



**A Proposal to Provide
Strategic Planning Services
To
San Mateo County Harbor
District**

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

September 6, 2017

Rauch Communication Consultants Inc

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



***This Plan will
help you develop a pathway to take the
District from where it is today, to where
you want it to be in the future. Our process
then will assist you to pull together to
arrive there as directly as possible***



Introducing Ourselves

What We Do

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

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

**We have been providing
consulting services to
California special districts
for 45 years**



Decades of Experience Put to Work for You

Rauch Communication Consultants Has:

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

Local and Regional Experience, around the Bay Area and across the state

Special District Experts. Focus on special Districts for over four decades with over 200 clients

Practical and Accountable Implementation Plans that provide useful guidance

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

Special Districts Are Our Only Business

Partial Client List

ORGANIZATIONS

Association of California Water Agencies (ACWA)
California Special Districts Association (CSDA)
California Association of Sanitation
Special Districts Institute
California Sanitation Risk Man
California Association of Pub
WaterReuse Association
California Mosquito and Vec
American Desalting Associa
Association of Groundwater

LOCAL GOVERNMENT AND

SAN BERNARDINO COUNTY
Chino Basin Watermaster
Big Bear Municipal Water D
Monte Vista Water District
Big Bear Community Servic
Yucaipa Valley Water Distri
Joshua Basin Water District
Inland Empire Utility Agency
East Valley Water District
Big Bear Area Wastewater
Victor Valley Water District
Cucamonga Valley Water D
San Antonio Water Compar

RIVERSIDE COUNTY

Mission Springs Water Distr
Rancho California Water Di
South Mesa Water Compar
Elsinore Valley Municipal W
Santa Rosa Community Ser
Beaumont Cherry Valley Wa
Santa Ana Watershed Proje

ORANGE COUNTY

Municipal Water District of C
Mesa Consolidated Water D
Los Alamitos County Water
South Coast Water District
Serrano Irrigation District
El Toro Water District
Orange County Water Distri
Costa Mesa Sanitary Distri

SAN DIEGO COUNTY

San Diego County Water Au
Padre Dam Municipal Water
Rincon del Diablo Municipa
Vallecitos Water District
Helix Water District
Leucadia Wastewater Distri
North County Fire Protection
Olivenhain Municipal Water D
Santa Fe Irrigation District

IMPERIAL COUNTY

Imperial Irrigation District

SAN FRANCISCO COUNTY

Golden Gate Bridge, Highway, & Trans. District

BUTTE COUNTY

Oroville-Wyandotte Irrigation District

SANTA CRUZ COUNTY

Scotts Valley Water District
Serrano Valley Water Management Agency

SANTA CRUZ COUNTY

Community Services District
Scotts Valley Water District
Serrano Valley Water Agency
Serrano Valley Water District
River Municipal Water District
San Jose Water Company
Water Storage District
Sire Transit District
Irrigation District
Water Users Authority
Water District

SANTA CRUZ COUNTY

Water District
San Jose Public Utility District
Community Services District

SANTA CRUZ COUNTY

Community Services District
San Jose Harbor District
San Jose Community Services District
Community Services District

SANTA CRUZ COUNTY

San Jose Water District
Regional Water Pollution Control

San Jose Peninsula Water Management District

SANTA CRUZ COUNTY

San Jose Water District

SANTA CRUZ COUNTY

San Jose Cemetery District
San Jose Water User Authority

SANTA CRUZ COUNTY

San Jose Sanitary Distri
San Jose Water District
San Jose Marin City Sanitary District
Community Services District
San Jose District No. 5 of Marin County
San Jose Water District
San Jose Sanitary District
San Jose Water District
Rafael

SANTA CRUZ COUNTY

San Jose County Water District

SANTA CRUZ COUNTY

Eastern Plumas Health Care District

WASHINGTON, D.C.

The White House, Office of Policy Development

WIDE RANGING EXPERIENCE
Sewer Authority Mid-Coastside
Montara Water and Sanitary District
East Palo Alto Sanitary District
Conejo Park and Recreation District
Mosquito and Vector Control
Association of California
Pacific Coast Association of
Port Authorities
now Association of Pacific Ports
Visalia Public Cemetery District
Port of San Luis Harbor District
North Tahoe Public Utility District
Golden Empire Transit District
Friant Water Users Authority
Santa Clara Valley Water District
Sacramento RC Sanitation District
California Special District's Association
Municipal Water District of Orange County

Members Oak County Water District

SANTA CLARA COUNTY

Santa Clara Valley Water District



Issues Facing SMCHD

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

Water-related or waterborne emergency preparedness and response

Possible roles in managing other harbors and marinas in the County

Climate change

Enhancing public access

And many other issues, projects and challenges





How We Plan To Work With You

Practical and Efficient Process

- **Interviews are Critical** to obtaining insight and understanding of Board, management team and key stakeholder issues and perspectives
- **Management Team** involvement throughout the planning process. Employees can participate if desirable
- **Stakeholders and Public** engagement throughout
- **Board Workshops**, the heart of the planning process, where the mission, vision, goals and objectives are set that determine the district's strategic direction
- **Practical Staff Implementation Plan**, how the goals and objectives will be achieved, evaluate resources to accomplish, and identify how they will be integrated with the budget and other major plans
- **Board Review and Approval**





Flexible Stakeholder Engagement Approach

Public Outreach Experts and Facilitators

The core purpose of the strategic planning process is to give the Board – with support of the Management team and with public input – an opportunity to develop consensus on key strategic goals and priorities.

- Our twin areas of expertise are strategic planning and public engagement programs.
- We have facilitated hundreds of successful public meetings and public processes to engage citizens and obtain input and support for a wide variety of programs.
- These are simply likely options for outreach.
- An outreach plan will be developed once we understand more about your stakeholders, who they are, how they would like to engage, how the District is currently engaging, and what is the appropriate scope to meet the goals and of objectives of the outreach portion of the program.



Flexible Stakeholder Engagement Approach

Public Outreach Experts and Facilitators

3.1. ADDITIONAL INTERVIEWS.

3.2. PUBLIC WORKSHOPS. 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.

We propose at minimum there be a single public meeting timed soon after the first board workshop,.

The meeting will be specifically designed to meet the needs of the public. It may be necessary or prudent to conduct additional public meetings

The most meetings we foresee being needed is three:

- First to gather input,
- Second to start to converge on more focused input, and
- Third to affirm that the input has been understood and incorporated or not and why.

Workshop Locations. It would be ideal to hold identical workshops at or near each harbor for the convenience of participants.



Flexible Stakeholder Engagement Approach

Public Outreach Experts and Facilitators

3.3. PUBLIC INVOLVEMENT PERIOD. Available online and emailed to interested parties for review and comment.

3.4. SUMMARY MAILER OR EMAILER. This would involve an additional (4th) meeting of the Board to review to approve the final draft strategic plan (See 3.11 below).

3.5. INFORMATION ON THE WEB.

3.6. PRESS RELEASES.

3.7. ENEWSLETTER to stakeholders and interested parties.

3.8. POSTS ON SOCIAL MEDIA. Provide regular social media updates on the program

3.9. PRESENTATIONS TO ORGANIZED STAKEHOLDER GROUPS, boards of stakeholders, etc.

3.10. INTERNAL OUTREACH. It is mentioned here as a reminder that the staff are a key constituency.

3.11. ADDITIONAL BOARD REVIEW OF THE STRATEGIC PLAN. It may be necessary to hold an additional Board meeting to review and assimilate input from the public before the final meeting to approve the plan occurs.



The Fundamentals of the Strategic Plan

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

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

A Focused and Proven Process

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



VISION Statements that Make a Difference

Meaningful and Measurable

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

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

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

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

Another Sample Vision Statement

Creating worth from all of our community's waste



GOALS and OBJECTIVES

Meaningful and Measurable

Goal 4. Well Planned Finances with a Long-Range Outlook. Maintain a well-planned, proactive financial condition that minimizes rate shocks and impacts on customers while meeting all service needs.

- 4.1 (1) Plan for and manage finances to maintain long-range financial stability, competitive and fair rates, and strong bond ratings. Assure that financial master planning takes into account all financial needs, programs and contingencies.
(Fall 2017, Report Annually)
- 4.2 (2) Evaluate charge tiers and rates to ensure they are consistent with current best practices. Continue to ensure that the rate structure and rates are sustainable, defensible, understandable, avoid rate shocks, and are fair. (Spring 2017)
- 4.3 (2) Manage retirement liability, both financially and through optimum policies that strike an explicit balance between benefit levels and types, as well as employee retention.
(Ongoing, Annual Report)
- 4.4 (2) Manage unfunded liabilities related to pensions and benefits. Obtain Board consensus to assure the liabilities are appropriately and prudently addressed.
(Ongoing, Annual Report)
- 4.5 Enable effective Board and public oversight.
(Ongoing, Annual Report)

2 GOAL: GOOD INTERNAL AND EXTERNAL GOVERNANCE				
2.1	Conduct annual Board governance review Staff will support the Board to evaluate governance each year. To facilitate Board and Committee meetings, staff will evaluate improved audio-visual equipment (including microphones) for board meetings, as well as the possibility of carrying out some board or committee meetings via teleconference.	EC	Feb 17	On-calendar
2.2	Manage urgent issues using a timely and transparent process Develop a specific protocol for decision-making under urgent or emergency conditions.	GM	N/A	On-calendar
2.3	NEW: Ensure proper board, staff and member manager roles Develop official written descriptions for each Board office and committee. Evaluate in the Annual Review.	GM	Jul 17	On-calendar
2.4	Build bridges with the other two partner organizations and farmers Areas of agreement and cooperation across all organizations will be documented in a “white paper” that represents common areas of administrative, policy, and regulatory agreement. The Authority will also, carry out an Annual Meeting in Spring 2017 for all contractors, farmers, staff, and Reclamation officials.	GM	N/A	See Implementation Plan
2.5	Act in a fair, balanced, clear and consistent manner with partner agencies This supports the overarching purpose of Goal 2, which is reunification as a highly functional organization that is the clear choice for Division contractors to advocate for their interests within the broader California water community. Progress in this area will be evaluated in the Annual Review.	GM	Jul 17	On calendar

STAFF IMPLEMENTATION PLANS

No. #	PH	Action#	Lead#	Board#	Status/Comments#	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#	Develop practical, available, useful and applicable benchmarking metrics to assess and monitor the levels of services delivered. Consider current levels of service as a baseline. # Improve the Operations and Fire Departments' Annual Operating Reports to include metrics described above to evaluate performance through the period of development and beyond. # 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. #	Jesse # Pete #	#	(2.2.3) (5.1.2) #	May 2012— Dec. 2013 #
2.1.2#	1#	Identify impacts 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. # 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. #	Mike # #	#	Pete, Jesse, Aleta, Cindy # Schedule driven by developer(s) # (2.1.1) #	Jan. 2012— Dec. 2013+ beyond # #
2.1.3#	1#	Participate and provide support in Master Planning of proposed development. Examples of support include updates to water and sewer hydraulic models and unit demands, modeling ground water pumping scenarios in the District's ground water model, programmatic design of water and sewer system expansions, analyses of impacts on staffing, operations, equipment, assets, and facilities and mitigations to address them. #	Mike #	#	Pete, Jesse # Schedule driven by developer(s) #	June 2011— Dec. 2013+ beyond # #
2.1.4#	1#	Negotiate Development Agreement(s) to address conditions of service necessary for issuance of permits to serve new development. #	Mike # #	#	Jesse, Pete # Schedule driven by	June 2012— Dec. 2013+ #

STAFF IMPLEMENTATION PLANS

Strategic Line#	Budget Line#	Project #	Project Manager	PROJECT NAME	PROJECT DESCRIPTION	FISCAL 2013	YEAR 2014 ESTIMATE	ENDED 2015	IN 2016	PROGRESS NOTES	% Comply	Estimated Completion	Cost To Date (Identifiable)	Expected Revenues	Supplemental Balance	Category
1.0.0 GOAL 1.0 PROJECT GROUNDWATER. Recognize groundwater as the District's most valuable asset and protect it as a top priority																
1.1.0 Slow and eventually reverse declining groundwater levels and protect the imported water entitlement																
1.1.1		JG	JG	Groundwater Recharge Project	Complete the project and get water in the ground with an absolute deadline to begin using imported water in 2022.							1/1/2022				SP
1.1.2		JG	JG	Groundwater Recharge Project Funding	Complete the project even if grant money falls short.							1/1/2015				SP
1.1.3		JG	JG	Groundwater Recharge Construction	Complete phase 1 Groundwater Recharge Project construction to utilize available \$4 million grant funding.					Engineering Complete. Goes to bid April 2012. +/- 18 month Construction		12/1/2013				SP
1.1.4	SF-1224 (see note 1 below for explanation of this code)	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	JG	(FP) Water Purchase	1.100 acre feet of water to replenish aquifer.				\$ 500,000			6/30/2016				FP
1.2.0 Obtain statutory authority to manage the Basin																
1.2.1		JG	JG	Centralized Treatment Authority	Apply for Authority from LAFCO to construct a centralized treatment plant early, before it is needed.					Prioritize before needed		4/1/2015				SP
1.2.2		JG	JG	Centralized Treatment MOU	Complete the MOU with the Regional Water Quality Control Board to give the agency authority to decide when a package waste water treatment plant needs to be required by a developer.					Dependent on USGS study and RWQCB		4/1/2016				SP
1.3.0 Manage the Basin effectively to protect groundwater supply and quality																
1.3.1				USGS Wastewater Density Study	Complete the USGS study to understand allowed building density based on wastewater.					USGS Late. We are pressing them to work		??				SP
1.3.2		JG	JG	Urban Water Management Plan.	Complete the Urban Water Management Plan.							12/1/2013				SP
1.3.3	SO-1502	JG	JG	(OP) Groundwater Mgmt. Plan	Update AB3030 ground water management plan	\$ 50,000						12/31/2013				OP

STAFF IMPLEMENTATION PLANS



Four Important Outcomes

Planning Tools that Are Really Used

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

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



The Team that Will Work For You

Martin Rauch and Robert Rauch:

The Rauch Communications team offers SMCHD over 65 years of direct experience with special districts, strategic planning and public engagement.

MARTIN RAUCH, President of Rauch Communications, will serve as the lead on this strategic planning process. He brings 26 years' service as a consultant to special districts and as a speaker and educator on strategic planning and public outreach. He is the author of the CSDA Special District Leadership Academy training on both Strategic Planning and Outreach.

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



We will be your partner in developing this plan

We carry decades of experience, focused on working with special Districts in both strategic planning and public engagement

We believe this uniquely prepares us for the specific needs of San Mateo County Harbor District

We will apply our decades of experience to develop a custom process to meet the specific needs of your Board, staff and community

And, I will personally work with you throughout the entire process



What Our Clients Say About Us

"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

"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

"Over the years, I have done many, many strategic plans and this one was impressive for how efficient the process was and it got to the point in a practical and useful way. 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

"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



We Welcome Your Questions

Thank You!

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