

Dynamic Public Outreach, Smart Strategic Planning

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

DATE: January 5, 2020

PAGES: 14

TO: Christopher Deppe, President of the Board

FROM: Martin Rauch

RE: Board Goal Setting Proposal

Thank you for your request for a proposal to assist Kensington Police Protection and Community Services District (KPPCSD) with goal setting.

Using proprietary techniques that have been honed through the successful development of Board and policy level goals, objectives and priorities over nearly 50 years, Rauch Communication Consultants (RCC) will assist the District to consider where it stands today, evaluate past achievements, address an increasingly challenging future, consider new opportunities, and ultimately provide the direction that will allow it to proceed confidently into the future.

We recognize that the District is relatively small and has limited resources. Therefore, the proposed program has been carefully planned to meet all the objectives of the District at an affordable cost.

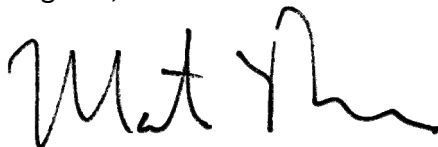
Ready to Hit the Ground Running

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

- In-Depth Planning Experience, across hundreds of planning workshops over nearly fifty years.
- Local and Regional Experience, around the Bay Area, northern California and across the State, with nearly every type of special district.
- We Know Special Districts. We focus on special districts and understand special district governance, finance, operations, community relations, and the many issues faced by them.
- Organizational and Governance Experts. We have worked with over 225 Special Districts over the years. We are faculty for the California Special District Leadership Academy and teach regularly at statewide conferences on planning and governance issues.
- Practical and Accountable Implementation Plans that provide useful and actionable guidance.
- Get-To-The-Point Approach. We have refined our approach to get maximum results quickly. We know you are busy, and we make every minute count.

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

Regards,



Martin Rauch, Senior Consultant

Project Understanding

PROJECT UNDERSTANDING

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: governance issues; community engagement, including maintaining g community understanding and support; questions about the long-term best structure for the police force; affordability of services; 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.

The Outcomes and Benefits Of Our Proposed Goal Setting Process

We have found that our proposed planning process provides the following benefits:

Excellent Introduction for Newer Board Members and to Build Consensus Around Priorities for the Entire Board. Our focus on a Board-centered workshop provide an ideal opportunity for both newer and longstanding directors to be exposed to all the key issues facing the District and to engage with their fellow directors and management team in-depth on these topics.

Help the District to Identify and Resolve Key Issues. In an era of rapid changes and ongoing challenges, thoughtful planning makes it possible to deal with all the key challenges proactively and in priority order. This process will provide an organized method for evaluating major programs, resolving challenges, and setting priorities in a way that is far more effective and comprehensive than in regular Board meetings or workshop.

Strengthen the appropriate role and authority of staff to implement policy direction at the same time the Board strengthens its policymaking role. Even in agencies with effective governance and management, the planning process reinforces and strengthens both the Board's ability to set clear policy direction and the staff's authority and flexibility to carry it out.

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

Project Approach

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

COORDINATION, REVIEW AND RESEARCH, INTERVIEWS AND PLANNING.

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

Confidential Interviews. Experience has shown that one of the best tools for gaining insight into key issues facing an organization at the start of a planning process is one-on-one confidential interviews with key individuals. The confidential interview process gives the people who have the greatest influence on the organization a chance to candidly express their interests, concerns, and perspectives. Out of these interviews arises a composite picture of the important issues that will help inform the Board planning workshop that follows. Interviews provide the following benefits:

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

We are proposing to interview the General Manager, Police Chief and the entire Board.

WORKSHOPS TO GATHER INSIGHT REGARDING CRITICAL ISSUES AND PRIORITIES.

Following the steps above, the consultant will have a much deeper understanding of the District, Board, staff, community and others. With the knowledge at hand, the consultant will evaluate the approach to the workshops describe 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.

IMPLEMENTATION PLANNING AND 'REALITY CHECK'

STEP 3. Recommendations and Assistance for Staff Implementation Plan Development. In order to properly evaluate the feasibility of the Board goals and priorities and later implement them, it is necessary to develop an implementation plan to respond to those priorities. This is a staff driven process with the support of the consultant who will provide sample implementation plans and make recommendations to the manager on how to develop it. The implementation plan often includes engagement of the department heads and may include participation of additional staff.

In other words what specific initiatives or work must be implemented in order to achieve the goals, objectives and priorities. The level of detail varies by organization, but there should be enough detail to make it possible to reality check the plan and determine if it is doable in terms of monetary resources, staff time and expertise, as well as sequencing. If any of the Board's goals, objectives or priorities are not doable with current resources, it can then be brought to their attention so the board can consider adjustments to the plan or acquiring additional resources.

The implementation plan provides accountability by providing basic timelines and naming someone as responsible for the work.

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

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

STEP 4. Prepare focused plan consisting of goals, objectives, priorities and recommendations for implementation, monitoring and oversight. The consultant will work with staff to document a process for reporting on the Plan and for performance measurement, Board oversight and monitoring of progress. This would include when and how the Plan will be updated and rolled forward so that there is always a multi-year guide to the future.

Once the Plan is complete, we recommend that the General Manager present a summary of the Board goals and priorities along with the implementation plan to staff. Also, ensure that each employee knows his or her role in the plan through their role in the work plan. This is often carried out by the General Manager and Department heads as part of the internal implementation and monitoring plan. It is mentioned here as a reminder that the staff are a key constituency since they are charged with implementation.

Present to Board, Finalize and Approve. As a cost-saving measure, we recommend that the General Manager (rather than the consultant) present the final plan to the Board for review and approval. If there are any final comments or questions, the consultant will make final refinements, proof the document, and produce a final, approved copy.

DELIVERABLES

The final Plan would include Board (policy-level) goals, objectives and priorities. In addition the plan would summarize the current and expected challenges and opportunities facing the District identified in the process. There would be an implementation plan, including timing and someone named responsible for each initiative, as well as a plan for Board monitoring and oversight. The entire document would be written clearly, include professional graphic design, flow in logical order, integrating the findings, goals and objectives in a seamless, easy-to-follow manner.

TIMING

We can be available to start at an agreed upon date in the near future.

Qualifications

Background and Experience

Rauch Communication Consultants Inc. has served special districts and local governments for more than 40 years. During that time, we have worked with over 225 agencies throughout the state, as well as with many of the leading organizations that deal with local governments such as California Association of Sanitary Agencies, California Special Districts Association, Special District's Institute, California Cemetery Association, Association of California Water Agencies, and others. 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 dozens of special districts. We led ACWA's Vision 2000 strategic plan that significantly changed the structure and direction of the organization, as well as key strategic planning sessions for CASA during a time of organizational change. A selected list of clients for whom we have provided strategic planning services is given later in this proposal, along with brief client case studies and testimonials.

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

Selected 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 over 40 years on a daily basis. It is all we do. Here are just a small number of the many examples of our experience helping organizations carry out their mission.

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 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.

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.

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.

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

“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

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

“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

“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 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

Oroville-Wyandotte Irrigation District

CALAVERAS COUNTY

Calaveras County Water District

CONTRA COSTA COUNTY

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

EL DORADO COUNTY

South Lake Tahoe PUD

IMPERIAL COUNTY

Imperial Irrigation District

KERN COUNTY

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

Shafter Park and Recreation District

LASSEN COUNTY

Lassen Municipal Utility District

LOS ANGELES COUNTY

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

MARIN COUNTY

Las Gallinas Valley Sanitary District
North Marin Water District
Sausalito-Marín City Sanitation Dst.
Tamalpais CSD

Sanitary District #5 (Tiburon)

Novato Sanitary District
Ross Valley Sanitary District
San Rafael Sanitation District
City of San Rafael
Central Marin Sanitary Agency
County of Marin
Novato Disposal Services, Inc.
San Quentin Village and Murray Park

MERCED COUNTY

Central California Irrigation District

MONO COUNTY (and MADERA)

Mammoth Community Water District

MONTEREY COUNTY

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

NAPA COUNTY

Napa County
Napa Sanitation District

NEVADA COUNTY

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

ORANGE COUNTY

Municipal Water District of Orange County
Mesa Consolidated Water District
Los Alamitos County Water District
SouthCoast 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 Water Authority
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 Water District

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

This project will be carried out by Martin Rauch with background support by Lynda Boyd and Amanda Green.

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 Board of Directors 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 principle 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 degree with High Honors from the University of California at Santa Barbara. Martin's formal training also includes completion of Business Mediation Training at UC Berkeley, as well as courses in Facilitating and Mediating Effective Agreements. Martin is a certified Balanced Scorecard Professional (BSP) from the Strategy Management Group and The George Washington University College of Professional Studies.

LYNDA BOYD, Production Manager, Rauch Communications Consultants, Staff

Lynda manages all the production of documents for Rauch Communication Consultants, coordinating the writing, printing and mailing of materials, setting up schedules and coordinating project team activities to keep projects moving smoothly and on-schedule.

AMANDA GREEN, Consulting Support, Research and Writing, affiliate (contractor)

With a master's degree in Public Administration from Harvard University School of Government and seven years' experience, Amanda provides a range of support as an assistant during large and complex meetings, as well as researching, planning and writing. Her experience includes several years working on strategic planning and communication projects for RCC and with other organizations.

Scope of Services and Costs

Our fixed-cost estimate for this project is shown below and based on the following steps as described in our proposal.

Normally, a program of this type includes a second Board workshop, additional support in developing the implementation plan, and the consultant presenting the final plan to the Board. In order to limit costs, while still providing the core elements needed by this District these are not included.

STEP 1. Prepare for, conduct and summarize seven confidential interviews by phone. Review key documents. (12 hrs.)

STEP 2. Board workshop #1. Plan, prepare for and facilitate. (12 hrs.)

STEP 3. Recommendations and assistance for Staff Implementation Plan Development. (2 hrs.)

STEP 4. Prepare focused plan consisting of goals, objectives, priorities and recommendations for implementation, monitoring and oversight. (6 hours.)

Coordination, planning and administrative support etc. (3 hrs.)

TOTAL ESTIMATED COST: 35 hours = \$8,575

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

Our Rates. Consulting rate for the senior consultant is \$245 per hour. Associate consultants are \$90 to \$115 per hour. Graphic designer and webmaster services rate is \$105 per hour. Social media and writing specialist's rate is \$45 to \$90 per hour. Rate for Administration and Production Manager is \$70 per hour.

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

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.

References

Friant Water Authority Strategic Plan and Reorganization (Completed 2015. Lead Consultant). Rauch Communication Consultants was asked to facilitate a strategic plan for this regional water authority at a time when it was virtually paralyzed by staff and governance challenges. Intense disagreements about how to move forward, led some members to threaten to leave. The Strategic Plan included a complete rebuilding of the Authority's governance, membership and senior staff, as well as developed shared goals and priorities for moving forward which thoroughly rejuvenated and re-energized the organization.

A year or so later the consultant supported the new Executive Director to update the plan and also facilitated a performance evaluation of the Executive Director

REFERENCE. Edwin Camp serves on the Boards of both Friant Water Authority (above) and Masterworks Festival (below). Edwin@dmcamp.com. Mobile: 661-978-9341. Work: 661-399-5511

Masterworks Festival. (Completed in 2016). MasterWorks Festival is an intensive, four-week festival for advanced students of the classical performing arts. At the festival, world-class faculty and gifted students present brilliant performances in an atmosphere of Christian faith. The festival had both national and international programs, and the Board, staff and volunteers are spread around the country and in other countries. In addition, the organization was in a period of decline, financial troubles, withdrawal of donors and volunteers, and the resignation of the founder and long-time Executive Director. As a result of all these factors, we helped support and lead this process remotely to lower costs. We reached out extensively to current and former donors, students & family, alumni, staff, faculty and former board members and worked with the Board to devise a new strategic plan and successfully reboot the organization, which is now renewed and growing again.

REFERENCE. Edwin Camp serves on the Boards of both Friant Water Authority and Masterworks Festival. His contact information is above.

Coachella Valley Mosquito and Vector Control Agency. (Completed 2018) This District has a long history of Strategic Planning and was due for a major update following expiration of a previous Plan. This District has a large Board (11) members as well as seven management team members. The Planning process included confidential interviews of all of them as well as a few other people recommended by staff and one all-day workshop (similar to what is proposed for KPPCSD). The consultant drafted an updated or new mission, vision and values as well as goals and objectives. The consultant then supported staff to incorporate feedback through meetings with all the staff and to develop monitoring and oversight plan, and to undertake final review with the Board.

REFERENCE: Jeremy Wittie, General Manager 760-342-8287, jwittie@cvmvcd.org. Business: 760-342-8287. Mobile: (760) 399-6941

Valley Sanitary District. (Underway) This is a well-run District. However, its most recent strategic Plan was developed primarily by the General Manager and lacked buy-in from the Board and Staff. The strategic planning process is well underway – with two Board workshops and an all-hands staff workshop complete, and the implementation plan about to begin. Beverli Marshall, the General Manager of Valley Sanitary also worked with Rauch Communication Consultants at her previous job for Sewer Authority Mid-Coastside.

REFERENCE: Beverli Marshall, General Manager 760-342-8287, bmarshall@valley-sanitary.org. Business: (760) 238-5400.