan will be reviewed with the following criteria to assure that it will be practical, doable and that there are adequate resources to accomplish it:

- **Key activities and Initiatives are prioritized appropriately.**
- **Resources, Timing and Do-Ability.** Check to assure that the work plan doable in terms of monetary resources, staff time and expertise, as well as proper sequence.
- **Completeness.** Assure that the Work Plan is complete and well rounded.

Step 6. Prepare Final Report and Present Strategic Plan to Board and Public in a Special Board Meeting and Workshop.

The consultant will gather all the above material into a complete strategic plan: mission, vision, values, goals, objectives and a realistic work plan with priorities and timelines. The final Strategic Plan and Work Plan will be delivered to the staff for review and editing. It will then be presented in its final draft form to the Board and public in a workshop format at a special meeting of the Board. The public will be invited to provide comments, ask questions and offer input before the Boards makes its final deliberations on the strategic plan.

Implementation and Oversight of the Strategic Plan. The final plan will include a clear and understandable summary of the key actions and timeline in a matrix format that can be readily understood and monitored (See examples at the end of this proposal).

The consultant will recommend a process for implementing and monitoring progress of the Strategic Plan and Work Plan. The work plan should be utilized as a living document that should be updated as needed on a regular basis

TIMING

We can be available to start whenever appropriate. A two-to-three month timeframe is typical. However we can be flexible on timing.

PART III. SELECTED EXAMPLES OF EXPERIENCE

California Special Districts Association, Strategic Plan. Rauch Communications was called in to assist this major statewide organization to prepare a Strategic Plan. The plan was developed in the manner described in this proposal, and was received enthusiastically by both Board and Staff. It has been implemented in the current year, and is considered a successful model for future strategic plans.

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 th plan was developed with a comprehensive outreach program involving numerous coordination meetings, and is today considered a complete success.

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.

Golden Empire Transit District. 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.

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.

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 have taken 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.

Goleta Sanitary District Strategic Planning Services. Facilitated an initial strategic plan and many annual updates for this sanitary district along the coast of Goleta, California. Also provides ongoing support and facilitation to Staff and the Board of Directors in developing plans and responses to important events.

Kern County Water Agency. This agency supplies all the imported water in Kern County, a largely agricultural area that is now also experiencing a rapidly growing urban center. The Agency imports over one million-acre feet of water structure. 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.

Santa Clara Valley Water District. This agency provides water supply and flood control services for a major portion of the Silicon Valley. With an annual budget running in the hundreds of millions, 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.

Castaic Lake Water Agency. Role 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 conducts the annual strategic planning retreats of the Board of Directors, and prompted development of the Strategic Plan.

Three Valleys Municipal Water District. This wholesale agency provides imported water to more than a dozen member agencies. A critical need for the service area is to address the increasing cost of imported water, and to reduce its dependence on it. Rauch Communication Consultants conducted a series of strategic planning sessions with the Board, general manager and senior staff, and produced their first Strategic Plan, which is now being implemented.

Cucamonga County Water District. This is a retail water agency in a rapidly growing area that faces important issues concerning water supply and area leadership. Rauch Communication Consultants met with its Board of Directors, general manager and senior staff to develop a complete Strategic Plan. The Plan is being successfully carried out by the district.

Delco Systems, General Motors Corporation FUTURES GROUP. This aerospace electronics firm produced advanced electronics systems for space and aerospace applications. Bob Rauch served as the Director of Planning, developing the long-range and annual business plans for the company. The Futures Group was the senior management group charged with the future direction of the company, and its activities were coordinated by Mr. Rauch. He also served as Director of Communications.

PART IV. STATEMENT OF QUALIFICATIONS AND EXPERIENCE

RAUCH COMMUNICATION CONSULTANTS, INC.

Rauch Communication Consultants Inc. has served the water community for more than 30 years in California. During that time, we have worked with over 170 agencies throughout the state, as well as with most of the leading organizations that deal with water resources and local agencies, such as CSDA, ACWA, CASA, and others. The great majority of our clients are water and wastewater agencies, but we have worked with individual agencies of every kind and size in most corners of the state.

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 several individual special districts.

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 the Special Districts Institute for whom we serve as permanent faculty members.

PART V. OUR CLIENTS SAY ABOUT RCC

Novato Sanitary District

California Special Districts Association

Cucamonga County Water District

Truckee Donner Public Utility District

San Juan Water District

Three Valleys Municipal Water District

San Diego County Water District

Cordova Recreation and Park

PART VI. THE CONSULTANT ASSIGNED TO THE PROJECT

MARTIN RAUCH, President, Rauch Communication Consultants

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 170 clients in California during the past 30 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 advisory committees, community presentations and public meetings.

also assists Board of Directors and senior managers, by tailoring public information projects that meet the special requirements of each client. For 15 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), and the WasteReuse Association. He is a regular faculty member of the Special District Institute, and 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 Business Mediation Training at UC Berkeley, as well as courses in Facilitating and Mediating Effective Agreements.

PART VII. 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 BERNARDION 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

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

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

SAN LUIS COUNTY

Templeton Community Services District
Port San Luis Harbor District
San Simeon Community Services District
Cambria 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 IX. PROJECT BUDGET

ACTIONS	HOURS/\$
Strategic Plan	
Coordination and Support	4
Step 1. Prepare for, Conduct and Summarize Confidential Interviews	12
Step 2. Prepare for and Conduct Board Workshop #1	12
Step 3. Prepare for and Conduct Public Workshop #1	10
Step 4. Board Workshop #2 to Complete Board Policy Direction	12
Step 5. Workshop and Support to Develop Prioritized Work Plan, and Timeline	14
Step 6. Prepare Final Report for Presentation to the Board. Make Final Edits and Complete	16
2. Administrative (\$65 / Hour)	
Prepare Reports, Type Notes From Interviews, Etc.	12
SUBTOTAL CONSULTING TIME 80 hours @ \$187 per	\$14,960
ADMINISTRATIVE 12 hours @\$65 per	\$780
TOTAL ESTIMATED CONSULTING COST	\$15,740

Travel and Expenses. 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 of \$.60 per mile.

More Cost Estimate Details

No out-of-scope work will be undertaken without prior written approval from the Agency. Out-of-scope work includes additional new tasks, or extra work (hours in excess of those estimated hours that are not due to inefficiencies on our part) on existing tasks,

Rauch Communication Consultants rate for Robert Rauch is and Martin Rauch is \$187 per hour.

Associate consultants \$115 per hour, graphic designers \$100 per hour, media and writing specialist \$85 per hour, and administrative assistance \$65 per hour. For meetings involving travel, the minimum charge is four hours.

PART VIII. EXAMPLES OF WORK PLANS

EXAMPLE OF A WORK PLAN

Each work plan is customized to fit the needs of the client. A couple of typical examples are shown on the following pages.

No. #	Pr #	Action #	Lead #	Board #	Status/Comments #	Time #
1.0.0 #	#	GOAL 1—WATER SUPPLY. Develop and maintain a high-quality water supply that meets the needs of our community today and in the future. #				
1.1.0 #	#	Identify long-range water supply options. #				
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 #
1.2.0 #	#	Complete Phase II of the Creek-Aquifer Interaction Study. #				
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. #	Pr #	Action #	Lead #	Board #	Status/Comments #	Time #
1.3.0 #	#	Apportion costs and benefits fairly among the water supply users. #				
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. (4.2.0). 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 #
1.4.0 #	#	Monitor Status of the Truckee River Operating Agreement (TROA). #				
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. #	#
1.5.0 #	#	Seek funding for an Olympic Valley Watershed Study. #				
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 MORE DETAILED WORK PLAN THAT INTEGRATES OTHER PLANS AND THE BUDGET

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
GOAL 1: PROTECT GROUNDWATER Recognize groundwater as the District's most valuable asset and protect it as a top priority															
1.1.0 Slow and eventually reverse declining groundwater levels and protect the imported water entitlement															
11.3	SF-1224838/834	JG		<i>Recharge Basin & 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	\$ -	\$ 7,904,000	\$ -
GOAL 2 OPERATIONAL AND ASSET MANAGEMENT Design, build, operate and maintain facilities for reliability and cost efficiency.															
2.1.0 Carry Out a Strong Maintenance Management Program that is fully proactive and documented															
2.3.1	SF-1201	Z37	JG	High Desert Medical Center Waste Water Package Plant	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	Large Meter Testing	Currently in under test to 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	CE-1217	031	JC	<i>System Reliability Upgrade for Hospital and County Complex C, B and D-S Zones - PHASE 1</i>	Develop emergency plan for water outage as HDMC					No cost associated; basically staff & possibly a little Duddik time.		11/30/2012	\$ 34,101	\$ -	\$ (34,101)
2.3.2	SE-1217	831	JG	<i>System Reliability Upgrade for Hospital and County Complex C, B and D-S Zones - PHASE 2</i>	Have plans prepared for the redundant water service line for the hospital. Construction contingent on funding, June 2013.		\$ 129,000	\$ 129,000			7/31/2015		\$ 129,000	\$ 129,000	



**A Proposal to Provide
Strategic Planning
Services**

To

**Montara Water and
Sanitary District**

**A Step-by-Step
Proven Strategic Planning Process**

December 5, 2013

Rauch Communication Consultants Inc



Introducing Ourselves

What We Do

Our firm helps address and resolve near- and long-term strategic issues that confront local agencies

- **Strategy Planning** - Identifying critical challenges, and developing direction and action plans to resolve them
- **Public Outreach** - Building community understanding and support for the agency's programs
- **Management Consulting** - Resolving difficult management problems through facilitation and consulting

We have been providing consulting services to California water agencies for over 30 years

Special Districts Are Our Only Business

Partial Client List

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

SAN BERNARDINO COUNTY

Chino Basin Watermaster
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 Valley Water District
San Antonio Water Company

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

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

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

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

KERN COUNTY

Arvin Community Services District
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

SAN LUIS COUNTY

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

The White House, Office of Policy Development

***A strategic plan is
a management tool that helps an
agency choose a destination for the
future, then how to pull together to
arrive there as directly as possible***



***This brief presentation describes
how we plan to help you to develop a
strategic plan that is clear, achievable
and useful***



The Fundamentals of the Strategic Plan

Our task is to assist you in updating or answering fundamental strategic questions:

- **Why does our district exist? What is its role in the community?**
(District Mission)
- **What should our district be like in 5 years? 10 years? Or more?**
(District vision)
- **What goals must we achieve to accomplish our mission?**
(Board Goals and Objectives)
- **Given our resources, what practical actions must we take to implement the goals and objects of the Strategic Plan?**
(Work Plan)

A Focused and Proven Process

We will use a method that is proven and successful, yet flexible to meet your specific needs.

How We Plan To Work With You

Practical and Efficient Process

- **Interviews are Critical** to obtaining insight and understanding of Board and management team
- **First Board Workshop**, the heart of the planning process. Evaluate the District and Identify Strategic Issue Areas
- **Stakeholders Workshop** provides early input into the planning process. Identifying and commenting on strategic issues. (OPTION: ADDITIONAL STAKEHOLDER INTERVIEWS)
- **Second Board Workshop**, to complete policy level direction: Mission, Vision, Values, Goals and Objectives
- **Management Team** involvement throughout the planning process. Employees can participate if desirable
- **Practical Staff Work Plan**, how the goals and objectives will be achieved, how they will be integrated with the budget and other major plans
- **Present Strategic Plan to Board and Public** for review and comment / approval





Issues Facing Montara Water and Sanitation

Our task is to assist you in answering your fundamental strategic questions, such as:

Consider Recycled Water Options

- **Should MWSD consider pursuing recycled water?**

Ensuring Alignment with Public

- **Consider outreach and public involvement with stakeholders from customers to peer agencies and beyond**

Park and Other Services

- **Consider the District's position on public requests to provide additional services**

And Ensure a Well Rounded Evaluation

Other Strategic Issues

- **Employee and Leadership Development**
- **Operational Optimization**
- **Community Sustainability**
- **Financial Viability**
- **Infrastructure stability, etc.**



VISION Statements that Make a Difference

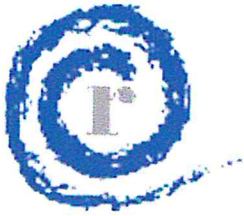
Meaningful and Measurable

A Vision Statement for the District, its Member Agencies and Other Customers

The District will follow a jointly prepared, commonly understood and supported, Regional Plan for achieving a high degree of water supply and water quality reliability.

The Regional Plan will be developed collaboratively by Three Valleys and its member agencies, utilizing the combined resources, facilities, and assets of local water agencies, as well as of some regional agencies. The Plan will provide operational and cost benefits to all the agencies, and be funded equitably among them,

Developing and implementing the Regional Water Supply Reliability Plan will permit our service area to successfully meet its water needs in the face of a future prolonged drought and/or a cutback of 20% in imported supplies by Metropolitan Water District.



GOALS and OBJECTIVES

Strategic Goals

Goal 1. Water

Assure an adequate, diverse and reliable supply of quality water that meets all customers' needs.

Goal 2. Assets

Plan, provide and maintain district facilities and other physical assets to achieve reliable and efficient district operations over the long term.

Goal 3. Finance

Maintain a sound financial condition, establish reasonable customer rates, and achieve a prudent balance among district revenues, expenses, and reserves.

Goal 4. Relationships

Build understanding and support for district activities among customers and involved agencies, and seek opportunities for mutually beneficial cooperative efforts.

Goal 5. Administration and Management

Institute policies, administration, management that carry out district operations in an effective and efficient manner, utilizing best business practices.



GOALS and OBJECTIVES

Goals

Goal 1.0 Water: Assure an adequate, diverse and reliable supply of quality water that meets all customers' needs.

Objective:

- 1.1 Conduct up-to-date, long-term, integrated water management planning.
- 1.2 Expand and diversify the district's water supply portfolio so that all customer needs are met.
- 1.3 Maximize the use of local water resources.
- 1.4 Meet all applicable regulatory standards.
- 1-5 Promote efficient water use.

Goal 2.0 Assets: Plan, provide and maintain district facilities and other physical assets to achieve reliable and efficient district operations over the long term.

Objectives:

- 2.1 Develop a district needs assessment for the headquarters, operations yard, treatment plant, and other facilities.
- 2.2 Prepare and implement a long-range property plan.
- 2.3 Develop an integrated asset management plan for upgrade and replacement of the District's capital facilities, taking into account long-term needs
- 2.4 Develop and implement an easement and right-of-way policy.
- 2.5 Implement appropriate technology to efficiently meet the district's operational needs.

No.	P	Action	Lead	Board	Status/Comments	Time
1.0.0		GOAL 1 – WATER SUPPLY. Develop and maintain a high quality water supply that meets the needs of our community today and in the future.				
1.1.0		Identify long-range water supply options.				
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 <u>partnerships</u> to enhance <u>water supply options</u> . Continue to collaborate with other agencies. Pursue <u>funding opportunities</u> 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	<u>Communicate</u> 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
1.2.0		Complete Phase II of the Creek Aquifer Interaction Study.				
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

WORK PLANS

Strategic Line#	Budget Line#	Project #	Project Manager	PROJECT NAME	PROJECT DESCRIPTION	FISCAL 2013	YEAR 2014 ESTI	ENDED 2015 MATE	IN 2016	PROGRESS NOTES	% Comply	Estimated Completion	Cost To Date (Identifiable)	Expected Revenues	Supplemental Balance	Category
1.0.0 GOAL 1.0 PROTECT GROUNDWATER - Recognize groundwater as the District's most valuable asset and protect it as a top priority																
1.1.0 Slow and eventually reverse declining groundwater levels and protect the imported water entitlement																
1.1.1		JG	JG	Groundwater Recharge Project	Complete the project and get water in the ground with an absolute deadline to begin using imported water in 2022.							1/1/2022				SP
1.1.2		JG	JG	Groundwater Recharge Project Funding	Complete the project even if grant money falls short							1/1/2015				SP
1.1.3		JG	JG	Groundwater Recharge Construction	Complete phase 1 Groundwater Recharge Project construction to utilize available \$4 million grant funding.					Engineering Complete. Goes to bid April 2012. ~18 month Construction		12/1/2013				SP
1.1.4	SF-1224 (see note 1 below for explanation of this code)	JG	JG	(FP) Recharge Basin & Pipeline Project	Construction Phase. \$6.2 mil from prop 84 plus \$1.3 million left from MWA. Per JG, MWA contributed \$1.6 million, of which \$300k spent but is not reflected here since it is not construction costs. Balance of project inseted in anticipated grants (if funding doesn't materialize, project will be stalled).	\$ 3,952,000	\$ 3,952,000			Final design is 100% Construction contingent on Prop. 84 + other funding. Approx. \$7.5 million in grant funds awarded. Protected vegetation removed and relocated from the site. Awaiting Calltrans permits for final pot holes. Estimated time to go to bid is March or April. (\$7,820,000 including 20% contingency)	0%	12/31/2013	\$ 7,904,000	\$	FP	
1.1.5	SF-1508	JG	JG	(FP) Water Purchase	1,100 acre feet of water to replenish aquifer.				\$ 500,000			6/30/2016				FP
1.2.0 Obtain statutory authority to manage the Basin																
1.2.1		JG	JG	Centralized Treatment Authority	Apply for Authority from LAFCO to construct a centralized treatment plant early, before it is needed					Prantize before needed		4/1/2015				SP
1.2.2		JG	JG	Centralized Treatment MOU	Complete the MOU with the Regional Water Quality Control Board to give the agency authority to decide when a package waste water treatment plant needs to be required by a developer.					Dependent on USGS study and RWQCB		4/1/2016				SP
1.3.0 Manage the Basin effectively to protect groundwater supply and quality																
1.3.1				USGS Wastewater Density Study	Complete the USGS study to understand allowed building density based on wastewater.					USGS Late We are pressing them to work		??				SP
1.3.2		JG	JG	Urban Water Management Plan.	Complete the Urban Water Management Plan.							12/1/2013				SP
1.3.3	SO-1502	JG	JG	(OP) Groundwater Mgmt. Plan.	Update AB0300 ground water management plan	\$ 50,000						12/31/2013				OP

WORK PLANS



Four Important Outcomes

Planning Tools that Are Really Used

- 1. Provides short term and long term direction to the District.** Facilitated, interactive sessions that produce policy level direction from Board and Public
- 2. Provides specific, useful work plans.** Develops specific work plans with accountability: dates, who is responsible, potentially costs, etc.
- 3. Integration with Other District Plans –** Develop links between the strategic plan, the budget, facility master plans and financial plans.
- 4. Plans for Tracking Progress.** Integration into board and staff workflow with measurable metrics

This is a living process. It will be adjusted to fit the District's specific needs and circumstances



Decades of Experience Put to Work for You

Rauch Communication Consultants Has:

In-Depth Strategic Planning Experience, across dozens of strategic plans and hundreds of planning workshops

Deep Experience, with local districts and communities up and down the coast.

Special District Experts. Focus on special Districts for over three decades with over 175 clients

We Know Water and Wastewater. Most of our clients provide water and wastewater services and we have extensive experience with solid waste and many other services

Practical and Accountable Work Plans that provide useful guidance

Get-To-The-Point Approach. We have refined our approach to get maximum results quickly with no wasted process for process sake. We know you are busy and we make every minute count



The Team that Will Work For You

Martin Rauch and Robert Rauch:

The Rauch Communications team offers MWSD over 50 years of direct experience with special districts, coastal communities and strategic planning.

We know California Special Districts and understand the challenges you face.

MARTIN RAUCH, President of Rauch Communications, will serve as the point man to lead this strategic planning process. He brings 20 years' service as a consultant to water and wastewater agencies and as a speaker and educator on strategic planning and public outreach.

ROBERT RAUCH, founder of Rauch Communications, will provide direction and support to each phase of the strategic planning process. He is a widely known authority on special districts and water agencies, and has spoken frequently on strategic planning.



What Our Clients Say About Us

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

Cucamonga County 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

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

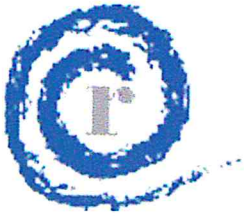
Squaw Valley Public Utilities District

"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. Too often strategic plans just get put on a shelf until next year. This one has check points and useful targets and tasks regularly thru next year."

Director Novato Sanitary District

"I wanted to give you thanks for your guidance in helping the Board members make decisions that resulted in a healthy working, and I believe, successful atmosphere here 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 District



What Our Clients Say About Us

"Mr. Rauch's services have been very helpful in putting together our first Strategic Plan. His expertise in pulling together diverse issues and interests has proved to be invaluable during our planning effort. I would not hesitate in recommending his company to other prospective clients."

San Joaquin River Exchange Contractors River Association

"Rauch Communication Consultants "...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

"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

"Thank you for the wonderful job you did at our Board Planning Session. You... 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



We Welcome Your Questions

Thank You!

*We will help
produce a strategic
plan that is suited
to your needs,
updatable, and
achievable*





MONTARA WATER AND SANITARY DISTRICT AGENDA

For Meeting Of: **December 19, 2013**

TO: BOARD OF DIRECTORS

FROM: Clemens H Heldmaier, General Manager

A handwritten signature in blue ink, appearing to be 'C. Heldmaier', written over the printed name.

**SUBJECT: Review and Possible Action Concerning
Appointment of Board Officers and Committee
Assignments for 2014**

The attached chart indicates the current positions and committee assignments for each Board member. There is a space to select the person or persons for each such position for this coming calendar year. The assignments will become effective January 1, 2014.

RECOMMENDATION:

Appoint District Officers and Committee assignments for the coming year.

Attachment

MONTARA WATER AND SANITARY DISTRICT

BOARD OFFICERS, AGENCY REPRESENTATIVES AND COMMITTEE ASSIGNMENTS

BOARD OF DIRECTORS

POSITION	APPOINTMENTS FOR 2013	CURRENT OFFICE 2014
President	Kathryn Slater-Carter	
President Pro Tem	Jim Harvey	
Secretary	Scott Boyd	
Secretary Pro Tem	Jim Harvey (alter.) Bob Ptacek(alter.) Chris Thollaug(alter.)	
Treasurer	Bob Ptacek	

AGENCY REPRESENTATIVES

AGENCY	APPOINTMENTS FOR 2013	CURRENT APPOINTMENTS 2014
SAM Representatives	Jim Harvey Scott Boyd Kathryn Slater Carter (alternate) Chris Thollaug (alternate)	
CSDA Member	Kathryn Slater-Carter Bob Ptacek (Alternate) Chris Thollaug (Alternate) Jim Harvey (Alternate) Scott Boyd (Alternate)	
ACWA Member	Bob Ptacek	

MONTARA WATER AND SANITARY DISTRICT

STANDING COMMITTEES

COMMITTEE	APPOINTMENTS FOR 2013	CURRENT APPOINTMENTS 2014
Budget and Finance	Chris Thollaug Bob Ptacek	
Personnel	Bob Ptacek Jim Harvey	

AD HOC COMMITTEES

COMMITTEE	APPOINTMENTS FOR 2013	CURRENT APPOINTMENTS 2014
Water	Bob Ptacek Kathryn Slater-Carter	
Recycling/Solid Waste	Kathryn Slater-Carter Bob Ptacek	
WEB	Bob Ptacek Scott Boyd	
Outreach	Kathryn Slater-Carter Jim Harvey	
Legislative	Scott Boyd Kathryn Slater-Carter	
Integr. Reg. Water Man. Plan	Kathryn Slater-Carter Bob Ptacek	
Newsletter	Scott Boyd Jim Harvey	
Wireless Lease	Scott Boyd Kathryn Slater-Carter	

MONTARA WATER AND SANITARY DISTRICT

Billing	Scott Boyd Chris Thollaug	
Recycled Water Policy	Scott Boyd Kathryn Slater-Carter	
Master Plan Update/ Groundwater Mgmt.	Scott Boyd Kathryn Slater-Carter	
Big Wave	Bob Ptacek Kathryn Slater-Carter	
Parks Powers (8/6/09)	Jim Harvey Kathryn Slater-Carter	
Rate Study (1/22/10)	Bob Ptacek Jim Harvey	

Note: Terms for all positions begin January 1, 2014 and end December 31, 2014 unless otherwise indicated by the Board of Directors.



MONTARA WATER AND SANITARY DISTRICT AGENDA

For Meeting Of: December 19, 2013

TO: BOARD OF DIRECTORS

FROM: Clemens H. Heldmaier, General Manager

A handwritten signature in black ink, appearing to be 'C. Heldmaier', written in a cursive style.

**SUBJECT: Review and Possible Action Concerning
Cancellation of the Next Regular Scheduled
Meeting January 2, 2014.**

Staff recommends cancelling the January 2, 2014 meeting.

RECOMMENDATION:

Cancel the regular scheduled meeting January 2, 2014.



MONTARA WATER AND SANITARY DISTRICT AGENDA

For Meeting Of: **December 19, 2013**

TO: BOARD OF DIRECTORS

FROM: Clemens H. Heldmaier, General Manager

SUBJECT: Managers Report

Water Operations: The General Manager participated in the supervision of the water operations and training of new employees.

Attended Meetings:

On December 11 the General Manager attended the Coastal Commission meeting in San Francisco for the Public Works Plan Amendment. The same evening the Manager attended a function for the Coastal Commission sponsored by Coastwalk.

On December 12 the General Manager attended a meeting with representatives from the City of HMB, Granada Sanitary District and SAM to discuss changes to planned capital improvements.

On December 12 the General Manager attended a workshop with representatives from San Mateo County, CCWD and State Parks, regarding the Plan Princeton.

In addition, the General Manager attended phone calls and conferences with consultants, directors, and customers.

Manager Leave: The General Manager will be on vacation from December 23-27.

RECOMMENDATION:

This is for Board information only.