

Marina Coast Water District
Agenda Transmittal

Agenda Item: 7-C

Meeting Date: February 8, 2011

Submitted By: Jean Premutati
Reviewed By: Carl Niizawa

Presented By: Jean Premutati

Agenda Title: Adopt Resolution No. 2011-14 to Approve the Issuance of a Request for Proposals to Facilitate the Development of a Five-Year Strategic Plan

Detailed Description: At its meeting on January 11, 2011 the Board tasked staff with drafting a Request for Proposal (RFP) to facilitate the development of a five-year strategic plan that outlines goals and objectives for the District.

The scope of work is expected to take approximately four (4) months to complete. Once approved, the RFP is will be distributed on February 9, 2011. Recipients will be asked to respond with proposals no later than March 1, 2011. Evaluations of the proposals will be conducted and a recommendation submitted to the Board for selection at the April 12, 2011 meeting. Once a consultant has been selected, work will begin immediately and will include telephone interviews with Board members, one or more planning sessions which also include staff and any training necessary in order to ensure comprehensive definition of roles and tasks. Some of these activities may be scaled back depending upon availability of participants and scheduling will be flexible.

The Scope of Work will include a written report that the consultant will present to the Board in July at a regular meeting.

Staff recommends setting a budget not to exceed \$17,000 for the size and scope of work expected. Alternatively, the District could request the work be completed on a time and material basis. The funds will be expended from FY 2010/2011 budget Consultants line item.

Environmental Review Compliance: None required.

Prior Committee or Board Action: On January 11, 2011, the Board of Directors asked staff to draft an RFP for a five-year strategic plan.

Board Goals/Objectives: *Strategic Plan, Mission Statement – Providing high quality water, wastewater and recycled water services to the District's expanding communities through management, conservation and development of future resources at reasonable costs.*

Financial Impact: Yes No

Funding Source/Recap: Expenditures are allocated across the six cost centers; 01-Marina Water, 02-Marina Sewer, 03-Fort Ord Water, 04-Fort Ord Sewer, 05-Recycled Water; 06-Regional Water.

Material Included for Information/Consideration: Resolution No. 2011-14; and, Draft RFP.

Staff Recommendation: The Board of Directors adopt Resolution No. 2011-14 to approve the issuance of a RFP to facilitate the development of a Five-Year Strategic Plan.

Action Required: X Resolution _____ Motion _____ Review
(Roll call vote is required.)

Board Action

_____ Resolution No _____ Motion By _____ Seconded By _____

Ayes _____ Abstained _____

Noes _____ Absent _____

Reagendized _____ Date _____ No Action Taken _____

February 8, 2011

Resolution No. 2011 - 14
Resolution of the Board of Directors
Marina Coast Water District

Approve a Request for Proposal to Facilitate the Development of a Five-Year Strategic Plan

RESOLVED by the Board of Directors (“Directors”) of the Marina Coast Water District (“District”), at a regular meeting duly called and held on February 8, 2011 at the business office of the District, 11 Reservation Road, Marina, California as follows:

WHEREAS, at its meeting on January 11, 2011, the Directors tasked staff with drafting a Request for Proposal (RFP) to facilitate the development of a five-year strategic plan that outlines goals and objectives for the District in addition to benchmarking results; and,

WHEREAS, the schedule for the scope of work is expected to take approximately four (4) months. RFP’s will be distributed on February 9, 2011 and recipients will be asked to respond with proposals no later than March 1, 2011. Evaluations of the proposals will be conducted and a recommendation submitted to the Board for selection at the April 12, 2011 meeting; and,

WHEREAS, once a consultant has been selected, work will begin immediately to include telephone interviews with Board members; one or more planning sessions which also include staff and any training necessary in order to ensure comprehensive role and task definition. Scheduling will be flexible; and,

WHEREAS, the final strategic plan should include a written report that the consultant will present to the Board in July at a regular meeting; and,

WHEREAS, staff recommends setting a budget not to exceed \$17,000 for the size and scope of work expected. Alternatively, the District could request the work be completed on a time and material basis. The funds will be expended from FY 2010/2011 budget Consultants line item.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Directors of the Marina Coast Water District does hereby approve a Request for Proposal for the Development of a Five-Year Strategic Plan.

PASSED AND ADOPTED on February 8, 2011, by the Board of Directors of the Marina Coast Water District by the following roll call vote:

Ayes: Directors _____

Noes: Directors _____

Absent: Directors _____

Abstained: Directors _____

William Y. Lee, President

ATTEST:

Jim Heitzman, Secretary

CERTIFICATE OF SECRETARY

The undersigned Secretary of the Board of the Marina Coast Water District hereby certifies that the foregoing is a full, true and correct copy of Resolution No. 2011-14 adopted February 8, 2011.

Jim Heitzman, Secretary

Request for Proposal

Marina Coast Water District

*The Marina Coast Water District wishes to contract for the development
of a Five-Year Strategic Plan*



Proposals due

March 1, 2011

Proposals should be sent electronically to:
Jean Premutati at
jpremutati@mcwd.org

Proposals sent by mail must be directed to:
Marina Coast Water District
11 Reservation Road
Marina, CA 93933
ATTN: Jean Premutati

Introduction

Marina Coast Water District (“District”) wishes to contract the services of a consultant to develop a Strategic Plan for the District. The District is located just north of the Monterey Peninsula and serves approximately 8,000 customers in the diverse communities of Marina and the Ord Community (former Fort Ord). The District provides high quality water, wastewater and recycled water services through management, conservation and development of future resources at reasonable costs. The District is governed by a five-member Board of Directors who serve four-year terms.

The District is leading the planning and permitting process for an area of water supply facilities known as the Regional Water Project to solve the needs of the Monterey Peninsula and North Monterey County.

The District has 35 employees.

Purpose of the Request

The District is seeking proposals from qualified consulting services to assist the District in the development of a strategic organizational plan that outlines five-year goals and objectives for the District in addition to benchmarking results. The District realizes that there are a variety of perspectives, models, and approaches used in developing a strategic planning document; therefore, the selected consultant should be able to discern which process will enable the District to complete its organizational and programmatic goals.

Scope of Services

The strategic plan proposal should contain a comprehensive roadmap for the District that develops a Mission Statement, Vision and Core values, along with a guiding statement of how the plan will be implemented. It is critical to the plan development process and to the use of the plan to include consistent training in role definition and understanding for staff and the Board. This training should be integrated into all phases of the process.

The consultant should provide a description of each work task with an explanation of how the consultant plans to approach the tasks and steps that will be taken to complete each task including analytical methods and tools. Consultant should demonstrate that they have an understanding of the significance and importance of each task. Tasks

should be organized into phases that have measurable deliverables. The scope of work, at a minimum should include:

The Development of a Strategic Planning Document: Using a five-year timeframe, the strategic plan developed by the selected consultant should use the above-noted mission/vision/core values, which are presented as a starting point of the planning process. In addition, the process should further identify desired objectives, activities, and required resources for areas such as finances, infrastructure projects and maintenance, administration, personnel/organization, the environment, and other matters determined by the Board.

➤ **Developing a Methodology:** The strategic plan should include methods to accomplish goals while using the questions below as a framework:

1. Where is the organization headed?
2. Which parameters can be used in order to quantify the organization's goals?
3. What types of specific policies need to be developed in connection with these goals?
4. What human and financial means will be necessary?

The plan should also include actions to enhance the success of the responsible department or staff member for each goal by having short, medium, and long-term strategies. This will enable the department or staff member to experience and report quick successes.

The plan should include a summary of critical issues facing the District in its effort to meet the goals set forth in the plan, a list of staff who take on roles and tasks on behalf of the District, as well as available resources that can be utilized.

➤ **Process:** The consultant should expect to complete the process within four (4) months depending upon availability of Board and staff. It is expected the consultant will meet with each Board member to get initial thoughts and feedback about what projects and initiatives will be important to keep in mind as the plan takes shape. Additionally, staff will be made available for input and to assure that their viewpoints on planning are heard.

➤ **Final Report:** The consultant will draft the plan in a report which will be submitted to the Board for final approval. The consultant should expect to be prepared to review and discuss the plan at a public hearing of the Board. The plan inclusive of any required changes will become the final and published plan. This document and any supporting documents should be produced in both paper and digital formats.

Proposal Content

Proposals should include the names of the firm and all individuals who will work on the project including their experience, which ideally, would include knowledge of public sector work. In addition, the proposal should contain the consultant's understanding of the project, specific descriptions of how the work will be carried out, proposed tasks and activities, and proposed involvement or resources to be provided by the District as well as references. A budget breakdown should be provided that details the intended time commitment of each team member.

Budget

The budget for this project should not exceed \$17,000.00. As a small public sector water district, Marina Coast has limited resources available to devote to this project. Achieving good value for our expenditure is an important factor in assessing proposals.

Timeframe

The deadline for proposals is March 1, 2011 and should be sent electronically to: Jean Premutati, Management Services Administrator at jpremutati@mcwd.org. Telephone interviews with the selected finalists may be conducted who meet the minimum qualifications

The proposed calendar is:

April 12, 2011	Consultant selected at Regular Board Meeting
May 27, 2011	Draft report due to the District
June 17, 2011	Final report due to the District
July 12, 2011	Presentation at Regular Board Meeting

Proposal Evaluation

Proposals will be evaluated using the following criteria and point system:

Relevant background of consulting team	35
Methodology complete/appropriate	20
Quality of communication/presentation	20
Cost	25
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Total points available	100