



April 13, 2018

TO: San Luis & Delta-Mendota Water Authority Board of Directors, Alternates, and Interested Parties

FROM: Jon Rubin, Secretary (by Cheri Worthy)

RE: Monday, April 16, 2018, 2:00 p.m.
Board of Directors' Special Telephonic Meeting

Attached for your review in preparation of the April 16, 2018, Board of Directors' special telephonic meeting are the following documents:

- 1) Notice/Agenda
- 2) Rauch Response to RFP
- 3) Rauch Handout from Special Board Workshop (April 9 2018)

Thank you, and please give us a call if you have any questions or concerns regarding this information.



**Notice of San Luis & Delta-Mendota Water Authority
Board of Directors Special Telephonic Meeting
Monday, April 16, 2018, 2:00 p.m.
SLDMWA Boardroom
842 6th Street, Los Banos, CA**

[telephonic participation locations attached]

AGENDA

Note: Any member of the public may address the Board concerning any item on the agenda before or during its consideration of that matter. For each item, public comment is limited to no more than three minutes per person. For good cause, the Chair of the Board may waive this limitation.

1. Call to Order/Roll Call
2. Opportunity for Public Comment – Any member of the public may address the Board concerning any matter not on the agenda, but within the Board's jurisdiction. Public comment is limited to no more than three minutes per person. For good cause, the Chair of the Board may waive this limitation.

Action Item

3. **Board of Directors to Consider Authorizing the Interim Executive Director to Retain the Rauch Communication Consultant, Inc. Teamed with Ortega Strategies for Strategic Plan Development and Staff Alignment Review**, Rubin/Mizuno
4. ADJOURNMENT

Persons with a disability may request disability-related modification or accommodation by contacting Cheri Worthy or Felicia Luna at the San Luis & Delta-Mendota Water Authority Office, 842 6th Street, P O Box 2157, Los Banos, California, telephone: 209/826-9696 at least 3 for regular or 1 for special day(s) before the meeting date.

Dynamic Public Outreach, Smart Strategic Planning*For local governments, special districts, and the engineering, environmental and law firms that support them.***DATE:** February 28, 2018**NO OF PAGES:** 16**TO:** Frances Mizumo, Assistant Executive Director**RE:** Proposal to Provide Strategic Planning and Staffing Services

Thank you for your request for a proposal to assist San Luis Delta-Mendota Water Authority to create a 10-year strategic plan and associated staff alignment review.

The RFP outlines a straightforward process with the following key components:

- Interview Authority's board, staff and representatives to gain knowledge and evaluate satisfaction with the Authority's current scope and scale of services.
- Synthesize the findings to indicate areas and levels of services satisfaction and present findings.
- Assess the Authority's staffing and consultant support to gauge alignment with the service satisfaction findings.

This document provides a proposal that is fully responsive to the RFP. In addition, we also provide an alternative proposal that will provide a more effective approach to identifying differences in satisfaction and support for varying activities of the Authority and includes a process for the Board to work out goals, objectives and priorities that can be accepted by the members.

It also suggests that the staff alignment review would be better undertaken after long-term goals and priorities are agreed upon by the Board.

This is a team effort with Rauch Communication Consultants serving as the lead consultant, chiefly responsible for the strategic planning effort and Ortega Strategies Group chiefly responsible for the staff alignment services, but coordinating closely throughout. Both teams have available manpower and are committed to completing the project on schedule.

Why Hire the Rauch Communication Consultants / Ortega Strategies Group Team?

Below is a quick summary outlining why San Luis Delta Mendota Water Authority would be well served by the Rauch Communication Consultants / Ortega Strategies Group Team:

In-Depth Strategic Planning Experience and staffing experience, across hundreds of planning workshops and decades of strategic plans and staffing programs.

Local and Regional Experience in strategic planning and staffing programs, around the Valley and across the State, including working with Friant Water Authority, Exchange Contractors, Santa Clara Valley Water District, Farm Water Coalition, State Board of Food and Agriculture's Water Committee and many other water organizations around the Valley and the State.

Organizational and Governance Experts. We have worked with over 200 agencies and organizations over the years, helping many to work more effectively together. We are faculty for the California Special District Leadership Academy and teach regularly at statewide conferences.

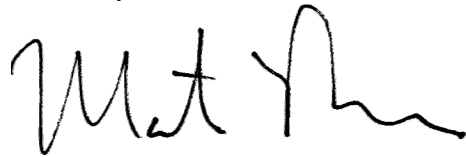
Water Experts. Most of our clients are water agencies—we understand the state system, storage, water rights, banking issues, water quality issues, tiered water rights, In-Lieu, and much more. We have worked up and down the Valley and the State. We understand the small local agencies and the big, regional ones.

Practical and Accountable Work Plans that provide useful and actionable 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.

We appreciate the foresight of SLDMW at looking ahead and addressing both strategic issues and ensuring that staffing can meet those challenges. We look forward to working with you on this important project.

Sincerely,

A handwritten signature in black ink, appearing to read 'Martin Rauch', with a stylized, flowing script.

Martin Rauch

Principle Consultant

Rauch Communication Consultants, Inc.

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

Cucamonga County Water District

"...It was impressive for how efficient the process was and how it got to the point in a practical and useful way. Too often strategic plans just get put on a shelf until next year. This one has check points and useful targets and tasks regularly thru next year."

Director Novato Sanitary District

I have worked with Martin on several strategic planning projects. He consistently crafts a process that "cuts to the chase" in addressing challenges with solid answers, efficient methods and reasonable timelines. He possesses a true gift in bringing differing views together in finding answers that work and creating thorough plans that are useful to directors and staff alike.

Arvin Edison Water Storage District and Friant Water Authority

"Adán and his team at OSG have helped hundreds of mutual water companies across the state organize, staff and fund an advocacy group, CalMutuals, and a public joint powers authority that is making a real impact in California Water policy."

Jim Byerrum, President, CalMutuals JPRIMA

1. Complete Applicant Contact Information

Martin Rauch, Principal
Rauch Communication Consultants, Inc.
936 Old Orchard Rd. Campbell, CA 95008
Phone: 408-374-0977. Cell: 408-391-3117
martin@rauchcc.com

2. Discussion of the Proposed Tasks to Achieve the Desired Activities and 3. A description of How the Candidate Would Approach the Key Tasks.

Note that based on a discussion with Frances Mizuno, we have combined sections 2. And 3.

KICK-OFF MEETING, AND DEVELOP AND PRESENT AN ACTION PLAN

At the Kick-off meeting, the consultants will provide a draft timeline, summary of their work plan and outline of responsibilities for both the consulting team and staff. The consultant team will also request access to useful background documents, such as the following:

Sources that provide the basis for staff implementation planning, such as: approved plans and reports and Board approved initiatives, etc. Also, recent budgets, agendas and minutes, job descriptions; and any memorandums to the board related to job functions, staffing, etc. Also, any relevant media coverage about SLDMWA as well as industry or stakeholder reports.

We recommend, as suggested in the RFP, that the Action Plan be reviewed at a Board meeting to solicit input, consider the additional scope recommended in Appendix 8, and approve the program before moving forward.

CONDUCT INTERVIEWS FOR BOTH THE STAFF ALIGNMENT AND STRATEGIC PLAN AT ONCE.

Efficient interview process. The interviews are the heart of both the strategic planning process and the staff alignment evaluation. From our experience conducting hundreds of interviews over several decades, the most efficient way to conduct such interviews for the strategic planning process is to look for several days and locations where the consultants can meet with the interviewees. Generally, it is most efficient from a cost perspective, if the interviewees come to those locations. Given the wide geographic range of the Authority, there could be a couple of locations for the interviews – perhaps south, middle and north. If needed, the consulting team can travel to some of the interviewees and interviews can be conducted via phone if needed. Most interviews run about an hour. To save time and ensure only one interview is needed per person, strategic planning and staff assessment topics will be simultaneously addressed in each interview.

For the staffing assessment, the consultant team would like to schedule the meetings with Authority Senior Management and Board Members at the offices of the Authority on a single day, if possible.

All the interviews will be confidential. Confidential interviews allow the participants to feel comfortable commenting fully, directly and honestly. However, since there may not be a process for the members to build consensus around the various issues and perspectives, we will seek permission to attribute as much of the conversations as possible so that we can provide the most useful synthesis possible.

Who to interview. The RFP suggests the interviews include the Board (19) and select Authority Staff as well as Member Agency representatives to gain knowledge and evaluate satisfaction with the Authority's current scope and scale of services. Board members of member agencies (19)

- A representative selection of the General Managers of Member Agencies selected by the Authority.
- Select staff: We assume that would be at minimum the current Interim Executive Director and Assistant Executive Director

Additional potential interviewees that could be helpful. In addition to the interviews above, we suggest additional interviews would be helpful. Possible additional interviews include: Former Executive Director of SLDMWA and a few recently departed management team members if they are willing. Their insight would be useful. Deputy General Counsel. We have found that new employees often have fresh insight. One or two of the senior Operations and Maintenance leaders, because while the Operations and Maintenance functions are not a focus, these leaders may have insight that is valuable to the effort. Representatives of outside agencies that work with SLDMWA for insight into their needs and perceptions. Possible outside interviewees include: Bureau of Reclamation, Department of Water Resources, Friant Water Authority, Tehama-Colusa Canal Authority. Additional interviews would be additional scope.

SYNTHESIZE INTERVIEW FINDINGS AND PREPARE ASSESSMENT REPORT

The RFP requests that the synthesis identify areas of strong support, limited strong support, weak support, and limited weak support for specific activities. We will do that, but also seek to identify options that would provide the motivation to work together where it provides strength in numbers, economies of scale, or other shared benefits. As mentioned earlier, both strategic planning and staff assessment topics will be incorporated into interviews to avoid duplicate work and multiple interviews per person.

STAFF ASSESSMENT

Assessment Development. The assessment is proposed to include the following.

- a) The consultants will review actions taken, as well as systems, policies, procedures and staffing to support critical functions:
 - Water supply planning, projects and collaborations.
 - Funding/financial management.
 - Stakeholder communication and outreach (growers, Water Education Foundation, North of Delta, In-Delta and Central Valley water agencies).
 - Legislative outreach and advocacy (federal, state and local).
 - Organization and administrative structure.
 - Note that we understand that the Operations and Maintenance function is considered to be working well and is not part of the staff assessment. Nonetheless, it will be briefly evaluated since there may be some overlap or possible synergies.

- b) Inventory of regular and daily tasks for the existing staff positions.
- c) Classification of the tasks along areas of required expertise.
- d) Measurement of progress in completing the tasks and priorities described in previous Strategic Plans.
- e) Review and update of issues facing the Authority and classification of resulting staffing needs.

Assessment Timing. We estimate that this review will require twenty to thirty business days to complete depending mostly upon responses for requests to talk to individuals as described and transmission of requested documents and records.

STATUS UPDATES

We will stay in close communication via telephone and conference calls, email, web meetings, with the Authority staff and are always prepared to meet in person if requested or beneficial.

DRAFT AND FINAL REPORTS

Draft and Final Strategic Planning and Staff Assessment Reports. Every report is unique and organized to bring out the most important areas of agreement and disagreement in a way that can be readily grasped. The trick is to group responses in sensible categories – in this case a likely breakdown will be by programs that are either supported or not and why. For both strategic planning and staff assessment, we will ask for permission in the interviews to include why different parties have one view or another, and to identify areas of compromise or alternatives that might result in bringing the various parties together among various priorities. Both the draft and final strategic plan report will identify areas of strong support, limited strong support, weak support, and limited weak support for specific activities. We will also seek to identify options that would provide the motivation to work together where it provides strength in numbers, economies of scale, or other shared benefits. We will seek to identify programs or activities that can be more effectively accomplished together rather than separately – whether it is due to cost, political factors, interagency communication and coordination, etc., and how Authority staffing can best support this.

Board review of Draft Report. The RFP does not specifically call for a presentation of the Draft Report. We suggest that scope be added so that the Draft report can be reviewed by Staff and presented directly to the Board for discussion and comment before finalizing.

The Staff Assessment Report will outline preliminary findings and alternative approaches to filling staffing gaps and to maximize the Authority’s effectiveness. Preliminary findings and potential alternatives will be refined and expanded to incorporate Board for feedback in a final Staffing Capacity Plan & Budget.

Staffing Reports and Confidentiality. Reports detailing staffing decisions options will require discretion in handling as some issues may involve performance, salary levels, and potential changes in job descriptions as well. These will be marked “confidential” until plans start to solidify consistent with the Board’s vision and direction.

ADDITIONAL PROCESS RECOMMENDED TO REACH CONSENSUS. Note that in a typical strategic planning process, interviews represent only the start of the process – a way to outline issues, obtain individual perspectives and make sure issues are revealed that may not be

comfortable to bring out by some people. However, while the interviews will result in revealing the points of view of individuals and agencies and provide insight into potential ways to develop consensus, the interviews are only the start of such a process. If the Authority members are seeking to set a common direction with shared goals and priorities, it will be necessary to add a facilitated process that would engage the Board with management team participation to work out their individual positions and arrive at a shared vision of the Authority's primary purpose, goals and priorities. We propose such a process for that in Appendix 8.

4.a: Plan to Create a Schedule, Budget and Process to Develop and Manage the Program

This is a relatively straightforward project and the consulting team will develop a proposed schedule before the kickoff meeting and can modify it as needed to meet Authority needs. Usually the main challenge in terms of timing is finding dates that Directors can be available for interviews.

We propose to complete the project in August, rather than September, providing time, if desired for workshops in the fall if additional strategic planning facilitation is desired (see appendix 8). This would allow a complete program to be accomplished before the end of the year and in time to incorporate any decisions on goals, objectives and priorities into the budget which is normally approved in February.

4.b: Manage Activities at the Direction of the SLDMWA

The Consultant Team will manage the activities at the direction of SLDMWA by providing a single point of contact from the consulting team, Martin Rauch, to be the assigned SLDMWA project supervisor. While other consultants, in the course of carrying out project tasks, will be in direct touch with various SLDMWA staff and stakeholders, these will only take place with Martin Rauch's knowledge and direction.

5. Cost Estimate

Task 1. Kickoff Meeting (onsite) (including planning)	\$6,000
Task 2. Develop and Present an Action Plan. Includes onsite presentation to the Board	\$7,000
Task 3. Conduct Interviews (25 at 2 hours per interview, including correlation of notes)	\$13,000
Task 4. Synthesizing the interviews and Drafting the Strategic Plan & Preliminary Staff Alignment Findings Report	\$12,500
Task 5. Status Updates. Coordination, scheduling, communication, conference meetings	\$6,000
Task 6 and 7. Draft and Finalize the Strategic plan and Staffing Alignment Reports.	\$10,000
TOTAL	\$54,500

Cost Estimate Details. This is a not-to-exceed time and materials proposal for \$54,500 plus expenses. No out-of-scope work will be undertaken without prior written approval from the Agency. Out-of-scope work includes additional new tasks, or extra work on existing tasks, which is requested for reasons beyond RCC's control. The cost of individual tasks may change, but we will not exceed the overall estimated cost without receiving approval from the client in advance. Rauch Communication Consultants rate for strategic planning and management consulting is

\$225 per hour. Associate consultants \$115 per hour, and administrative assistance \$70 per hour. Ortega Strategies Group's hourly rate for work related to staffing assessments including interviews, job description review and development, salary surveys, organizational analysis and reports outlining recommendations is \$225 per hour for senior staff and \$125 per hour for senior staff analyst.

TRAVEL: For meetings involving travel over one hour, the minimum charge is four hours.

EXPENSES: We do not mark up on expenses. Actual travel costs, sales tax, printing, or other expenses will be charged.

6 Appendix: SOQ

Rauch Communication Consultants, Inc. Experience

Length of time in business since 1972

Principal is Martin Rauch.

Academic Training, Experience, Etc. Martin 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. He is a Certified Balanced Scorecard Strategic Planning Professional. He has been facilitating strategic plans for 27 years since 1991. He is the principal author of the CSDA leadership academy certificate training in Governance Foundations, and Setting Direction (Strategic Planning). He is also a faculty member of the Leadership Academy (where he teaches regularly on strategic planning and governance) and is a member of the Board of the Special District Leadership Foundation.

Office. Campbell California Office (San Jose area).

Available Manpower. Martin will be supported by Lynda Boyd who will provide administrative support, Amanda Green (MPA from Harvard Kennedy School) serves as affiliate Associate Consultant in preparation of documents and reports, and Robert Rauch, Principal will assist with strategy development.

Ortega Strategies Group Experience

Length of time in business:

Principal is Adán Ortega, Jr.

Academic Training, Experience, Etc. Adán Ortega holds a Bachelor's degree from Whittier College and has served at the Metropolitan Water District of Southern California as Vice President for External Affairs; and West Basin Municipal Water District and Central Basin Municipal Water Districts where he was Chief Administrative Officer including oversight of human resources, budget, and procurement. Most recently he has advised on strategic planning and staffing at the San Joaquin Exchange Contractors Water Authority, San Gabriel Valley Water Association, California Association of Mutual Water Companies, CalMutuals Joint Powers Risk Insurance Management Authority. In the past decade he has organized senior management recruitment efforts for Water Replenishment District of Southern California, the Upper San Gabriel Valley Municipal Water District, and the Metropolitan Water District of Southern California, the Audubon Society among others. Ortega Strategies Group's staff includes experts with advanced degrees in psychology and education, with certification for advising clients on workforce and leadership dynamics (see Available Manpower below).

Office. OSG's offices are located at 1370 N. Brea Blvd., Fullerton, CA 92835

Available Manpower. Adán Ortega will be supported by Susan Allen ED.d and Roy Wolf PHD for interviews, analysis, research and assistance in preparation of reports.

COMMITMENT

Both Rauch Communication Consultants and Ortega Strategies group are fully prepared and available to complete this project on schedule.

PROJECT MANAGER EXPERIENCE

Martin Rauch will be directly responsible for and engaged in leading the required services.

Name, title and years of experience. 27-years experience. Also see page 5: 1. Complete Applicant Contact Information

Active professional registrations. Not applicable

Examples of representative experience are below:

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. OWNER: Edwin Camp, President of the Board. Contact info. Provided in references)

Three Valleys Municipal Water District (Completed 2001. Co-Consultant). This wholesale agency provides imported water to more than a dozen member agencies. A critical need for the service area was to address the increasing cost of imported water, and to reduce its dependence on it. There were strong differences on the Board and a core part of the project was to facilitate a successful resolution of those differences. Rauch Communication Consultants conducted a series of strategic planning sessions with the Board, general manager and senior staff, and produced their first Strategic Plan as well as provided consulting to clarify the desired roles and relationship of the General Manager and the Board of Directors and to facilitate the General Manager's evaluation. OWNER: Bob Kuhn President of the Board. Business: +1 (626) 335-4008. Cell: +1 (626) 374-9501. bgkuhn@aol.com. Glendora.

Arvin Edison Water Storage District (Completed 2013. Lead Consultant). 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. RCC also consulted on their transition to a new General Manager and other management team changes that accompanied that change. Owner: Steve Collup, General Manager. Contact information provided in references

San Joaquin River Exchange Contractors Water Association (Completed 2013. Lead Consultant). 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. OWNER: Steve Chedester, Executive Director. Phone: 209-827-8616, Cell: 209-602-1004. Los Banos

Additional Information About Rauch Communication Consultants and Its Experience

Rauch Communication Consultants Inc. has served the water community for more than 45 years in California. During that time, we have worked with over 200 agencies throughout the state, as

well as with most of the leading organizations that deal with water resources and local agencies, such as CSDA, ACWA, CASA, WaterReuse, National Water Resources Association, and others.

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 individual 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 and Friant Water Authority, during times of organizational change.

We have also served as speakers for conferences and seminars on strategic planning and public outreach for ACWA, CASA, CSDA, and the Special Districts Institute for whom we served as permanent faculty members.

Ortega Strategies Group is sub-consultant

ADDITIONAL EXAMPLES OF DIRECTLY RELATED EXPERIENCE FROM RAUCH COMMUNICATION CONSULTANTS. *Below are selected applicable examples of Rauch Communication Consultants experience providing strategic planning services to water agencies.*

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 considered a complete success.

National Water Resources Association, Strategic Plan. This Washington-based national organization brings information about federal policy to its membership and provides lobbying before Congress on their behalf. Rauch Communication Consultants planned and conducted the process leading to the development of their strategic plan.

Kern County Water Agency. This agency supplies all the imported water in Kern County, a largely agricultural area that is now also experiencing a rapidly growing urban center. Rauch Communication Consultants planned and conducted the development of its strategic plan, working closely with the Board, senior management, numerous member districts as well as a major city and the county. Over 57 different agencies and key individuals were interviewed along the way. The plan was unanimously adopted.

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

Las Virgenes Municipal Water District. Worked with the Board and staff to annually update and

incrementally restructure the existing strategic plan as well as facilitate the annual development of updated action plans. Las Virgenes Municipal Water District provides both water and wastewater services, with wastewater issues predominating in the planning process: expanding recycled water use, maintaining a strong environmental focus, meeting NPDES and discharge challenges, and more.

Castaic Lake Water Agency. This agency's plan, covering the whole of a rapidly developing area in Los Angeles County, involved the development of a multi-phase resources plan. The Agency is a large water importer serving the area. Rauch Communication Consultants conducted the annual strategic planning retreats of the Board of Directors for a number of years.

EXAMPLES OF RELATED EXPERIENCE FROM ORTEGA STRATEGIES GROUP.

OSG's founder, Adán Ortega, has thirty-years of experience in leadership roles in Southern California, California, and U.S. urban, agricultural and environmental organizations. Known for utilizing entrepreneurial, innovative and organizational approaches in the consulting practice, business ventures and volunteer activities. Adán founded OSG in 2009 after serving as a senior water agency executive where he orchestrated communications strategies, re-organizations, and public relations campaigns. Clients have included from the largest water supplier in California, the Metropolitan Water District of Southern California, to the smallest in the form of mutual water companies. OSG has managed or assisted statewide associations statewide and regionally including the San Gabriel Valley Water Association and the California Association of Mutual Water Companies. They have also included urban agencies such as the Santa Clara Valley Water District to agricultural suppliers such as the San Joaquin River Exchange Contractors Water Authority.

California Association of Mutual Water Companies: In 2013, OSG led efforts to create an advocacy group for mutual water companies called the California Association of Mutual Water Companies (CalMutuals). This required planning the organizational mission based on the board's vision, and devising a staffing plan, identifying funding sources, while managing statewide advocacy efforts.

CalMutuals Joint Powers Risk Insurance and Management Authority: In 2015, OSG planned and executed a strategy for CalMutuals in seeking legislative authorization to establish a joint powers authority that provides insurance services and technical assistance to mutual water companies and other small community water systems. OSG helped the founding-mutual water companies of the JPA to begin staffing an insurance sales support team, technical assistance services, and to plan for the inclusion of non-mutual water companies on the board of directors.

Red de Información Para Trabajadores Agrícolas ("RITA" - Ag Information Network): From 2013- 2015 OSG worked discreetly with a group of agricultural leaders to assess the feasibility of establishing an information network to support farm workers and help arrest the declining labor pool. This required assessing the organizational capacities of the largest agricultural organizations in California, services provided by a vast array of non-government organizations, unions, and employer groups, as well as building an organizational prototype and long-term staffing plan.

7. Appendix: References

Edwin Camp: Former President of the Board for Friant Water Authority

Edwin was the President of the Board during most of the Friant Water Authority Strategic Planning and reorganization process conducted by Rauch Communication Consultants. He was also a member of the Executive Committee that oversaw the reorganization of the Board and hiring of a new CEO as part of that process.

Business: 1-661-399-5511

Mobile: 1-661-978-9341

Email: edwin@dmccamp.com

Steve Collup: Former General Manager of Arvin Edison Water Storage District

Steve was General Manager during two strategic planning processes for his District carried out by Rauch Communication Consultants that included reorganizing the Management Team to improve effectiveness based on the strategic plan goals, and then to transition to a new General Manager and reorganize the Management team in the process.

Business: (661) 854-5573

Mobile: (661) 747-8590

Email: scollup@aol.com

Jim Byerrum, President, California Association of Mutual Water Companies (“CalMutuals”) Joint Powers Risk and Insurance Management Authority

Jim Byerrum is the President of CalMutuals Joint Powers Risk and Insurance Management Authority, and previously served as President and CEO of the largest mutual water company in the state, the California Domestic Water Company. He has worked with OSG on the foundation of CalMutuals, CalMutuals JPRIMA and a variety of discrete projects for Cal Domestic Water Co. He has also worked with Rauch Communication Consultants on a variety of projects over the years.

Mobile: 714 822-6084

Email: jbyerrum@caldomestic.com

Steve Chedester, Executive Director San Joaquin River Exchange Contractors Water Authority.

Steve has worked with Rauch Communication Consultants on a successful strategic plan for the Exchange Contractors and is currently working with OSG on a staffing alignment project.

Phone: 209-827-8616

Cell: 209-602-1004

email: schedester@sjrecwa.net

8 Appendix: Alternative Strategic Planning proposal

As mentioned earlier, the RFP asks for a survey of the District through an interview process which is normally simply the beginning of an effective strategic planning process. We propose that it would be substantially more effective to add on facilitated workshops as part of a long-term strategic planning process that would provide the Board an arena to effectively discuss the challenges facing the members and identify where they can be more effective working together through the Authority.

In our extensive experience, this is a necessary approach for any agency seeking to address the significant challenges facing water agencies today. This proven process, used by many of the regional water agencies in the state, would be designed to systematically work through issues and arrive at shared vision for the Authority, its purpose, goals, priorities, etc.

FEATURES OF THE STRATEGIC PLANNING PROCESS

A strategic plan is the Agency's highest-level planning document and represents the Board's direction for the future. It identifies both opportunities and threats and develops realistic and practical plans and strategies for addressing them. It also includes a prioritized Implementation Plan and is a practical working tool that will be used as an adaptable and useful guide to decision-making.

- **Provides short term and long-term direction to the Authority.** Facilitated, interactive sessions that produce policy level direction from the Board to staff. The result will be a coordinated and prioritized response to water, legislative, regulatory and other challenges and opportunities facing the members and the Authority.
- **Strengthen the appropriate role and authority of staff to implement policy direction at the same time the Board strengthens its policymaking role.** The result will be a more focused and effective Board and staff.
- **Develops specific, useful work plans.** Provides a means for staff to translate the board direction into work plans. The result is clear, agreed-upon direction, priorities and timelines for staff implementation.
- **Integrates with other Authority plans** – Develop links between the strategic plan, and, for instance, the budget, facility master plans and financial plans. This provides clarity for both the Board and Staff.
- **Provides plans for tracking progress.** Integration into board and staff workflow with measurable metrics
- **Addresses operational, administrative or management issues.** While the process is designed to respond to strategic, policy and governance issues primarily, it also incorporates the ability to take up non-strategic issues if needed.

PHASE 2: TYPICAL STEPS IN DEVELOPING A STRATEGIC PLAN

Once the reconnaissance stage (Phase 1 as requested in this RFP) is complete, we would develop a specific plan with steps designed to meet the specific needs of San Luis Delta Mendota Water Authority (Phase 2).

The steps below outline a typical, basic strategic planning process. We suspect that given the complexities and number of people involved in the Authority an additional workshop or more may be needed, but the general content and approach would be similar.

Board Workshop(s) to Evaluate the Authority and Identify Priority Issues

The strategic planning workshops are the heart of the process. Our workshops are designed to obtain consensus on key issues rapidly and effectively. We recommend that participants include Directors, Executive Director, Management Team and perhaps key legal or other experts that are already engaged with the Authority. The workshop takes inputs from the interviews and research phase and uses a set of facilitated exercises designed to develop clear policy-level direction. Some of the topics covered include:

- **Self-Assessment: Rating the Authority Today.** In order to chart a path to the future, the Authority will need to identify where it stands today: what is working what is not working, and how it is viewed by each participant.
- **Identifying Strengths and Weaknesses.** Identifying the significant current and future challenges that can impact the organization and the most promising opportunities to deal with those threats.
- **Developing Strategic Issues Areas.** With the facilitator's assistance, the group will take all the information above and organize it into an initial set of strategic issue areas and their priorities. We will begin identifying strategies for the most challenging issues and priorities. These strategic issues will later be translated into goals and objectives.
- **Identifying the Highest Priority Issues.** Resources are limited, and every desirable challenge cannot be resolved or opportunity taken advantage of. The group chooses the most critical challenges or opportunities that the Authority must tackle if it is going to accomplish its mission.
- **Review and finalize the Board level policy direction in their Goals, Objectives.** This is the core policy-level direction that will be acted upon by staff and is a critical step in the strategic planning process.
- **Update, Reaffirm, or Create New Mission, Vision and Values Statements.** These critical guiding statements don't change often—but they sometimes do for good reason.

Work with Staff to Develop Prioritized Implementation Plans, Staff Alignment Plans and Timelines

The consultant will work with staff to develop an implementation plans delineating implementation actions, a general description of how they will accomplish each action; who is responsible; and when it will be done. Each action would also be prioritized.

Once the Work Plan has been completed, the consulting team will draw upon both the staff policy direction and staff implementation plan to create a strategic plan draft containing the goals, objectives and Implementation Plan. The Implementation Plan will be reviewed with the following criteria to assure that it will be practical, doable and that there are adequate resources to accomplish it.

- **Key activities and Initiatives are prioritized appropriately.**

- **Resources (funding, staffing and consulting support), timing and do-ability.** Check to assure that the Work Plan is doable in terms of monetary resources, staff time and expertise, as well as proper sequencing. A staffing alignment plan would be included here.
- **Completeness.** Assure that the Work Plan is complete and well rounded.
- **Performance measurement.** Develop key performance metrics to help evaluate success of the plan on an ongoing basis.

Implementation, Monitoring and Oversight of the Strategic Plan. The final plan will include a clear and understandable summary of the key actions and timeline in a matrix format that can be readily understood and monitored. The actions can be built into individual business plans as needed. The consultant will recommend a process for implementing and monitoring progress of the Strategic Plan and Work Plan. The work plan should be utilized as a living document that should be updated as needed on a regular basis.

Timing for Staff Alignment Study. If the Authority moves forward with a more comprehensive strategic planning process like the one described here, we would suggest carrying out the Staff alignment study after there is agreement on goals, objectives and priorities from the strategic plan. At this point long term staffing needs would be clear.

ANNUAL UPDATES

The water industry is in a state of constant change and the water environment facing the Authority has not been spared: from potential disasters on the Delta, threats and changes to the state and federal water systems, droughts, regulatory changes, and more. These situations are dynamic and unpredictable. What's more, water is an increasingly competitive business and it is important to regularly reassess where the Authority stands, where it is going, and to update its Goals, Objectives and Work Plan.

COST ESTIMATE AND TIMING.

If desired, we will develop a detailed proposal to complete the strategic planning process as described in the alternate proposal above. To give a decision-making level idea of scope, at minimum, completing the strategic plan would require two 6-hour board workshops plus the staff implementation planning work as well as preparation of the report and final review by staff and the Board. On an expedited basis, it would take roughly three months and cost an additional \$25,000 or more.

Overall Timing Goal – Complete Before Approval of February 2018 Budget. It is realistic, if desired, to complete a full strategic planning process and the staff alignment study in time so that any resulting program or staffing changes could be incorporated into the next budget before it is approved in February 2018.



SAN LUIS & DELTA-MENDOTA WATER AUTHORITY

Strategic Plan Development and Staff Alignment Review

Interview on April 8, 2018

RAUCH COMMUNICATION CONSULTANTS

Assists Boards and senior management to identify strategic challenges and opportunities and developing effective and practical strategic plans.



MARTIN RAUCH
Principal

ORTEGA STRATEGIES GROUP

We take organizational approaches to help clients navigate complex issues and projects through strategies that lead to effective public engagement, and policy success.



ADÁN ORTEGA
Principal



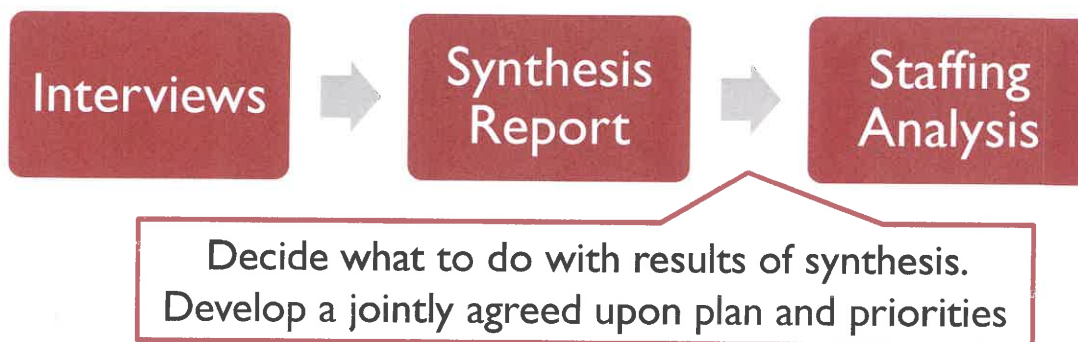
SUSAN ALLEN, Ed.D.
Administrative & Organizational
Development Director



ROY WOLFE, Ph.D.
Special Advisor

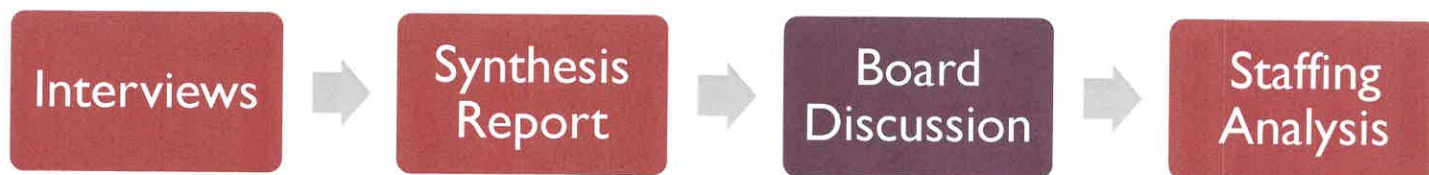
#1 RFP:

Strategic Assessment and Program Review



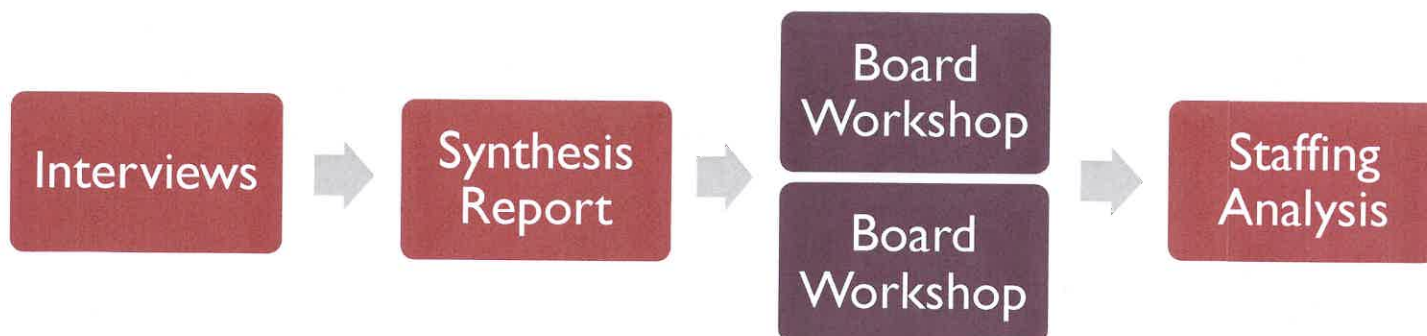
#2 RFP + Board Review/Discussion

Work Towards Consensus on Priorities and Programs



#3 RFP + Board Workshop Process (RECOMMENDED)

Consensus on Strategic Plan: Goals, Objectives, Priorities, Initiatives





Decades of Experience Put to Work for You

Rauch Communication Consultants and Ortega Strategies Group:

In-Depth Strategic Planning and Staffing Experience, with water agencies of all sizes and types – including many JPA's like SLDMWA.

Local and Regional Experience, around the Valley and across the state

Water Experts. Focus on water agencies for over four decades with hundreds of clients. We understand water!

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

We Know Water and the Water Community

ORGANIZATIONS

Association of California Water Agencies (ACWA)
California Special Districts Association (CSDA)
California Association of Sanitation Agencies (CASA)
Special Districts Institute
California Sanitation Risk Management Authority
California Association of Public Cemeteries
WaterReuse Association
California Mosquito and Vector Control Association
American Desalting Association
Association of Groundwater Agencies

LOCAL GOVERNMENT AGENCIES

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

RIVERSIDE COUNTY

Mission Springs Water District
Rancho California Water District
South Mesa Water Company
Elsinore Valley Municipal Water District
Santa Rosa Community Services District
Beaumont Cherry Valley Water District
Santa Ana Watershed Project

ORANGE COUNTY

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

SAN DIEGO COUNTY

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

IMPERIAL COUNTY

Imperial Irrigation District

SAN FRANCISCO COUNTY

Golden Gate Bridge, Highway, & Trans. District

BUTTE COUNTY

Oroville-Wyandotte Irrigation District

LOS ANGELES COUNTY

Los Angeles County Park and Recreation
Castaic Lake Water Agency

SANTA CRUZ COUNTY

Scotts Valley Water District
Pajaro Valley Water Management Agency

KERN COUNTY

Arvin Community Services District
Santa Valley Water District
Water Agency

WIDE RANGING EXPERIENCE

Friant Water Authority

Santa Clara Valley Water District

Central California Irrigation District

Arvin Edison Water Storage District

Kern County Water Agency

California Special District's Association

San Joaquin Exchange Contractors Water Authority

San Gabriel Valley Water Association

California Association of Mutual Water Companies,

National Water Resources Association

Association of California Water Agencies

Chino Basin Water Master

Central Basin Water District

Water Replenishment District of Southern California,

the Upper San Gabriel Valley Municipal Water District,

Metropolitan Water District of Southern California

Conejo Recreation and Park District

Ojai Valley Sanitary District

Calleguas Municipal Water District

Meiners Oak County Water District

SANTA CLARA COUNTY

Santa Clara Valley Water District

SANTA CLARA COUNTY

Calaveras County Water District

PLUMAS COUNTY

Eastern Plumas Health Care District

WASHINGTON, D.C.

The White House, Office of Policy Development

What Our Clients Are Saying About Us

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

Cucamonga County Water District

"...It was impressive for how efficient the process was and how it got to the point in a practical and useful way. Too often strategic plans just get put on a shelf until next year. This one has check points and useful targets and tasks regularly thru next year."

Director Novato Sanitary District

"I have worked with Martin on several strategic planning projects. He consistently crafts a process that "cuts to the chase" in addressing challenges with solid answers, efficient methods and reasonable timelines. He possesses a true gift in bringing differing views together in finding answers that work and creating thorough plans that are useful to directors and staff alike."

Arvin Edison Water Storage District and Friant Water Authority

"Adán and his team at OSG have helped hundreds of mutual water companies across the state organize, staff and fund an advocacy group, CalMutuals, and a public joint powers authority that is making a real impact in California Water policy."

Jim Byerrum, President, CalMutuals JPRIMA

#1 RFP:

Strategic Assessment and Program Review

Task	Cost
Task 1. Kickoff Meeting	\$6,000
Task 2. Action Plan	\$7,000
Task 3. Conduct Interviews	\$13,000
Task 4. Synthesizing Interviews and Drafting the Strategic Plan & Preliminary Staff Alignment Findings Report	\$12,500
Task 5. Status Updates. Coordination, scheduling, communication, conference meetings	\$6,000
Task 6 and 7. Draft and Finalize the Strategic plan and Staffing Alignment Reports.	\$10,000
TOTAL	\$54,000

#2 RFP + Board Review/Discussion

Work Towards Consensus on Priorities and Programs

Facilitated Board Review and Incorporate results in an updated synthesis report.	+\$6,500
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#3 RFP + Board Workshop Process (RECOMMENDED)

Consensus on Strategic Plan: Goals, Objectives, Priorities, Initiatives

Facilitate two Board workshops to develop Strategic Plan (goals, objectives and priorities, staff implementation plan) and staffing plan.	+\$25,000
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The Board's Fundamental Task is to Define the Following:

Why does the Authority exist? What is its role in the community?
(District Mission)

What should the Authority be like in 5 years? 10 years? Or more?
(District Vision)

What are the Authority's core values?
(This Helps With Decision-Making)

What goals must we achieve to accomplish our mission?
(Board Goals and Objectives)

What are our priorities?
(Both Importance and Urgency)

The Staff's Fundamental Task is to Define the Following:

Given our resources, what practical actions (initiatives) must we take to implement the goals and objectives of the Strategic Plan and thereby fulfill the Authority's mission?
(Implementation Plan)