

Dynamic Public Outreach, Smart Strategic Planning

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

DATE: May 4, 2021

PAGES: 16

TO: Marti Brown, General Manager

FROM: Martin Rauch

RE: Strategic Plan Proposal

Thank you for requesting a proposal from Rauch Communication Consultants (RCC) to assist Kensington Police Protection and Community Services District (KPPCSD) with development of a strategic plan.

Using experience honed through the successful development of strategic plans over nearly 50 years, RCC will assist KPPCSD to take a fresh look at the challenges and opportunities facing your organization. We will provide an expertly facilitated forum for you Board and staff to work closely together to update the Strategic Plan and provide the direction that will allow it to proceed confidently into the future.

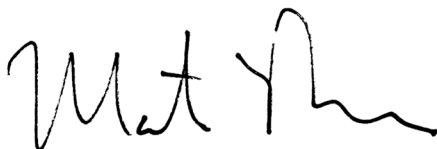
Ready to Hit the Ground Running

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

- In-Depth Strategic Planning Experience, across hundreds of planning workshops and decades of strategic plans.
- We Understand Special District. We focus on special districts and have worked with hundreds of them over several decades. We understand special districts in all their elements: finance, governance, staffing, public engagement, etc.
- Skilled Public Engagement Professionals. In addition to strategic planning, our other areas of expertise are governance (working with Boards) and public outreach and engagement.
- Get-To-The-Point Approach. We have refined our approach to get maximum results quickly. We know you are busy, and we make every minute count.

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

Regards,



Martin Rauch, Senior Consultant

Our Understanding of the Project

Our understanding is that the District is seeking help in identifying goals, objectives and priorities to guide the work of the Board and the General Manager. We are proposing a streamlined process that is appropriate to the needs of this District.

The proposed workshop described below would provide an opportunity for the Board to discuss the most important issues, challenges and opportunities facing the District.

In addition to setting of key goals, objectives and priorities, in our experience this process increases consensus and the quality of interaction between board members, and also between the Board and General Manager.

This is a challenging period for many special District's and KPPCSD also is facing substantial challenges: developing a clear vision for the Police Department, space for public safety with the recent decision of the Fire Department to build its own facility, maintaining community understanding and support, and more.

In this environment, a planning session can be beneficial, even necessary, to proactively navigate upcoming challenges and identify opportunities that can be taken advantage of. In addition, board-level planning is a best practice that can further elevate the performance of the District.

Deliverables and What You Will Get

Most strategic plans contain an organized list of goals, priorities, action items, etc.

We will help you derive much more than that – an opportunity to assess the current and upcoming challenges and opportunities facing the District, a forum to discuss them intensely, and to build consensus for focused priorities and a strategy to achieve those priorities.

The final Strategic Plan will include a mission and vision. It will also provide board level goals and objectives designed to meet the identified needs, challenges, and opportunities.

Board priorities for the goals will be indicated.

There will also be an implementation plan, including timing and someone named responsible for each strategic initiative. A plan for Board monitoring and oversight will be included. The entire document would be written clearly, include professional layout, and flow in logical, easy-to-follow manner.

What We Propose to Do

Rauch Communication Consultants will utilize a step-by-step, proven approach to strategic planning that has been adapted to meet the needs of CFWC. It has been adapted to keep costs down while obtaining the core benefits of having consulting support.

PREPARING FOR THE WORKSHOP AND PLAN

Step 1. Kickoff, Review Relevant Documents, Coordination and Planning. The purpose of the initial kickoff conference call is to clarify expectations, participants, process, documents to review, timing, desired outcomes, and any other open issues. We would also review other documents such as \ budgets, the past strategic plan, etc.

Confidential Board and Staff Interviews. Interviews are a critical early step in the strategic planning process for the following reasons:

- Begin to identify the key focus areas that are most challenging and where it is critical there be strong Board alignment and consensus. These would be key topics for the workshop.
- Introduce the facilitator to the key participants and their individual perspectives, which helps the facilitator plan how to facilitate the specific involved people most effectively.
- Identify if there are any sensitive issues anyone may be uncomfortable bringing to the table, so the facilitator can learn about them and ensure that they are dealt with.
- Provide an opportunity for the interviewees to think about and articulate their own goals and priorities in preparation for the next workshop.

We are proposing to interview the General Manager, Police Chief and the entire Board. The Deliverable is a summary of the interviews.

WORKSHOP TO OBTAIN BOARD CONSENSUS AND DIRECTION

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

Step 2. Board Workshop to Evaluate the District and Identify Priority Goals and Issues. The workshop is the heart of the process. Our workshops are designed to obtain consensus on key issues rapidly and effectively. We recommend that participants include the Directors, General Manager and Police Chief. The workshop takes inputs from the interviews and research phase and uses a set of facilitated exercises designed to develop clear policy-level direction. The workshop will be custom designed following the interview process. Examples of the types of topics that may be 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.

Identify 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. Resources are always limited, and choices must be made about where to focus them. The group chooses the most critical challenges or opportunities that the District must tackle.

Develop approaches to resolve the priority issues. With the facilitator's assistance, the group will take all the information above, organize it by issue area and develop strategies and priorities for resolving them.

Identifying a common vision for the district's future. If there is time, a facilitated exercise will make it easy for participants to imagine what their vision for the future of the District is.

DEVELOPING THE INITIATIVES, REALITY CHECK, MONITORING / OVERSIGHT PLAN

Step 3. Develop the Initiatives / Tactics Plan and Support Staff Reality Check of the Plan. This involves developing the specific, practical actions needed to achieve the goals, objectives and priorities identified by the Board. The level of detail varies by organization, but there should be enough to make it possible to reality check the plan and determine if is doable in terms of monetary resources, staff time and expertise, regulatory requests, as well as sequencing and timing.

The Initiatives/Tactics Plan provides accountability by providing basic timelines, naming someone as responsible for the work, and any key performance metrics.

This is primarily a staff driven process; the consultant typically provides general support as needed that often includes: helping staff to organize the effort, determine a format, level of detail, and to identify roles. The consultant also typically helps staff to compile, format, review, and comment on the plan.

Develop Monitoring and Oversight Plan. The consultant will work with staff to document a process for reporting on the Plan and for performance measurement, Board and staff oversight and monitoring of progress. This is straightforward and includes when and how the Plan will be updated and rolled forward so that there is always a multi-year guide to the future.

PREPARE DRAFT REPORT, PRESENT TO THE BOARD AN FINALIZE

Step 4. Prepare the Report, Present to the Board, Finalize and Approve. Staff and the consultant would present the final draft plan to the Board. The consultant will incorporate any Board comments, proof the document, and produce a final, approved copy.

Timing

Our understanding is that staff would like to complete the project this summer -- with a July workshop. That is a very doable timeline. We are available to schedule mutually compatible dates.

Qualifications

OVERVIEW OF OUR EXPERIENCE

Rauch Communication Consultants Inc. has served special districts for more nearly 50 years in California. During that time, we have worked with well over 225 agencies throughout the state, as well as with many of the leading organizations that deal with districts, such as CSDA, ACWA, CASA, and others. We have worked with individual agencies of every kind and size in most corners of the state with a particular focus on water and wastewater.

Our firm offers three consulting specialties: assisting clients in the development of strategic plans, consulting, and training to resolve and improve board, governance, and management issues, and implementing public outreach programs. 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 many special districts. We led Association of California Water Agencies (ACWA's) Vision 2000 strategic plan that significantly changed the structure and direction of the organization, as well as key planning sessions for California Association of Sanitation Agencies (CASA) during a time of organizational change.

We have also served as speakers for conferences and seminars on strategic planning, governance, board and manager roles and relationships, and public outreach for many District associations. We are regular faculty for California Special District Association and for Special District Leadership Academy on strategic planning and other topics relevant to this project. Previously Martin was a principal instructor for the Special District Board Management Instituted Certificate program on strategic planning, governance, and outreach.

EXPERIENCED MEETING AND RETREAT FACILITATORS

Experienced Facilitating Virtual Retreats, Meetings and Workshops. If it remains necessary to conduct the workshop virtually, Our team has successfully facilitated virtual retreats, workshops, and other types of large and small group meetings over the past year during the COVID-19 pandemic. We utilize a specialized white board software that allows us to take notes and make them readily visible and useful to the participants in real-time as if we were in an in-person meeting with whiteboards or easel boards.

A FEW EXAMPLES OF PROJECTS DEMONSTRATING OUR EXPERIENCE

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

Friant Water Authority Organizational Redesign and Strategic Plan. Worked with this large Board of 23 and staff that were divided into many camps and subgroups and becoming near paralyzed with dissension. We helped them to rebuild the group from the ground up with new governance, new CEO and a strategic plan that is being implemented. The organization is now flourishing.

San Mateo County Harbor District. Worked with this District over an extended period while adapting to changes in both board and staff leadership. This process included extensive public input. It also involved a special effort to review and update facility improvement following a budget crunch that included additional public meetings and a public survey.

Coachella Valley Mosquito and Vector Control District. This district has long experience implementing strategic planning, so we used a custom designed process that utilized one board meeting, engagement of the large management team, and support for staff to carry out many of the elements of the planning process, including engagement of the entire staff. The successful plan is being implemented now.

Cambria Citizens Committee Leading to Majority Election on Key Issue. Facilitated a lengthy series of public meetings of a committee of 25 stakeholders on a contentious community issue that had previously resulted in election losses for the local water agency. Developed consensus on the project that later won a majority election victory.

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

Golden Empire Transit District Rebuild Organizational Effectiveness. 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.

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.

Cordova Recreation and Park District. This District faced pressure to build new facilities, questions about appropriate levels of services and also challenges in building support for funding new initiatives. There were also role and relationship issues between the manager and board, as well as other issues. These issues were all resolved through a facilitated Direction setting process.

San Luis Delta Mendota Water Authority Strategic Plan, Change Cost Allocation, and Hire New CEO. STRATEGIC PLANNING The strategic planning process included four

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

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 received enthusiastically by both Board and Staff and implemented.

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

Novato Sanitary District. This agency had aging treatment facilities under regulatory mandates to make upgrades and collection system with significant capacity and I&I problems. The consultant worked with the staff and the board as they evaluated and undertook a major upgrade of their collection system and complete rebuild of their treatment plant and transition to operating the treatment under contract to a private corporation under intense public scrutiny. Rauch Communication Consultants also facilitated development of a formal strategic plan and update and the Organization currently enjoys, extremely high service quality, low rates and customer satisfaction.

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.

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 of dollars, it impacts numerous aspects of the economic, residential and environmental

aspects of life in the area. Rauch Communication Consultants conducted the initial strategic planning workshops of the Board of Directors and senior management, which defined the future direction of the district.

San Joaquin River Exchange Contractors Water Association. This is the organization's first strategic plan. It tackles the very complex issues facing the Contractors and helped them manage the recent drought more effectively than many of their other agricultural neighbors.

Shafter Recreation and Park District. This District was struggling with a divided board and a new Manager unsure about what the Board wanted her to do. Development of the strategic plan resulted in clear goals and priorities, which the manager was able to focus on.

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

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

What Our Clients are Saying About our Qualifications

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

Montara Water and Sanitary District

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

Arvin Edison WSD

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

Cucamonga County Water District

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

Squaw Valley Public Utilities District

“This Plan was impressive for how efficient the process was, and it got to the point in a practical and useful way. This one has check points and useful targets and tasks regularly thru next year.”

Director Novato Sanitary District

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

San Juan Water District

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

Cordova Recreation and Park

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

California Special Districts Association

Partial Client List Showing Our Special District and Local Government Experience

ASSOCIATIONS, JPAs, STATE, FEDERAL, CORPORATIONS, AND OTHERS

Association of California Water Agencies (ACWA)	Sewer Authority Mid-Coastside
California Special Districts Association (CSDA)	Mission Research Corporation
California Association of Sanitation Agencies (CASA)	Stone Creek Company
California Department of Water Resources	Suburban Water Systems
Special Districts Institute	Boyle Engineering
California Sanitation Risk Management Authority	Dokken Engineering
California Association of Public Cemeteries	El Solutions
Friant Water Authority	McCormick, Kidman, and Behrens
WaterReuse Association	Pennfield and Smith
California Mosquito and Vector Control Association	Redwine and Sherill
American Desalting Association	White House Office of Policy Development
Association of Groundwater Agencies	National Water Resource Association
San Luis Delta-Mendota Water Authority	North Bay Watershed Authority
San Joaquin River Exchange Contractors Water Authority	San Gabriel Valley Water Association
North Bay Water Reuse Authority	San Gabriel Basin WQA
Faculty Association of Community Colleges	Santa Barbara Special District Association
National Water Resource Association	Cachuma Operations Maintenance Board
Water Education Foundation	Cachuma Conservation Release Board
Pacific Coast Association of Port Authorities	California Sign Association

LOCAL GOVERNMENT AGENCIES

BUTTE COUNTY	LASSEN COUNTY	Sanitary District #5 (Tiburon)
Oroville-Wyandotte Irrigation District	Lassen Municipal Utility District	Novato Sanitary District
CALAVERAS COUNTY	LOS ANGELES COUNTY	Ross Valley Sanitary District
Calaveras County Water District	Los Angeles County Park and Rec	San Rafael Sanitation District
CONTRA COSTA COUNTY	Castaic Lake Water Agency	City of San Rafael
Diablo Water District	Central Basin MWD	Central Marin Sanitary Agency
Contra Costa Water District	Pico Water District	County of Marin
Stege Sanitary District	Upper San Gabriel Valley MWD	Novato Disposal Services, Inc.
Dublin San Ramon Service District	West Basin MWD	San Quentin Village and Murray Park
EL DORADO COUNTY	San Gabriel Valley MWD	MERCED COUNTY
South Lake Tahoe PUD	Water Replenishment Dst. of So. Cal.	Central California Irrigation District
IMPERIAL COUNTY	San Gabriel County Water District	MONO COUNTY (and MADERA)
Imperial Irrigation District	Main San Gabriel Basin Watermaster	Mammoth Community Water District
KERN COUNTY	California Domestic Water Company	MONTEREY COUNTY
Arvin Edison Water Storage District	Pasadena Historical Museum	Marina Coast Water District
Indian Wells Valley Airport District	Three Valleys MWD	Monterey Peninsula Water Management District
Indian Wells Valley Water District	Newhall County Water District	Monterey Regional Water Pollution Control Agency
Kern County Water Agency	Las Virgenes Municipal Water District	Pebble Beach CSD
West Kern Water District	Conjunctive Use Working Group (?)	NAPA COUNTY
North of the River Municipal Water District (Bakersfield)	Palmdale Water District	Napa County
Oildale Mutual Water Company	City of Sierra Madre	Napa Sanitation District
North Kern Water Storage District	City of Arcadia	NEVADA COUNTY
Golden Empire Transit District	City of El Monte	Northstar CSD
Terra Bella Irrigation District	City of La Puente	Truckee-Donner Public Utility District
Friant Water Users Authority	East Pasadena Water Company	Tahoe Truckee Unified School District
Cawelo Water District	Foothill Municipal Water District	ORANGE COUNTY
Arvin Community Services District	Valley County Water District	Municipal Water District of Orange County
North Bakersfield Recreation and Park District	MARIN COUNTY	Mesa Consolidated Water District
Inyokern Community Services District	Las Gallinas Valley Sanitary District	Los Alamitos County Water District
Shafter Park and Recreation District	North Marin Water District	
	Sausalito-Marín City Sanitation Dst.	
	Tamalpais CSD	

South Coast Water District
Serrano Irrigation District
El Toro Water District
Orange County Water District
Costa Mesa Sanitary District
Capistrano Beach County Water District
Coastal Municipal Water District
Midway City Sanitary District
TriCities Municipal Water District
Yorba Linda Water District
Placentia Library District
Laguna Beach County Water District
Emerald Bay Service District
Moulton Niguel Water District
Orange County Vector Control

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

PLUMAS COUNTY
East Plumas Health Care District

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

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

SAN BERNARDINO COUNTY
Big Bear Municipal Water District
Monte Vista Water District
Big Bear Airport District
Yucaipa Valley Water District
Bear Valley Community Hospital District
Bear Valley Community Services District
City of Big Bear Water and Power Department

Joshua Basin Water District
Inland Empire Utility Agency
East Valley Water District
Big Bear Area Regional Wastewater Agency
Victor Valley Water District
Cucamonga County Water District
San Antonio Water Company
Chino Basin Watermaster
ITI Desert Water District
San Bernardino Valley Water Conservation District
Big Bear City CSD
City of Big Bear Lake
Hi-Desert Water District
West San Bernardino County WD

SAN DIEGO COUNTY
San Diego County Water Authority
Padre Dam Municipal Water District
Rincon del Diablo MWD
Vallecitos Water District
Helix Water District
Leucadia Wastewater District
North County Fire Protection District
Olivenhain Municipal Water District
Sante Fe Irrigation District
Otay Water District
Fallbrook Public Utility District
Rainbow Water District
Vista Irrigation District

SAN FRANCISCO COUNTY
Golden Gate Bridge, Highway, & Trans. District

SAN JOAQUIN COUNTY
Ripon Fire Department

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

SAN MATEO COUNTY
East Palo Alto Sanitary District
San Mateo County Harbor District
Montara Water & Sanitation District
Sewer Authority Mid-Coastside

SANTA BARBARA COUNTY
City of Santa Barbara
Goleta Sanitary District
Montecito Sanitary District
Carpinteria Sanitary District
Santa Maria Public Airport District
Goleta Water District
Montecito Water District
Cachuma Project Authority

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

SANTA CLARA
Santa Clara Valley Water District
West Valley Sanitation District

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

SOLANO COUNTY
Rural North Vacaville Water District

SONOMA COUNTY

TULARE COUNTY
Friant Water User Authority
Visalia Public Cemetery District

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

PRIMARY CONSULTANT AND OTHER KEY TEAM MEMBERS

MARTIN RAUCH, Primary Consultant, Rauch Communication Consultants

Martin Rauch is President of Rauch Communications Consultants, a full-service strategic planning and public outreach firm with main office near San Jose California that has served over 225 clients in California during the past 40+ years.

He brings to this task extensive experience in group dynamics, developing consensus, Board and District strategic planning, and facilitation.

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

Working out of RCC's San Jose Office, Martin also assists Boards and senior managers, by tailoring public information projects that meet the special requirements of each client. For 28 years, he has provided strategic outreach support throughout the state.

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

Prior to his work for public agencies, he served for several years as a community organizer and educator for nonprofit organizations, organizing community groups and producing educational and information materials. He holds a Bachelor of Arts degree with High Honors from the University of California at Santa Barbara. Martin's formal training also includes completion of Business Mediation Training at UC Berkeley, as well as courses in Facilitating and Mediating Effective Agreements. Martin is a certified Balanced Scorecard Professional (BSP) from the Strategy Management Group and The George Washington University College of Professional Studies.

Amanda Green, VIRTUAL MEETING FACILITATION SUPPORT [ASSOCIATE], *affiliate*

With a master's degree in Public Administration from Harvard University School of Government and seven years' experience, Amanda provides a range of support in researching, planning, and writing. For virtual retreats and workshops, she operates a special whiteboard software that replicates and even improves upon white boards and easels from in-person workshops. Her experience includes several years working on planning and communication projects for RCC. and in the past with numerous government and industry clients.

Lynda Boyd, RAUCH COMMUNICATIONS CONSULTANTS, *Staff*

Lynda manages all the production of document and project timelines for Rauch Communication Consultants.

Estimated Costs.

We propose to complete the core of this project at a fixed cost of \$12,980. There are ways the scope could be refined to fit within budgetary and time requirements if desired.

STRATEGIC PLAN ACTIONS	HOURS	
	\$245	\$75
Step 1. Kickoff, Review Relevant Documents, Coordination, Interviews, and Planning. (7 interviews)	\$3,430	
HOURS	14	
Step 2. Board Workshop. Planning, facilitation, transcribe notes, integrate comments and draft initial goals, objectives, etc.	\$3,920	\$675
HOURS	16	9
Step 3. Step 3. Develop the Initiatives / Tactics Plan and Support Staff Reality Check of the Plan.	\$980	\$150
HOURS	4	2
Step 4. Step 4. Prepare the Report, Present to the Board, Finalize, and Approve	\$3,675	\$150
HOURS	15	2
SUBTOTAL CONSULTING TIME @ \$245 per hour	\$12,005	
SUBTOTAL ADMINISTRATIVE @ \$75 per hour		\$975
TOTAL ESTIMATED CONSULTING COST	\$12,980	

More Cost Estimate Details. The client will only be charged for work completed. No out-of-scope work will be undertaken without prior written approval from the Agency. Out-of-scope work includes new tasks, or extra work not due to inefficiencies on our part on existing tasks, which is requested for reasons beyond RCC's control.

Rates. rate for the senior consultant is \$245 per hour. Associates are \$90 to \$115 per hour. Graphic designer and webmaster services rate is \$105 per hour. Social media and writing specialist's rate are \$45 to \$90 per hour. Rate for Administration and Production Manager is \$70 per hour. **Travel and Expenses Additional.** Material expenses, including, travel expense (transportation and lodging), office printing and sales tax are additional and passed on at cost. No travel cost is expected.

Insurance

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

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

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

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

Sample Initiative Plans

EXAMPLE OF A SORTABLE IMPLEMENTATION PLAN WITH TYPICAL DETAIL

This is an example of a typical amount of detail for a workplan in a format that can sorted by field: by goal or objectives, who is response, when it is due, etc. Each is customized to meet the needs of the client.

#	GOAL AREA/OBJECTIVES/ACTIONS	P	Who	Support	Due	Rekurs	Notes / Status
6	GOAL: Effective Communication and Engagement with Key Parties						
6.1	OBJECTIVE: Key parties understand the Agency's role in representing its member agencies.						
6.1.1	Develop an internal and external communications plan to educate key stakeholders and the public about the Agency's interests and policy positions, and key information about California water supply. Communications Plan shall have sections addressing Objectives 6.1, 6.2, 6.3, 6.4, 6.5, and 6.6 and will identify key messages, key parties to message to, performance metrics, and tools for messaging.	1	George		Sep-17	Annual	
6.1.2	Implement relevant sections of the communications plan developed in 6.1.1.		George		Oct-18	Ongoing	
6.2	OBJECTIVE: The Agency supports its member agencies through effective representation of common positions.						
6.2.1	Develop and adopt a policy on common interests (legislation, programs, etc.).		George		Mar-19	Annually	
6.2.2	Implement relevant sections of the communications plan developed in 6.1.1.		George		Oct-19	Ongoing	
6.3	OBJECTIVE: The Agency effectively engages with member agencies and key parties.						
6.3.1	Implement relevant sections of the communications plan developed in 6.1.1.		George		Oct-17	Ongoing	
6.3.2	Increase community economic development		Paul	George	Sep-99	Ongoing	Report as needed
6.4	OBJECTIVE: The Agency understands the perspectives of other key parties.						
6.4.1	Conduct regular meetings with member agencies and other key parties (including but not limited to: Water Contractors, Water Agency, and environmental NGOs).		Sam		Jul-17	Ongoing	Report as needed
6.4.2	Implement relevant sections of the communications plan developed in 6.1.1.		George		Oct-18	Ongoing	
6.5	OBJECTIVE: Support collaborative programs to educate the California public about key issues important to the Agency.						

EXAMPLE OF A STAFF INITIATIVES / TACTICS PLAN WITH MORE DETAIL

Each initiative plan is customized to fit the needs of the client. The example below is just another approach to implementation planning with a more detailed work plan and an initial look at key metrics to be developed.

No.	P	Action	Lead	Board	Status	Time
2.0.0		GOAL 2 – SERVICES. Deliver high quality, cost-effective services that meet the needs of our community.				
2.1.0		Prepare a plan and strategy for identifying staffing, facilities, and resources needed to provide services to any new development at the same service level or higher as is provided today.				
2.1.1	1	<p>Develop practical, available, useful, and applicable <u>benchmarking metrics</u> to assess and monitor the levels of services delivered. Consider current levels of service as a baseline.</p> <p>Improve the Operations and Fire Departments' Annual Operating Reports to include metrics described above to evaluate performance through the period of development and beyond.</p> <p>Examples of metrics to benchmark levels of services for comparative purposes include the annual number of water outages, annual water quality or pressure complaints or violations, sewer system overflows (SSO's), providing Basic Life Support (BLS) vs. Advanced Life Support (ALS), staffing levels (e.g., 3.0 vs. 4.0), emergency response time, emergency call volume, impact from simultaneous calls; performance of Preventive Maintenance on District facilities, infrastructure, & equipment (e.g., linear-feet of sewer laterals and mains cleaned or inspected by television (TVI), number of valves exercised, adherence to equipment maintenance schedules, compliance metrics for solid waste disposal contract, etc.). See Community Survey (2.2.3) for customer satisfaction benchmarking.</p>	Sarah Hank		(2.2.3) (5.1.2)	May 2009 – Dec. 2010
2.1.2	1	<p><u>Identify impacts</u> to existing levels of services from proposed development. Identify elements to improve levels of services to meet the demands and expectations of existing and new customers.</p> <p>Use metrics (2.1.1) to ensure that current core services--water, wastewater, fire, and garbage--are delivered with high quality and are not negatively impacted by any future extension of new services or development.</p>	Sarah		Hank, Sarah, Aleta, Bob Schedule driven by developer(s)) (2.1.1)	Jan. 2009 – Dec. 2010 + beyon d
2.1.3	1	<p>Participate and provide support in <u>Master Planning</u> of proposed development. Examples of support include updates to water and sewer hydraulic models and unit demands, modeling groundwater pumping scenarios in the District's groundwater model, programmatic design of water and sewer system expansions, analyses of impacts on staffing, operations, equipment, assets, and facilities and mitigations to address them.</p>	Sarah		Hank, Sarah Schedule driven by developer(s))	June 2008 – Dec. 2010 + beyon d

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

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

Strategic Line#	Budget Line#	Project #	Project Manager	PROJECT NAME	PROJECT DESCRIPTION	FISCAL 2010 *****	YEAR 2011 *****ESTI	ENDED 2012 MATE**	IN 2013 *****	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	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	Recharge Project Funding	Complete the project even if grant money falls short.							1/1/2015				SP
1.1.3			JG	Recharge Construction	Complete phase 1 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)	808 / 834	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 inserted 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 Caltrans 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	(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	Centralized Treatment Authority	Apply for Authority from LAFCO to construct a centralized treatment plant early, before it is needed.					Prioritize before needed		4/1/2015				SP
1.2.2			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	Urban Water Management Plan.	Complete the Urban Water Management Plan.							12/1/2013				SP
1.3.3	SO-1502		JG	(OP) Groundwater Mgmt. Plan	Update AB3030 ground water management plan	\$ 50,000						12/31/2013				OP
2.0.0 GOAL 2. FINANCIAL MANAGEMENT. Continue strong and conservative financial management that is cost conscious, reliable and avoids rate shocks																
2.1.0 Develop Mechanisms to link strategic plan initiatives so both the staff and board can track progress and not approve projects that exceed resources.																
2.1.1			SG	Tie Budget to Strategic Plan	Tie the Budget to strategic plan initiatives							6/1/2012				SP
2.2.0 Provide reliable financial resources to meet critical projects within legal and revenue requirements, are incremental, and are perceived as fair to the public without rate shocks.																
2.2.1			SG	Integrated Financial Analysis	Carry out analysis needed to identify revenue needs associated with all district initiatives, most importantly to carry out pipeline replacement and for buying water					Start January 2013		1/1/2014				SP
2.2.2	SO-1503		SG	(OP) Rate Study	Conduct rate study, including review and update of structure and analysis of pay/go versus debt financing.	\$ 30,000						1/31/2014				OP
2.2.3	SO-1228	Z49	SG	(OP) Update District Fees	Carry out study to identify needed and fair fees.	\$ 15,000					10%	12/1/2012	\$ -	\$ -	\$ 15,000	OP