



MONTARA WATER & SANITARY DISTRICT

Serving the Communities of Montara and Moss Beach

P.O. Box 370131

8888 Cabrillo Highway

Tel: (650) 728-3545

Fax: (650) 728-8556

NOTICE OF SPECIAL MEETING

(Special Meeting begins at 6:30 p.m.; see Agenda for Special Meeting below)

AGENDA

Regular Meeting

District Board of Directors

8888 Cabrillo Highway
Montara, California 94037

October 17, 2013 at 7:30 p.m.
(Regular Meeting)

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 District Strategic Plan.

NEW BUSINESS

REPORTS

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

8. General Manager's Report (Heldmaier)

**FUTURE AGENDAS
ADJOURN**

**AGENDA – SPECIAL MEETING
(6:30 p.m.)**

CALL TO ORDER

ROLL CALL

ORAL COMMENTS (Items other than those on the agenda)

CONVENE IN CLOSED SESSION

CONFERENCE WITH LEGAL COUNSEL – EXISTING LITIGATION

(Gov't. C. §54956.9(d)(1))

Names of cases:

- (i) Montara Water and Sanitary District v. The Dow Chemical Company, et al. Jud'l. Council Coord. Proceed. No. 4435; San Bernardino Super. Ct. Case No. SCVSS120627

**RECONVENE IN OPEN SESSION AND ADJOURN TO
CONVENE FOR REGULAR MEETING**

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: **October 17, 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.

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, B&G and BHI are very detailed and fit the needs of the District.

At the September 5 meeting the Board agreed that directors could submit additional suggestions for potential firms to the General Manager by September 19 and that the decision to hire a specific consultant would be delayed until after the seating of the newly elected Board members. The Board asked the General Manger to invite all candidates running for a seat on the MWSD Board to attend presentations from the potential consultants. Director Thollaugh submitted contact information for the Alta Mesa Group. The General Manager contacted Bill Chiat with Alta Mesa Group and has not received a response.

Brent Ives with BHI consulting has been invited to present his firm tonight and answer any questions the Board might have. Martin Rauch with Rauch Communications is scheduled to attend the December 5 meeting.

RECOMMENDATION:

This is for Board Information only.
Attachment

-- 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.

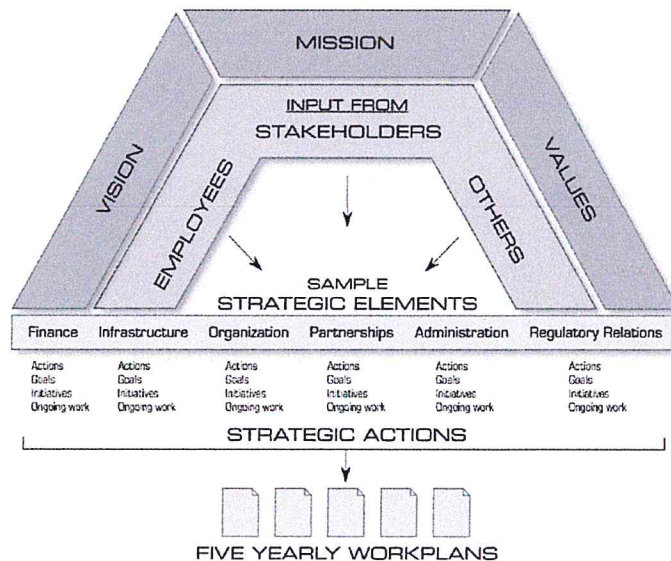
This method and model also allows for professional staff to do what they do best, organize and implement positive and productive work programs. The action oriented strategic planning model allows for linkage between the foundational statements of Mission and Vision to actual work plans, projects and 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>Web Conferencing/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@lgvsd.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 -

		CERTIFICATE OF LIABILITY INSURANCE		OP ID: JK		
				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		
INSURED BHI Management Consulting Attn: Brent H. Ives 2459 Neptune Ct., Suite #110 Tracy, CA 95304		INSURER(S) AFFORDING COVERAGE INSURER A : The Hartford NIAC 11000 INSURER B : Philadelphia Insurance Co INSURER C : INSURER D : INSURER E : INSURER F :		NAIC #		
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 L WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> GENERAL LIABILITY <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR	X	57SBAAV3592	11/10/12	11/10/13	EACH OCCURRENCE \$ 2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 2,000,000 GENERAL AGGREGATE \$ 4,000,000 PRODUCTS - COMP/OP AGG \$ 4,000,000
A	<input type="checkbox"/> AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS		57SBAAV3592	11/10/12	11/10/13	COMBINED SINGLE LIMIT (Ea accident) \$ 2,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$ \$
	<input type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> DEDUCTIBLE <input type="checkbox"/> RETENTION \$	<input type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS-MADE				EACH OCCURRENCE \$ AGGREGATE \$ \$ \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N <input type="checkbox"/> N/A				<input type="checkbox"/> WC STATUTORY LIMITS <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
B	Professional Liab.		PHSD757229	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			CANCELLATION			
Costa Mesa Sanitary District 628 W 19th St Costa Mesa, CA 92627			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			

! Districts
ement and



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.

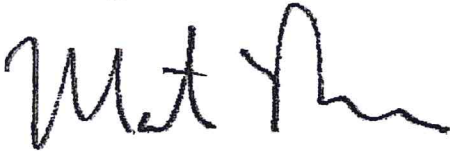
Why Rauch Communications?

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.

ed, 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. The 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 WaterReuse 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	1	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	1	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	1	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	1	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	1	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	1	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															
113	SF-1224838/834	JG	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)
PFL	SF-1302		JC	Large Meter Testing	Currently in order to test on 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" 6 up	0%	6/30/2012	\$ -	\$ 30,000	\$ -
2.2.1	CE-1217	031	JC	<i>System Reliability Upgrade for Hospital and County Complex C, B and D-3 Zones - PHASE 1</i>	Develop emergency plan for water outage at HDMC					No cost associated; basically staff & possibly at little Dudek time.		11/30/2012	\$ 24,101	\$ -	\$ (24,101)
2.3.3	SE-1217	831	JG	<i>System Reliability Upgrade for Hospital and County Complex C, B and D-3 Zones - PHASE 2</i>	Have plans prepared for the redundant water service line for the hospital. Construction contingent on funding. June 2013.		\$ 123,000	\$ 123,000			7/31/2015		\$ 123,000	\$ 123,000	



PARADIGM PILGRIMS

in

Communication • Organizational Effectiveness • Negotiation

FACILITATION PROPOSAL for STRATEGIC THINKING:

Montara Water and Sanitary District

REQUEST: The Board of Directors of the Montara Water and Sanitary District seeks to engage in a facilitated, strategic thinking process regarding the future direction(s) and opportunities of the district. An initial orientation / interview meeting with the Board is anticipated.

DESIGN: Following a conversation with Clemens Heldmaier, General Manager, the Barber & Gonzales Consulting Group (Consultant) herewith submits the following design / proposal for consideration:

1. A series of at least 3, four hour workshops open to and including the public in the process.
2. The workshops will engage the board, staff, and public in an open and facilitated conversation related to the vision and mission of the District, the challenges/opportunities facing the District, and the strategies appropriate to realize a successful future.
3. The initial session will include two exercises. One is a visioning exercise and the other is an exercise designed to identify a variety to strategies and tactics that can be undertaken in pursuit of such. (est. 4 hours)
4. Subsequent to the initial session and in anticipation of the second session Consultant works with management staff to sort and organize the results and elements identified in the initial session. (same as #6 below)

Please reply to

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201 University Ave. # F-210; Berkeley, CA 94710
801 Henry Ford Ave. #D11 Wilmington, CA 90744

Phones 916 786-4368; 916-847-9064 cell • **Fax** 916 786-0750 • **Email** steve@paradigmpilgrim.com

Web page www.paradigmpilgrim.com

5. In the second session the Board reviews, discusses, and refines the results of the sorting and organizing by staff.
6. In anticipation of the third session Board and as a result of comments and observations occasioned by #5 above the Consultant works with staff in further refinement to the initial draft.
7. At the third session the Board reviews, discusses, and adopts (or not, and if not, then further refines) the second iteration.
8. Subsequent sessions are negotiable and reflective of the need for further iterations of the work product.
9. Consultant prepares a publishable (electronic and hard copy) product representing the results of the workshops.

DESIGN ASSUMPTIONS: Please note that this process is designed with the following assumptions in mind:

A That there exists a “bright line” between the role of the Board in making District policy and the role of staff in operating and managing the District.

B. The Consultant applies and facilitates decision making expertise while the Board, staff, and interested public apply and engage their content expertise.

C. An open and participatory process results in a more legitimate outcome.

D. Approximately 18 to 30 people will be engaged in the workshop aspect of the process.

E. Each hour of workshop time is anticipated to be matched with an equivalent hour of work product preparation time by Consultant and District staff.

F. Initial orientation meeting between Board and Consultant is without charge.

Barber & Gonzales Consulting Group

Please reply to

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G. Effective Strategic Thinking is an iterative process in both the initial engagement (above design) and over the long term (an annual review / adjustment).

RATES: Fees for this process design and facilitation service are exclusive of travel and material costs. Travel and material costs are billed as expensed. Strategic thinking processes as outlined here are billed at an hourly rate of \$300. As outlined above total costs for the facilitated workshops, travel, working with district staff for rendering of workshop results to writing, and subsequent preparation for publication are anticipated not to exceed \$12K.

Steve Barber

BARBER & GONZALES CONSULTING GROUP

08/30/13

Barber & Gonzales Consulting Group

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MONTARA WATER AND SANITARY DISTRICT AGENDA

For Meeting Of: **October 17, 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 October 4 the General Manager attended a meeting with representatives from the City of HMB, Granada Sanitary District and SAM to discuss changes to collection services agreement, collections equipment and planned capital improvements.

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

Conferences: On October 8 the General Manager attended the Biennial Groundwater Conference & Groundwater Resources Association. Mark Woysner and Barry Hecht from Balance Hydrologic and the General Manager published a poster regarding the successful Alta Vista Well Monitoring with the Title "Planning for increased climate extremes and strategies for managing groundwater withdraws from high-yielding bedrock wells in Coastal California."

On October 8, the General Manager, Board President and District Clerk attended a California Special District Association webinar: Best Practices in Agenda Preparation, Taking and Recording of Minutes.

RECOMMENDATION:

This is for Board information only.

Attachments

**BEST PRACTICES IN
AGENDA PREPARATION,
TAKING AND RECORDING
OF MINUTES**

Brooke Miller, Esq.
Best Best & KRIEGER LLP



Duties of the Board's Clerk/Secretary



- Prepares agenda, coordinates materials for distribution, attends meetings, transcribes and edits minutes.
- Posts all notices and ensures the Board complies with the Brown Act.
- Accepts correspondence on behalf of the Board.



Laws Governing Agendas



- The Brown Act - right to access. (Section 54950 et seq.)
- Proposition 59. (California Constitution, article 1, section 3(b)(1).)



Best Practices in Agenda Setting

- Who sets the agenda?
- Who determines the agenda format?
 - Consent calendar
 - Public comment
 - Closed session
 - Required notices
- Who is in charge of posting the agenda?
- Who is the keeper of agenda materials?



The Buzz on Reimbursable Mandates

- 2012 State Budget suspended certain requirements of the Brown Act, to avoid payment for State mandates.
- Prop 30 was adopted by the voters on November 6, 2012, adding subd. (c)(3) to Article XIII, Section 36 of the California Constitution, stating that compliance with the Brown Act is not a reimbursable State mandate.
- Practical effect: Compliance is mandatory, no reimbursement is required.



The Buzz on Reimbursable Mandates (Cont.)

- 2013 State budget did not include payment for Public Records Act mandates.
- Suspension language considered but vetoed; now SCA 3 has passed the Legislature and would amend the State Constitution to provide that the State is not required to reimburse any mandates under the PRA or the Brown Act—
 - Including future amendments
- Subject to public vote in June 2014



What is a meeting?

"[A]ny congregation of a majority of the members of a legislative body at the same time and location, including teleconference location . . . to hear, discuss, deliberate, or take action on any item that is within the subject matter jurisdiction of the legislative body." (Section 54952.2)



What is an action?

- A collective decision made by a majority of the members of a legislative body,
- A collective commitment or promise by a majority of the members of a legislative body to make a positive or a negative decision, or
- An actual vote by a majority of the members of a legislative body.



What is a serial meeting?

A series of communications, each of which involves less than a majority, but when taken as a whole, involves a majority, and pursuant to which the majority hears, discusses, deliberates, or takes action on any item that is within the subject matter jurisdiction of the legislative body.



Simultaneous Meetings

- A legislative body that has convened a meeting, and whose membership constitutes a quorum of any other legislative body, may convene a meeting of that other legislative body, simultaneously or in serial order.
- Clerk or a member of the legislative body must verbally announce the amount of compensation or stipend.
 - Not required to announce the amount of compensation if prescribed by statute. (Section 54952.3)



Who is subject to the Brown Act?

- The governing body.
- Newly elected members of the governing body.
- Appointed bodies.



Who is subject to the Act?



- Standing Committees of a legislative body
- Some private organizations.
- Certain hospital operators.



What is NOT a meeting?

- Meetings of temporary committees (“Ad Hocs”)
 - But make sure it really is an “Ad Hoc”
- Attendance at conferences open to the public.
- Attendance at town meetings or similar gatherings originated by a person or organization other than the local agency.
- Attendance at social or ceremonial occasions.
- *Practical advice:* Consider agendaizing event as a “special meeting”



Meetings

The Brown Act provides for 4 different types of meetings.

- Regular meetings;
- Special meetings;
- Emergency meetings; and
- Adjourned meetings.



Regular Meetings

Each legislative body shall provide for the time and place for regular meetings. (Section 54954(a))

- Meetings other than time or place set for regular meetings.
- Meetings of advisory bodies and standing committees, are considered regular meetings. (Section 54954(a))



Agenda Requirements – Regular Meetings

- Agenda must be posted at least 72 hours prior to a regular meeting. (Section 54954.2(a))
- The notice and agenda must be posted on the agency's website, if it has one. (Section 54954.2(a))
*(*New in 2012*)*
- Avoid last minute postings or amendments.



Agenda Requirements – Regular Meetings

- Must provide a brief general description of each item on the agenda.
- The brief general description generally need not exceed 20 words in length. (Section 54954.2(a)(1))



Agenda Requirements – Regular Meetings



Provide an opportunity for members of the public to directly address the legislative body. (Section 54954.3(a))
-On any matter within its jurisdiction
-*Special meetings: On any matter on the agenda*



A Note on Public Comment

- Most agencies require public commenters to submit a speaker slip and state their name and address.
 - Permissible to facilitate orderly conduct/ minute-taking.
 - Technically, cannot be required as a condition of attendance or comment.
- Attendees may also record and broadcast the meeting, unless it disrupts the meeting.



Special Meetings

The presiding officer or a majority of the body may call a special meeting.



Agenda Requirements – Special Meetings

- No express agenda requirements.
- Notice must be posted 24 hours in advance.
- Notice must be delivered to members of the Board.
- Must be posted on the agency's website, if it has one (**New in 2012**)
- Notice must be provided to each local newspaper of general circulation, and radio and television station that has requested such notice. (Section 54956)



Agenda Requirements – Special Meetings

- Legislative body shall provide the public with an opportunity to address the body on any item described in the notice. (Section 54954.3(a))
- The special meeting notice shall describe the public's right to comment. (Section 54954.3(a))
- May not hold special meeting to discuss official salary of high-ranked employees, except as part of budget. (*New in 2012*)



Requests for Agendas

- A member of the public (or news agency) may make an annual request for all agendas of the agency.
 - Must be renewed each Jan. 1
 - Board may establish a mailing fee which may not exceed the cost



Unnoticed Topics

- The agenda requirement does not apply when certain unnoticed topics are discussed at a noticed meeting. (Section 54954.2(a)(2))
- Any member of the legislative body or the body as a whole may provide a reference to staff or other resources for factual information. (Section 54954.2(a)(2))



Exceptions to Agenda Requirements

There are 3 exceptions:

- Emergency;
- Matter requires immediate action that cannot wait; or
- Certain continued items. (Section 54952(b))



Exceptions – Emergency



- A majority of the Board must determine that the matter constitutes an emergency pursuant to Section 54956.5. (Section 54954.2(b)(1))
- Discussion must be conducted in open session.



Emergency Meetings

Definition: A crippling activity, work stoppage or other activity which severely impairs public health, safety or both. (Section 54956.5(a)(1))



Notice of Emergency Meetings

- Telephonic notice to media outlets.
- Notice provided at or near the time that notice is provided to the members of the body.
- If telephone services are not working, the notice requirements are waived. (Section 54956.5(b))



Notice of Emergency Meetings

- The provisions relating to special meetings apply. (Section 54956.5(d))
- The minutes of the meeting and other matters shall be posted for a minimum of 10 days in a public place. (Section 54956.5(e))



Exceptions – Immediate Action

- Board may add items to an agenda at a meeting if it determines there is a need for immediate action which cannot reasonably wait for the next regularly scheduled meeting. (Section 54954.2(b)(2))
- The need for immediate action must have come to the attention of the local "agency" after the agenda has already been posted. (Section 54954.2(b)(2))
 - *May not be the result of poor planning*



Agenda Requirements – Adjourned & Continued Meetings

- No new agenda if meeting is continued/ adjourned for less than 5 days. (Section 54954.2(b)(3))
- A copy of the order of adjournment must be posted within 24 hours after adjournment. (Section 54955)
- A copy of the order of continuance must be posted immediately after the hearing if the hearing is continued to less than 24 hours. (Section 54955.1)
- If no members attend, the clerk/ secretary may adjourn the meeting and give notice of the adjournment in the same manner as special meetings
- *When to use? If you can't get a quorum and need to continue a meeting for a couple days.*



Posting of Agenda



- Must be a location:
- Accessible to the Public.
 - Accessible 24 hours a day for the 72 hours prior to the meeting.

(See, 78 Ops.Cal.Atty.Gen. 327, 331-332 (1995).)



Alternative Formats – Persons with a Disability

If requested, the agenda shall be made available in appropriate alternative formats to persons with a disability, including auxiliary aids or services. (Section 54954.2)



Time Limitations

- May adopt regulations to assist in processing comments from the public.
- May establish procedures for public comment and reasonable time limitations on specific topics or speakers. (Section 54954.3(b))



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Topics

- Members of the public have broad constitutional rights to attend, observe, and participate in meetings.
- Any attempt to restrict the content of such speech must be narrowly tailored to effectuate a compelling state interest.



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Documents Distributed as Part of the Agenda

After agenda posted:

A non-confidential writing related to an agenda item distributed less than 72 hours prior to the meeting must be made available for inspection "without delay." (Section 54957.5)

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Documents Distributed as Part of the Agenda

During public meeting:

A non-confidential document distributed during a public meeting must be made available for public inspection at the meeting if prepared by the local agency or a member of the legislative body, or after the meeting if prepared by another person.



Practice Tips for Compliance

- Make agenda available at public counter as soon as distributed to Board.
- Post on the website.
- Include on the agenda a note that agenda materials are available for public inspection at the secretary/clerk's office or the agency's website.



Agenda Requirements for Closed Sessions

- Each item to be transacted or discussed must be briefly described. (Section 54954.2(a))
 - Specific "safe harbor" language provided.
- Prior to adjourning into closed session, a representative of the legislative body must orally announce the items to be discussed. (Section 54957.7(a))
- The agency must reconvene in open session. (Section 54957.1)
 - Certain actions must be announced (more below...)



Public Comments on Closed Session Items

- State bodies are not required to allow comment on Closed Session Items.
- Other local bodies must allow public comment on closed session items.



Oral Announcement Prior to Closed Session

- Must orally announce the items to be discussed. (Section 54957.7(a))
 - Existing litigation.
 - Significant exposure to litigation. (54956.9(b)(3))



Closed Session

- **Note:**
- If the agency believes that facts creating significant exposure to litigation are not known to potential plaintiffs, the facts need not be disclosed. (Section 54956.9(b)(3)(A))
 - If the facts creating significant exposure to litigation are known to potential plaintiffs, the facts must be publicly stated on the agenda or announced. (Section 54956.9(b)(3)(B))



Closed Session

****Note**

- Where the agency receives a claim or other written communication threatening litigation. (Section 54956.9(b)(3)(C))
- Where a person makes a statement in an open and public meeting threatening litigation. (Section 54956.9(b)(3)(D))



Closed Session

- Other common matters that may be considered in closed session:
 - Real estate negotiations (Section 54956.8);
 - Public employment and labor negotiations (Section 54957.6); and
 - Public security (Section 54957).



Report at the Conclusion of Closed Session

- Convene in open session. (Section 54957.7(b))
- Report of the action taken. (Section 54957.1)
- If final action is contingent upon another party, the legislative body is under no obligation to release a report about the closed session. (Section 54957.1(a))

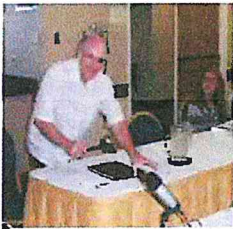


Minute Book of Closed Session

- The legislative body may appoint the secretary/clerk of the board or other employee or officer to attend each closed session and keep and enter a minute book.
- The minute book is not a public record. (Section 54957.2.)



Attendance



- Less than a quorum of a body appears at a noticed meeting. (Sections 54955; or 54954.2(b)(3))
- If no members of the legislative body appear at a noticed meeting. (Section 54956)



Teleconferencing

- Teleconferencing may be used for any meeting of the legislative body.
- All votes by roll call.
- Agendas posted at all teleconference locations and teleconference locations identified.
- Teleconference locations must be accessible to the public.
- At least a quorum must be within the boundaries of the local agency. (Section 54953(b))



Best Practices in Taking and Recording Minutes

Robert's Rule of Order, Section 48: "The record of the proceedings is usually called the Minutes, or the Record, or the Journal."



Minimum Content

Include:

- The type of meeting;
- Name of the organization or assembly;
- Date/time of meeting and place (when it is not always the same)

Listen for and record actual decisions and motions.

Make sure you know when a motion has been made and what the motion is

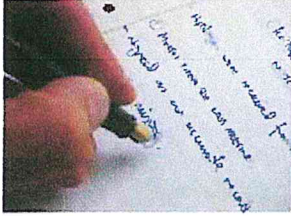


Minimum Content

- The presence of the regular chairman and secretary, or the names of their substitutes;
- A separate heading for each item on the agenda;
- Whether the minutes of the previous meeting were approved, or approved as corrected, and the date of the meeting;



Minimum Content



- All main motions, with proposer and seconds; and
- Time of adjournment.



Best Practices

- Familiarize yourself with the board members and agenda items.
- Note who is attending and whether there is a quorum.
- Note anyone else who is present besides board members.
- Make sure your computer, recorder or pen is working.
- Write down the times important items occur.



Best Practices

- Take clear notes during the meeting.
- Do not change what was said.
- Type your notes as soon as you can, helps with your memory.
- Check spelling of words and names.
- ***Let Board Chair know you are there and need their help to make sure minutes are correct!***



A note on recordings...

- You may but are not required to record meetings
- Recording meetings may greatly assist you in drafting minutes
- ***Be aware:*** If you record meetings, the recordings are public records and must be retained at least 30 days.



Source Materials


- Ralph M. Brown Act – California Government Code section 54950 et seq.
- <http://www.leginfo.ca.gov/calaw.html>
- “Open & Public IV: A Guide to the Ralph M. Brown Act”
- http://cacities.org/resource_files/26038.OpenPublic2010




QUESTIONS?

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