



MRWPCA STRATEGIC PLANNING WORKSHOP AGENDA

Monday December 14, 2015 – 8:00 AM

**Embassy Suites
Del Monte/El Camino Rooms
1441 Canyon Del Rey
Seaside, CA 93955**

7:45 am Continental Breakfast (PLEASE NOTE EARLY STARTING TIME)

8:00 am Welcome, Purpose of the Workshop, Public Comment and Introduction of the Facilitator and Recorder – Gloria De La Rosa, Board Chair

Role of the Facilitator, Recorder, Group and the Public; Strategic Planning Elements; Agenda -- Marilyn Snider, Facilitator -- Snider and Associates

Introductions of the Group

MRWPCA:

- **Mission/Purpose Statement**
- **Vision Statement**
- **Core Values**

What Are the Strengths and Accomplishments of MRWPCA in the Past Year?

What Are MRWPCA's Current Internal Weaknesses/Challenges?

What Are the External Factors/Trends (e.g., economic, political, social, technological, environmental) that Will/Might Have an Impact on MRWPCA in the Next Three Years:

- **Positively (opportunities)?**
- **Negatively (threats)?**

Identify Three-Year Goals (what MRWPCA needs to accomplish by 2019)

- **Brainstorm Goals**
- **By Consensus, Select 4 or 5 Goals**

Identify Six-Month Strategic Objectives (how the goals will be addressed initially—by when, who will be accountable, for what specific, measurable results) for Each of the Three-Year Goals

Next Steps/Follow-Up Process to Monitor Progress on the Goals and Objectives (including setting a date in 6 months to update the plan) (PLEASE BRING YOUR 2016 CALENDAR)

Summary of the Retreat

Closing Remarks

1:00 pm Adjourn for Lunch and Special Board Meeting

FIVE-YEAR VISION GOALS

May 9, 2014 – May 1, 2019

Mission Statement: We are dedicated to meeting the wastewater and water recycling needs for our member agencies, while protecting the environment.

1. DEVELOP AND IMPLEMENT GWR PROJECT:						
WHEN	WHO	WHAT	STATUS			COMMENTS
			Completed	On Target	Revised	
Aug 15	GM	Approve Source Water MOU with MCWRA, MCWD, City of Salinas, MPWMD and Board of Supervisors	X			<ul style="list-style-type: none"> Initial MOU Completed Oct 2014 MOU to be extended through June
Nov 2014	GM	Complete and approve definitive agreement between above parties			Aug 15 2015	<ul style="list-style-type: none"> In progress
Dec 2014	GM	Complete settlement criteria (including draft water purchase agreement) and testify to CPUC in December			Nov 2015	<ul style="list-style-type: none"> Updated CPUC schedule Approved on 10/16/2014
Sept 1, 2014	Principal Engineer	Launch updated GWR public outreach program	April 2015			<ul style="list-style-type: none"> Mid-year budget provided funds for outreach Coordinate with Draft EIR
Feb 2015	Principal Engineer	Identify two new GWR grant opportunities	April 2015			<ul style="list-style-type: none"> Promising opportunities identified
Ongoing	Principal Engineer	Coordinate activities of GWR Project Team to complete tasks on time and on budget		X		
Monthly	Principal Engineer	Update GWR activity schedule monthly		X		
Jan 1, 2017	Principal Engineer	Complete Construction of GWR Project by Jan 1, 2017			Late Fall 2017	<ul style="list-style-type: none"> Delayed per CPUC Approval Schedule
Ongoing	GM	Continue dialogue with source water agreement MOU partners to ensure that terms are understood		X		
Oct 31, 2014	GM	Via Amendment 4 with MCWRA, clarify any water rights issues			Sept 2015	<ul style="list-style-type: none"> Coordinate with Definitive Agreement
Nov 30, 2014	AGM	Resolve indirect cost issue for SVRP/CSIP			Aug 15 2015	<ul style="list-style-type: none"> Tied to Completion of Definitive Agreement & FY 2015/16 CSIP Budget
Jan 31, 2015	Legal Counsel	For any unresolved issues, initiate dispute resolution/arbitration			August 2015	
Sep 30, 2015	Principal Engineer	Board Certification of the EIR for this project		X		
Jan 2016	GM/Eng Mgr	Assess Needs/Plans of member communities for recycled water			Jan 2016	<ul style="list-style-type: none"> Tie to goal #2

FIVE-YEAR VISION GOALS

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2. UTILIZATION OF ALL WATER RESOURCES:						
WHEN	WHO	WHAT	STATUS			COMMENTS
			Completed	On Target	Revised	
Oct 15, 2014	GM and Eng Mgr	Hold a Kick-Off meeting with Monterey County, Environmental Health, RWQCB, and local entities to identify candidate areas			June 11, 2015	• Rescheduled to obtain best attendance
Nov 15, 2014	Eng Mgr	Develop a Scope of Work and initiate a study that would outline the cost to bring in smaller areas			Sept 2015	
April 30, 2015	GM and Eng Mgr	Present results of study to MRWPCA TAC, Board Committee and Board for action			Jan 2016	
FY 15/16	GM and Eng Mgr	Fund for detailed planning/Implementation studies			May 2016	
June 2015	GM	Goals for ZERO Discharge			Oct 2015	• Propose per water MOU discussions
June 2015	GM and Eng Mgr	Consider issues of representation and governance with consolidation of smaller systems			Mar 2016	• Propose after completion of study & TAC input

FIVE-YEAR VISION GOALS

May 9, 2014 – May 1, 2019

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3. STUDY AND IMPLEMENT OPPORTUNITIES FOR SHARED SERVICES:						
WHEN	WHO	WHAT	STATUS			COMMENTS
			Completed	On Target	Revised	
Ongoing	AGM	Continue the Gull Abatement Coordination with MRWMD		X		<ul style="list-style-type: none"> Separate contract for Gull abatement this year
Ongoing	AGM	Continue the partnership agreement with MPWMD for GWR financing and joint Outreach services		X		
Sept 30, 2014	GM	Make presentation to Special Districts/ Public Agencies to identify opportunities in cooperation, to share resources, to promote economies of scale and to encourage regional solutions	Apr 23, 2015			
Oct 15, 2014	GM and AGM	Conduct presentation and outline potential opportunities to MRWPCA TAC			Oct 2015	<ul style="list-style-type: none"> Will provide at next MRWPCA TAC meeting
March 31, 2015	GM	Report shared services progress to MRWPCA Board			Sept 2015	<ul style="list-style-type: none"> Awaiting completion of consultant report
Jan 1, 2016	GM	Implement shared services			Jan 2016	<ul style="list-style-type: none"> Start per implementation plan

FIVE-YEAR VISION GOALS

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4. EVALUATE AND PRIORITIZE INFRASTRUCTURE NEEDS TO MEET FUTURE DEMANDS						
WHEN	WHO	WHAT	STATUS			COMMENTS
			Completed	On Target	Revised	
July 2014	AGM and Eng Mgr	Complete key special projects – Biofloc system, digester mixing system and DAFT thickener, etc.	July 2014			<ul style="list-style-type: none"> Biofloc system, digester mixing system and DAFT thickener are all complete
Feb 2015	Eng Mgr	Provide an update on 10-year CIP			June 2015	<ul style="list-style-type: none"> Provide at Budget Workshop
Mar 2015	AGM and Eng Mgr	Provide annual review of CIP to the Board: RTP, pump stations, and outfall			June 2015	<ul style="list-style-type: none"> Ongoing each year at Budget Workshop
Feb 2015	AGM, Eng Mgr and Consultant	Develop specific plan for co-gen upgrades and biogas usage			Sept 2015	
June 2016	AGM and Eng Mgr	Initiate Design of co-gen upgrade		X		
June 2018	Eng Mgr	Complete construction of co-gen upgrade		X		
June 2017	Eng Mgr	Waste Water Collection System and Treatment Plant Master Plans and Hydraulic Modeling		x		
June 2017	Eng Mrg	Updated Asset Management Plan		x		

INTERNAL BOARD/STAFF TACTICAL GOALS TO EFFECTIVELY MANAGE THE AGENCY
 (Board update every six months)

Board/Staff Tactical Goal – A

WORK WELL TOGETHER AS A REGIONAL BOARD						
WHEN	WHO	WHAT	STATUS			COMMENTS
			Completed	On Target	Revised	
Sept 30, 2014	Board Chair and GM	Conduct a survey of Board Members to identify areas for improvement	April 2015			• Complete as part of Strategic Planning Workshop
Jan 30, 2015	Board Chair and GM	Develop an implementation plan for improving Board “harmony”	April 2015			• Accomplish per discussion at Strategic Planning Workshop
May 2015	Board Chair and GM	Check progress at subsequent strategic planning session		X		• Ongoing
May 2016	Board Chair and GM	Further progress check at 2016 Strategic Planning Session			Dec 2015	• Ongoing

Board/Staff Tactical Goal – B

MAINTAIN PRODUCTIVE RELATIONS WITH OTHER LOCAL WATER AND WASTEWATER AGENCIES						
WHEN	WHO	WHAT	STATUS			COMMENTS
			Completed	On Target	Revised	
Oct 30, 2014	Board Chair and GM	Select firm to do a focus group study with key stakeholders to identify opportunities	April 2015			• Ongoing Input from Community • Receive Pure Water Monterey Public Outreach Input
Ongoing	Board Chair and GM	Participate in district and association events with other public agencies		X		
Ongoing	Board Chair and GM	Have ongoing leadership meetings with selected members		X		• Suggest Joint Board staff leadership meeting with MRWMD & MPWMD after conclusion of water negotiations

Board/Staff Tactical Goal – C

ESTABLISH AND KEEP PRODUCTIVE RELATIONS WITH REGIONAL STAKEHOLDER GROUPS						
WHEN	WHO	WHAT	STATUS			COMMENTS
			Completed	On Target	Revised	
Ongoing	AGM	Staff participation in internal and external TAC groups		X		
Ongoing	GM and AGM	Update PCA Member Boards/Councils on PCA services and opportunities		X		<ul style="list-style-type: none"> As needed and Per Board/Council Request
Ongoing	AGM	Update Exec Officer of AMBAG, Air District, FORA, Regional Water Board, Ag Groups, etc. on MRWPCA and opportunities for collaboration		X		<ul style="list-style-type: none"> Per goal #2 & coordinate with Boards/Staff leadership meetings

Board/Staff Tactical Goal – D

MAINTAIN A HIGHLY CAPABLE AND PROVEN ORGANIZATIONAL TEAM						
WHEN	WHO	WHAT	STATUS			COMMENTS
			Completed	On Target	Revised	
Dec 2014	GM and Dir of Admin Svcs	Hire two new skilled management employees – Director of Finance and Director of O&M/Deputy GM to succeed current retiring staff	Dec 2014			<ul style="list-style-type: none"> New Deputy GM Started August 25 CFO Started February 26 New AGM to start late Aug
Mar 2015	GM and Board Chair	Develop succession plan for GM position	June 2015			<ul style="list-style-type: none"> Suggest new GM Develop with Board Chair
Ongoing	AGM	Continue succession planning to replace current Operations Manager (Grade V Operator) and Maintenance Manager who have both been with MRWPCA for 30+ years			Nov 2015	<ul style="list-style-type: none"> Suggest Update to BPC/Board in Sept

Board/Staff Tactical Goal – E

CONTINUE TO BE FINANCIALLY SOUND

WHEN	WHO	WHAT	STATUS			COMMENTS
			Completed	On Target	Revised	
June 30, 2014	CFO	Continue Proposition 218 activities in order to provide funds for Capital Projects through 2016/17			Oct 2015	
Ongoing	CFO and AGM	Continue to maintain a General Fund Reserve ending balance above a minimum of \$2M		X		
Ongoing	CFO and AGM	Maintain an excellent bond rating should there be future Agency needs to secure additional revenue		X		
May 15, 2014	CFO and AGM	Develop financial performance measures to confirm financial stability			Oct 2015	<ul style="list-style-type: none"> Will provide some metrics at Budget Workshop
May 15, 2015	CFO and AGM	Develop <u>additional</u> financial performance measures			Oct 2016	<ul style="list-style-type: none"> Will provide some metrics at Budget Workshop