



PROPOSAL

FIVE-YEAR STRATEGIC PLAN

Submitted To
Marina Coast Water District

Submitted By
Applied Development Economics
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In Association with
Schaaf & Wheeler Civil Engineers

MARCH 1, 2011





March 1, 2011

Ms. Jean Premutati, Management Services Administrator
Marina Coast Water District
11 Reservation Rd.
Marina, CA 93933

Dear Ms. Premutati:

ADE is pleased to submit this proposal to design and facilitate a strategic planning process for the purpose of developing a five-year organizational plan for the District (MCWD). The District is at a critical juncture in its history as the consolidation of the Ord Communities facilities moves toward formal annexation while at the same time the District is taking the lead role in the Regional Water Project. The District must decide how future Boards will be constituted as the District expands, even as new Board Members are taking office currently. There is a strong need for a common vision and a process to build consensus to guide the District's future direction.

ADE has worked in Monterey County and on the Monterey Peninsula for many years and we are very familiar with the growth and development issues facing each of the communities. In addition we have direct experience working with water planning agencies and other public infrastructure plans and financing programs. We are aware of the financial and environmental constraints involved with planning for major service systems. We are also pleased to include Andy Sterbenz, P.E., of Schaaf & Wheeler, on our team to assist with interpreting specific water planning issues facing MCWD.

The ADE Team offers several advantages over other strategic planning firms:

- More than 20 years of experience designing and implementing strategic planning processes tailored to fit the needs of its public sector and private sector clients;
- 25 years of experience working on the Monterey Peninsula
- Nearly 30 years experience working with water agencies

We look forward to the opportunity to further discuss our qualifications and approach to strategic planning with you at your convenience. Please call me at (925) 934-8712 or email me at dsvensson@adeusa.com.

Sincerely,

Doug Svensson, AICP
President

CONTENTS

- About ADE1
- ADE Team2
- ADE References4
- Project Team Resumes.....7
- Project Understanding.....10
- Scope of Work and Schedule12
 - Phase I: Initiation12
 - Phase II: Develop Organizational Goals, Objectives and Benchmarks13
 - Phase III: Prepare Implementation Action Plan15
- Proposed Budget.....17
- Appendix A: Monterey County Experience18
- Appendix B: Small Business Ownership, Green Business Certification,
Affirmative Action & EEO Statements19
- Appendix C: Insurance.....20
- Appendix D: Award Winning Projects21

ABOUT ADE

Applied Development Economics, Inc. (ADE) is a consulting firm specializing in economic planning and development services. Since its founding in 1985, the firm has established a distinguished body of work resulting in tangible benefits for our clients. Our base of private- and public-sector clients includes government agencies, economic development organizations, foundations, research institutes, businesses, and private investors. ADE's services include:

Planning Services

- Strategic Planning
- General and Specific Plan Preparation
- Redevelopment Plan Adoption, Amendment Services, Feasibility Analysis, Redevelopment Financial and Fiscal Consulting, and Advisory Services
- Downtown Revitalization

Funding Services and Financial Analysis

- Funding Services
- Infrastructure Financing Plans

Analysis and Forecasting

- Economic Forecasting and Analysis
- Environmental Economics
- Labor Market Analysis
- Fiscal and Economic Impact Analysis
- Survey Research

Economic Development Services

- Economic and Market Research
- Industry Cluster-based Economic Development
- Business Attraction and Retention Strategies
- Marketing Plans and Implementation
- Real Estate Feasibility Analysis
- Tourism Analysis

ADE has worked on local and regional projects throughout the western United States. The firm also has experience on national projects and in the Midwest. Over the years, the firm has received numerous critical accolades, including 15 state and national awards since 1995.

ADE has substantial experience working in the Marina area. We have been working for the past few years with the City of Marina on their Downtown Vitalization Plan, most recently analyzing potential business impacts of changes to the lane configuration of Reservation Road. We also worked with Monterey County to develop a financial plan for the Central California Veterans

Cemetery in the Ord Community as well as working with FORA on updates to its development impact fees. ADE also conducted the economic analysis for the City of Seaside General Plan Update.

ADE was included in the IRWM Planning Grant for the Greater Monterey County Regional Water Management Group submitted last September. If that funding materializes, ADE is slated to prepare a template to assist local water agencies to meet the economic analysis requirements of the IRWM Implementation grants.

ADE also has extensive experience with strategic planning and public finance. This past year we completed the Moss Landing Economic Development Strategic Plan for the County Planning Department as well as an industrial feasibility study for the community of Castroville for the County Office of Housing and Redevelopment. ADE also prepared the Public Facilities Financing Plan for the City of Salinas' Future Growth Area, which eventually will increase the population of the City by more than 25 percent. Appendix A includes a listing of our prior work experience in Monterey County.

ADE TEAM

The staff that would be assigned to this project includes Doug Svensson, ADE President and Kathie Studwell, Senior Associate, in addition to administrative support staff. It is a hallmark of ADE management that all of our senior personnel are actively involved with our clients and are on the frontline in working to complete high quality projects on time and on budget.

ADE President Doug Svensson has been involved with a number of significant water planning projects. Most recently, he collaborated with Schaaf & Wheeler to prepare a water rate analysis for San Jerardo's new water system. In prior work he has assisted in the preparation of water master plans for the City of Santa Barbara and in North Santa Cruz County. In both projects, Mr. Svensson developed water demand projections and worked with project engineers to plan for facilities to meet demand. In the case of Santa Barbara, the plan predicted the need for a seawater desalination plant, which in fact became necessary more quickly when a significant drought occurred. The City purchased and operated the system but ultimately was unable to sustain the cost and eventually developed other water sources to supplant the desalination facility.

Most recently, Mr. Svensson prepared the Lake Tahoe Basin Prosperity Plan involving five counties in California and Nevada, the City of South Lake Tahoe, and the Tahoe Regional Planning Agency as well as business associations and education institutions. Despite its idyllic natural environment, the Lake Tahoe Basin has suffered significant economic decline over the past decade. This has not only created social and fiscal dislocations in the region, but also threatens to hamper efforts to improve lake clarity and other environmental values in the Basin. Led by a diverse project steering committee representing all of the local government jurisdictions in the Basin as well as private sector partners, the process to develop the Prosperity Plan engaged hundreds of stakeholders in the region, convening not only community meetings for the public, but also work groups within each economic cluster, along with capital resource partners, state and federal agency representatives and regional economic collaboratives from both California and Nevada. The central recommendation in the Plan

is the formation of the Tahoe Prosperity Center, based on a regional stewardship model, to serve as an organizational focal point for implementing initiatives promoting economic cluster expansion as well as addressing a number of foundational issues essential to the success of the cluster initiatives.

ADE Senior Associate Kathie Studwell has been working with public agencies to design and facilitate strategic planning processes for the last 20 years. She is a trained facilitator, having completed the Interaction Associates' intensive Facilitator Institute in 1990 and has applied this training to build consensus and develop strategic plans that are realistic and achievable for communities and regional agencies throughout California. Ms. Studwell has designed and facilitated strategic planning processes and written strategic plans for the following communities and organizations:

- International Center for Water Technology
- Tri-Valley Regional Collaborative
- Santa Clara County Strategic Vision
- San Mateo County
- Sacramento Area Regional Action Partnership
- City of Milpitas
- City of Atascadero
- City of Petaluma
- City of Corona
- City of Temecula
- City of Carlsbad
- City of Greenfield
- Laughlin Township, Nevada
- Northwest Food Processors Association
- Santa Cruz County Food and Agriculture Cluster
- Arizona Software Cluster
- Arizona Bio-industry Cluster
- Arizona Optics Cluster
- San Joaquin Valley Food Technology Cluster
- San Joaquin Valley Life Sciences Industry

Ms. Studwell was retained by the Great Valley Center, in partnership with the Fresno Business Council, to organize the water flow technologies cluster and facilitate the development of their first strategic business plan for accelerating growth of that cluster in Fresno, California. Since then, the water flow technology cluster has achieved everything set out in that first strategic plan, including the construction of the Water and Energy Technology (WET) Testing Lab that works with industry to test new equipment and devices. The WET Lab is also an incubator for new water technology firms, attracting start-ups from the San Francisco Bay Area. The cluster is now called the International Center for Water Technology, reflecting the cluster's ambition to be internationally recognized as a center of innovation in water technology.

ADE REFERENCES

Fresno Water Technology Cluster

Claude Laval, CEO
Lakos, Claude Laval Corporation
1365 North Clovis Avenue
Fresno, CA 93727(800) 344-7205(559) 255-8093

claval@lakos.com

Lake Tahoe Basin Prosperity Plan

Ron Radil, Executive Director
Western Nevada Development District
(775) 883-7333

rjradil@wndd.org

ANDY STERBENZ, SCHAAF & WHEELER

Andy Sterbenz of Schaaf & Wheeler will join ADE's team to provide technical input as needed to the discussion of strategic issues for the District. Mr. Sterbenz has served as Interim District Engineer for MCWD and is now updating the District's urban Water Master Plan for 2010-2011.

Andy's recent work with MCWD is described below.

MCWD INTERIM DISTRICT ENGINEERING SERVICES, 2006-2007

Client: Marina Coast Water District

Contract Value: \$268,292

Marina Coast Water District (MCWD) provides water and wastewater service to the City of Marina and the former Fort Ord Army Base in Monterey County. From January 2006 to March 2007 – during a period of time when the District was actively working to keep pace with the redevelopment demands on the site of the former Fort Ord – the District found itself without a district engineer. The District recruited Schaaf & Wheeler to provide the necessary district engineering services. This was a good fit, since Schaaf & Wheeler had provided water resources engineering for MCWD since 1991 and is well acquainted with the District's people, processes and infrastructure.



Schaaf & Wheeler district engineering services included:

- Management of the District Engineering Staff
- Preparation and management of the District Capital Improvements Plan and \$55 Million Budget

- Interaction with eight redevelopment projects on the former Fort Ord to ensure the District water and sewer infrastructure is correctly designed and constructed
- Management of the Regional Urban Water Augmentation Program, developing 2,400 acre-feet per year of additional water supply for the former Fort Ord through a combination of recycled wastewater and desalinated seawater
- Review and approval of engineering designs for Capital Improvements And Developer Projects
- Review of CEQA documents for District Capital Improvement Projects
- Review of Water Supply Assessments prepared for new developments

Team Member: Andrew A. Sterbenz PE

References

Marina Coast Water District
 2840 Fourth Avenue
 Marina, CA 93933
 831-883-5925

Jeff Cattaneo (Now with San Benito County Water District, 408-637-8214)

2010 URBAN WATER MANAGEMENT PLAN UPDATE, 2010-2011

Client: Marina Coast Water District

Contract Value: \$73,400

The Marina Coast Water District provides water and wastewater service to the City of Marina and the former Fort Ord in Monterey County. Schaaf & Wheeler is preparing the 2010 update to the District's Urban Water Management Plan, as required under the California Urban Water

Management Planning Act. The District's 2005 Urban Water Management Plan reflected a period of rapid growth, both in the redevelopment of the former Fort Ord and increased development in North Marina. The 2010 update will address the slow-down in growth within the Ord Community due to the economic downturn. The plan must also address the requirements of Senate Bill X7-7 (2009), which requires urban water suppliers to achieve a 20% reduction in per capita water use by December 31, 2020. Finally, it will address the current



status of the District's two water supply projects to meet the projected growth in demand: the Recycled Water Project and the new Regional Water Project. Schaaf & Wheeler worked with the District staff, the Fort Ord Reuse Authority and the seven land use jurisdictions served by the District to update the housing, redevelopment and population projections for the District. All demand projections were updated to reflect approved Water Supply Assessments, where available. Analysis of future per capita water use and methods of meeting the 20x2020 water conservation target is on-going. The draft report will be provided to the agencies working with the district on future supply projects, Monterey Regional Water Pollution Control Agency, Monterey County Water

Resources Agency and California American Water, as well as to the customer land use jurisdictions and the public. A public hearing and final adoption will occur at District Board Meetings.

Team Members: Andrew Sterbenz PE, Josh Tabije

References

Marina Coast Water District
11 Reservation Road
Marina, CA 93933
831-384-6131
Gary Rogers, Project Manager

PROJECT TEAM RESUMES



DOUGLAS SVENSSON, AICP

President

Doug Svensson is a planner and economist with thirty years experience in economic development, community redevelopment, fiscal impact and financial feasibility analysis, socioeconomic analysis, and growth management planning. Mr. Svensson has worked with a variety of public and private clients including the State of California, regional air quality districts, city and county governments, and nonprofit community development corporations. He has also prepared plans for development projects proposed by several major universities.

Mr. Svensson has prepared market research and financial feasibility studies and fiscal impact analyses for large-scale, mixed-use private sector projects including residential, marine, commercial, and industrial uses. He has managed regional industry cluster studies for use in both economic development strategies and workforce development programs. He has also conducted numerous downtown revitalization plans, coordinating market research with physical design and financing elements.

Mr. Svensson has participated in a wide range of general plan updates for both cities and counties, including employment and population projections, fiscal impact analyses, and infrastructure financing. He developed ADE's fiscal impact model and has prepared a number of fiscal and economic impact studies. He has also prepared financing strategies for a variety of projects including downtown improvements, parks facilities, transportation improvements, and residential and commercial development.

Mr. Svensson holds Bachelor's degrees in Environmental Studies and Political Science from the University of California, Santa Barbara, where he was a Regent Scholar. He also holds a Master's degree in City and Regional Planning from the University of California, Berkeley with an emphasis in Housing and Economic Development. He is a member of the American Planning Association and the American Institute of Certified Planners.



KATHRYN STUDWELL, AICP

Senior Associate

Kathryn Studwell has nearly thirty years experience in designing and facilitating collaborative approaches to community and economic development. In addition to managing comprehensive planning, research and training programs, she is a frequent workshop facilitator, lecturer, and trainer.

As a member of ADE's senior staff, Ms. Studwell leads many of ADE's strategic planning projects, including those for the City of Milpitas, City of Atascadero, City of Malibu, Town of Laughlin, Nevada, City of Petaluma, and the City of Greenfield.

Ms. Studwell is a recognized expert in collaborative regional goal setting and benchmarking processes and works with regional leaders to create achievable goals, implementation strategies, and measures to track progress. She has assisted such California regions as Silicon Valley, Tri-Valley, Metropolitan Sacramento, and San Mateo County. Ms. Studwell is the recipient of the American Planning Association's National Planning Award for her leadership role in Santa Clara County's Strategic Vision program where she facilitated the work of over 100 business and community leaders to craft economic, social and environmental strategies for the future of Silicon Valley and then helped launch a public/private partnership to implement selected initiatives.

Ms. Studwell authored numerous regional economic strategies for regions in California, Arizona, and Pennsylvania. For the Great Valley Center, she co-authored two regional economic strategies, *The Economic Future of the San Joaquin Valley*, and *The Economic Future of the Sacramento Valley*. Both identified economic opportunity areas with the greatest potential for quality growth, such as agile industrial manufacturing, logistics, flexible food manufacturing, and water flow technology. Some of the strategies she identified to move the regions towards economic, social, and environmental vitality have been implemented.

Ms. Studwell has completed more than two dozen industry cluster strategic plans for a broad range of industries, including software; biotech; aerospace; semiconductor; transportation; materials; optics; and the agriculture and food processing industries. She analyzed the water flow technologies cluster and then facilitated the organization of the cluster businesses and the development of their first strategic business plan for accelerating growth of that cluster in Fresno, California. Since then, the water flow technology cluster has achieved everything set out in that first strategic plan, including the development of the Water and Energy Technology (WET) Testing Lab that works with industry to test new equipment and devices. The WET Lab is also an incubator for new water technology firms, attracting start-ups from the San Francisco Bay Area. The cluster is now called the International Center for Water Technology, reflecting the cluster's ambition to be internationally recognized as a center of innovation in water technology.

Ms. Studwell holds a Master's degree in City Planning from the University of California at Berkeley where she was the recipient of the AICP Outstanding Graduating Student Award and a Bachelor of Science degree in Agricultural Economics from the University of Idaho. She is a member of the American Institute of Certified Planners. In addition to her training in planning and economic development, Ms. Studwell is a trained facilitator, having completed the Interaction Associate's week-long training program, Facilitator Institute.

Andrew A. Sterbenz, P.E.

Schaaf & Wheeler
CONSULTING CIVIL ENGINEERS

EDUCATION

BSCE, Massachusetts Institute of Technology

MSCE, University of Texas at San Antonio

LICENSES

Registered Civil Engineer
California #C69703
Texas #93537

AFFILIATIONS

American Water Works Association

Society of American Military Engineers



Andrew A. Sterbenz, P.E. has over 20 years experience managing engineer organizations and solving engineering problems, and is recognized for developing and implementing creative solutions to complex problems. In 2006-2007 he served as the full-time District Engineer for the Marina Coast Water District, managing a \$150 million water and sewer capital improvements budget that includes the development of new groundwater, recycled and desalinated water supplies for the former Fort Ord. He has prepared long-range regional water supply plans in Texas. Plans include the projection of population and water demands, the assessment of current water supply availability, and the analysis and recommendation of water management strategies to meet projected shortages. He is adept at analyzing, researching, planning, coordinating and executing strategies to achieve organizational goals. Andy has prepared detailed plans and specifications for bidding and construction for public agencies. He has conducted environmental studies and remediation design, and assisted with environmental permitting. He is experienced with water quantity and quality models, and trained in state and federal environmental regulations.

MAJOR PROJECT ACCOMPLISHMENTS

WATER AND WASTEWATER SYSTEMS PLANNING AND DESIGN

Boronda Meadows General Development Plan Peer Review - Monterey County Redevelopment Agency – Monterey, CA (2010)
Castroville Community Plan Infrastructure Estimate – Monterey County Redevelopment Agency – Monterey, CA (2009-2010)
Interim District Engineer - Marina Coast Water District - Marina, CA (2006-2007)
Spreckels Subdivision Utilities Review – Standard Pacific Homes, Santa Clara, CA (2005)
Greens Bayou Fabrication Yard Development - KBR - Houston, Texas (2004-2005)
Modular Wastewater Treatment System - LOGCAP – Balkans, Yugoslavia (1999)

WATER DELIVERY SYSTEMS

Raw Water Pump Station Design and Construction - Coastal Water Authority - Houston, Texas (2000)
Moses Bayou 84-Inch Siphon - Gulf Coast Water Authority - Texas City, Texas (2001)
System Water Audit - Gulf Coast Water Authority - Texas City, Texas (1999)

WATER SUPPLY PLANNING

Regional Urban Water Augmentation Project - Marina Coast Water District - Marina, CA (2006-2007)
Region H 2006 Water Plan - San Jacinto River Authority - Conroe, Texas (2002-2006)
Region H 2001 Water Plan - San Jacinto River Authority, Conroe, Texas (1998-2001)
Colorado River Water Availability Model - Texas Natural Resource Conservation Commission – Austin, TX (2002)
Municipal Water Supply Assessment - City of Rosenberg - Rosenberg, Texas (2001)

ENVIRONMENTAL CLEANUP

Firing Range Removal - IAH Airside Improvements Program - Houston, Texas (2002-2003)
Landfill Removal - IAH Airside Improvements Program - Houston, Texas (2002-2003)

DISASTER RECOVERY

Hurricane Katrina Recovery - U.S. Navy – Gulfport, Mississippi (2005)

PROJECT UNDERSTANDING

BACKGROUND

The Marina Coast Water District (District) was formed in 1960, prior to the incorporation of the City of Marina. In 1997, the District contracted with the Army to operate the Fort Ord water and wastewater systems and in 2001, the Fort Ord systems were transferred to the District. In July 2007 the California Department of Public Health approved consolidation of the two systems as Marina Coast Water District Water System.

POTENTIAL LONG-TERM ISSUES

Regional Water Supply

Due to salt water intrusion, the District abandoned its pumping from a 180-foot well in 1983. They now source water from three 900-foot wells into the aquifer of the Salinas Valley Groundwater Basin. This water serves the City of Marina. Supply wells in the Ord Community are from three groundwater wells located in the lower 180-foot and 400-foot aquifers of the Salinas Valley Groundwater Basin.

In 1995, the CA State Water Resources Control Board mandated that the California American Water Company (serving Monterey Peninsula communities) reduce its use of Carmel River Watershed water by 2015 to only 5,642 AFY. Later, a legal decision in March 2006 reduced the amount of water that CalAm could pump from the Seaside Groundwater Basin by 20 percent. As a result of these two actions, combined with the issues of salt-water intrusion into the Salinas Valley River Basin, the entire Monterey Peninsula region desperately needs to find an alternative source of water.

During the course of writing the DEIR and FEIR for a Coast Water Project, community stakeholders, including the Marina Coast Water District, formed a collaborative to study solutions to regional water needs. The collaborative was called “Water for Monterey County”. The CalAm FEIR was certified by the CPUC in December, 2009 and in 2010, the CPUC approved the Regional Water Project, a product of the Water for Monterey County collaborative. The Regional Water Project differed from the original CalAm proposal in that there would be co-ownership and management of the system, including the de-salination plant, by all the water districts, including CalAm, the MCWD and the County of Monterey Water Resources Agency.

Regional Water Project Components

The Regional Water Project has the following components:

- Regional Desalination Project producing 10,500 AFY to replace water pumped from Carmel River basin as well as to supply MCWD with 1,700 AFY for the Ord community. The De-Sal plant is to be located near Marina State Beach.
- Aquifer storage and recovery (taking storm water or excess water during rainy season to re-charge the aquifer)

- Regional urban water augmentation (recycling)
- Sand City De-Sal project

A key part of this plan, especially in terms of the District's strategic planning, is the decision to have the MCWD manage the Regional Water Project. This has the potential to broaden the District's Mission and require addition staffing and other resources.

THE PURPOSE AND OBJECTIVES OF STRATEGIC PLANNING

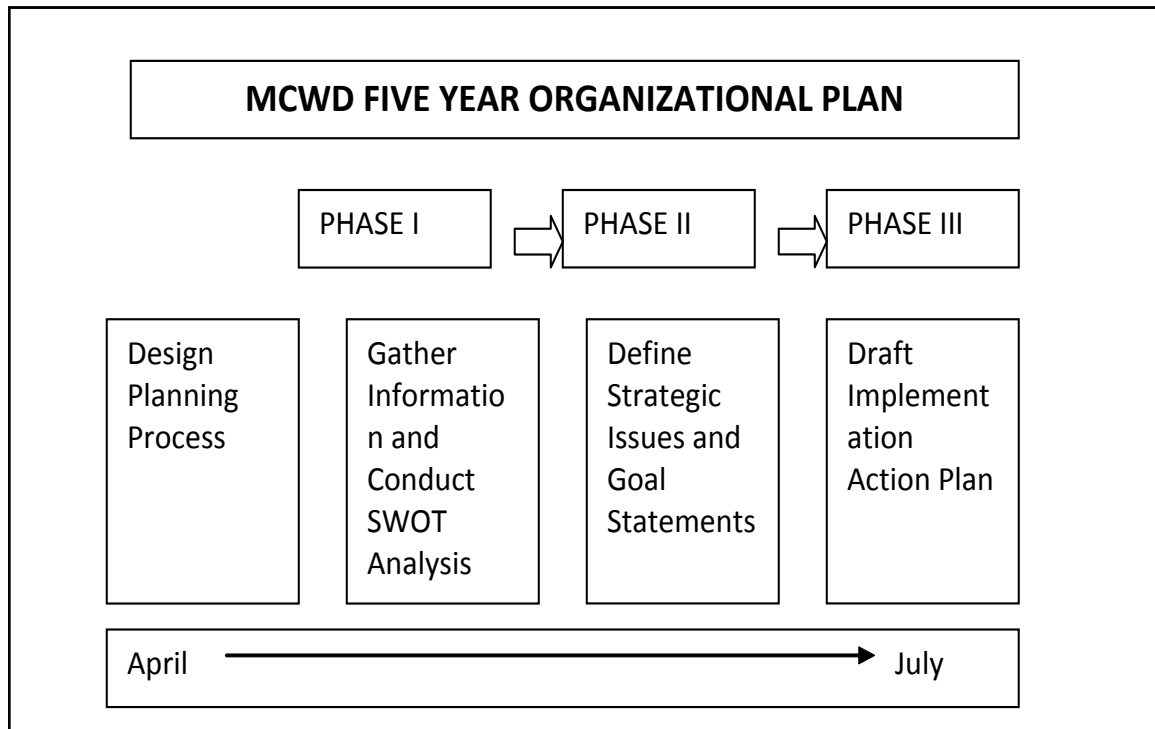
It is clear that with the consolidation of the Ord Community water system with the District's water system and the required management and fiscal responsibilities resulting from the Regional Water Project, the District will want to develop a strategic five-year organizational plan. More so than the plan itself, the PROCESS of preparing the Plan will build the necessary focus and direction needed to address these major issues. A well-designed and facilitated strategic planning process builds cohesion within the organization, builds support among stakeholders and provides needed direction and priorities for the governing board.

SCOPE OF WORK AND SCHEDULE

PHASE I: INITIATION

TASK 1: REFINE PLANNING PROCESS

At the beginning of the project, the ADE Team will meet with District staff to review the phasing and timeline of activities, including scheduling of Board meetings and workshops, and make modifications as appropriate. The ADE Team will use this opportunity to gather pertinent background information by interviewing District staff members.



Deliverable: Final Planning Process Design: identifying tasks, timeline and deliverables.

TASK 2: CONDUCT SWOT ANALYSIS: IDENTIFY STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS

At its first meeting with District Staff, the ADE Team will discuss timing of Board member interviews and Board meetings. ADE will schedule and conduct interviews with each Board member. The purpose of these interviews is to gather information about:

- The District’s desired future;
- District accomplishments and strengths;

- Critical issues and challenges facing the District currently and in the future;
- Resource needs and constraints.
- As part of these interviews, the ADE Team will discuss the District’s core values, its vision for the future and its mission in light of that vision.

In addition to interviewing Board Members, ADE will work with District staff to identify additional stakeholders and knowledge experts to interview. ADE will conduct a total of 10 interviews.

Deliverable: SWOT analysis in matrix format. The SWOT analysis will identify:

- Strengths
- Weaknesses
- Challenges
- Opportunities
- Resource Needs

IDENTIFYING STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS		
	STRENGTHS/ OPPORTUNITIES	WEAKNESSES/THREATS
Internal		
External		

PHASE II: DEVELOP ORGANIZATIONAL GOALS, OBJECTIVES AND BENCHMARKS

TASK 3: DRAFT VISION, MISSION AND CORE VALUES

The District’s current vision and mission were developed several years ago. Since that time, much has happened within the area served by the District and in the region surrounding the District that may warrant another look at the vision and mission statements. The vision statement articulates an organization’s desired future, usually five or ten years forward, and sets the framework for strategic planning. A compelling vision statement is brief, usually one or two sentences, and can be easily communicated.

The current vision statement reads:

MCWD will be the leading public supplier of integrated water and wastewater services in the Monterey Bay Region

A Mission Statement articulates an organization's purpose by identifying its customers, its promise to its customer, or what it provides and how it provides it, and how it distinguishes itself from competitors. It should also be brief and easily remembered and communicated.

The current Mission Statement reads:

Providing high quality water, wastewater and recycled water services to the MCWD's expanding communities through management, conservation and development of future resources at reasonable costs.

Through interviews with District Board members and staff and key customers, the ADE Team will suggest what changes to the existing vision and mission statements should be considered.

TASK 4: IDENTIFY STRATEGIC ISSUES

A key outcome of the SWOT analysis, which involved gathering information from District Staff and Board members, as well as from other stakeholders, including customers, is the identification of the District's strategic issues. This is THE critical step in strategic planning. Without this step in the process, organizational planning cannot be done strategically. The elements of the strategic plan, the goals and strategic initiatives, or actions, flow from the identification and prioritization of strategic issues. The strategic issues are those issues that MUST be addressed in order for the District to achieve its vision and fulfill its mission—its promise to its customers. The strategic issues lead to the development of goals and objectives.

Deliverable: ADE will prepare a technical memo for District Staff review that summarizes the following:

- Desired future
- Suggested Vision and Mission Statements
- List of Core Values
- SWOT analysis in matrix format
- Strategic Issues

TASK 5: IDENTIFY GOALS, OBJECTIVES AND BENCHMARKS

In this Task, the ADE Team will work with District Staff and Board Members to address the following questions:

- Where is the organization headed?
- Which parameters can be used in order to quantify the organization's goals?
- What types of specific policies need to be developed in connection with these goals?

ADE understands that the Board's time is limited and has designed this planning process to make the most of the Board's limited availability. ADE will work with District Staff to schedule and facilitate a 3-hour District Board retreat to develop goals and objectives for the strategic plan. To meet the District's time constraints, this meeting should be scheduled for mid-May, perhaps the week following the Board's regular meeting on the second Tuesday of the month.

A goal statement addresses a specific strategic issue and articulates a desired end-state. Ideally, there would be more than one and less than seven goal statements. Objectives are measurable, intermediate steps that help the District achieve the stated goal. For each goal, there could be one or more objectives.

In preparation for the Board Retreat, ADE will prepare a packet of materials for distribution to the Board a week in advance of the Retreat. This packet of materials will contain the revised and re-formatted technical memo delivered to District Staff upon completion of Tasks 3 and 4.

- Suggested Core Values
- Suggested Vision
- Suggested Mission
- SWOT Analysis
- Strategic Issues

ADE envisions that the agenda for the Retreat will be as follows:

- Overview of desired outcomes for the Retreat
- Review and facilitated discussion of core values, vision, mission, SWOT analysis, strategic issues. ADE will present the contents of the meeting packet and facilitate a discussion with Board Members towards building consensus around the wording of the vision and mission and the definition of strategic issues.
- Break. During the Break, the ADE Team will draft a set of recommended goal statements, developed to address each of the strategic issues.
- Facilitated discussion of goals and objectives. After the Break, the ADE Team will present possible goal statements and facilitate a discussion towards building consensus around the wording and prioritization of these goal statements.

Deliverable: Final Vision and Mission Statements; Core Values; Goal Statements and Objectives.

PHASE III: PREPARE IMPLEMENTATION ACTION PLAN

TASK 6: DRAFT IMPLEMENTATION PLAN

In this Task, the ADE Team will address the following question, “What human and financial means will be necessary to implement the Strategic Plan?”

ADE will work closely with District Staff to draft action steps, timelines and needed resources to accomplish each goal and its objectives. The Implementation Plan will list all goals and objectives. For each objective, there will be a suggested timeline for completion, identification of lead District Staff person or department, approximate number of FTE required to achieve the objective and identification of additional resource needs. In addition, for each objective, ADE will identify progress measures that the District will use to measure its progress towards achieving the goal.

A major component of the Implementation Plan will be the identification of additional resource needs, especially in terms of staffing and Staff and Board training that may be required as a result of expansion of the District’s mission or in response to the need to address critical issues.

ADE will work with District Staff to schedule and facilitate a second meeting with Board Members to review the implementation plan. This would most likely occur in early June. Feedback from the Board will be incorporated into the draft and final Organization Plan as discussed in Task 7, below.

TASK 7: FINAL ORGANIZATIONAL PLAN AND PRESENTATION

After receiving the Board’s input, ADE will prepare the Draft Organizational Plan and submit to District Staff for review.

Contents of the Draft Plan

- Vision
- Mission
- Core Values
- Goals and Objectives
- Implementation Action Plan
- Appendices
 - SWOT Analysis and Strategic Issues

Upon receipt of District Staff comments, ADE will make appropriate revisions to the Organizational Plan and submit the Final Plan to District Staff.

ADE will prepare and deliver a presentation at a public meeting, most likely a District Board meeting in July. The presentation will include an overview of the planning process as well as a summary of the Five Year Organizational Plan.

Marina Coast Water District Planning Timeline

Task	April	May	June	July
Phase I: Initiation				
1. Refine Planning Process	■	■		
2. Strengths, Weaknesses, Opportunities, Threats		■	■	■
Phase II: Goals and Objectives				
3. Vision, Mission, Core Values			■	■
4. Identify Strategic Issues			■	■
5. Identify Goals, Objectives			■	■
Phase III: Implementation Action Plan				
6. Draft Implementation Plan			■	■
7. Draft and Final Report & Presentation			X	X

PROPOSED BUDGET

We proposed to complete the Five-Year Strategic Plan for a not-to-exceed price of \$16,900. As shown in the table below, this includes all labor and expenses. We would propose a monthly billing cycle for time and materials against the total contract price.

MARINA COAST WATER DISTRICT FIVE YEAR ORGANIZATIONAL PLAN BUDGET

Task	Applied Development Economics			Schaaf & Wheeler	Expenses	Total
	Svensson \$175.00	Studwell \$135.00	Graphics \$70.00	Sterbenz, P.E. \$175.00		
Project Management	4	4			\$150	\$1,390
Phase I: Initiation						
1. Refine Planning Process	4	4				\$1,240
2. Strengths, Weaknesses, Opportunities, Threats	10	16		\$1,500	\$150	\$5,560
Phase II: Goals and Objectives						
3. Vision, Mission, Core Values	2	4				
4. Identify Strategic Issues	2	4				\$890
5. Identify Goals, Objectives (Board Retreat)	8	8			\$150	\$2,630
Phase III: Implementation Action Plan						
6. Draft Implementation Plan (Board Meeting)	4	4			\$150	\$1,390
7. Draft and Final Report & Presentation	8	8	4		\$150	\$2,910
Total	42	52	4	\$1,500	\$750	\$16,900

APPENDIX A: MONTEREY COUNTY EXPERIENCE

Boronda Community Plan
Castroville Community Plan
Del Monte Shopping Center Theater Impact Study
FORA Traffic Impact Fee Update
Fort Ord/University of California MBEST Center
Gonzales Downtown Revitalization Plan
Gonzales Infrastructure and Business Development Study
Gonzales Wine Center Feasibility Study
Greenfield Artisan Ag Center
Marina Downtown Vitalization Plan
Monterey County Veterans Cemetery
Moss Landing Economic Development Strategy
Prunedale Business Development Startegy
Rancho San Juan Specific Plan and Butterfly Village
Salinas Ag-Industrial Center Public Financing Plan
Salinas Future Growth Area
Salinas General Plan
Salinas Tynan Village Retail
San Jerardo Water Rate Study
Seaside General Plan
Soledad Los Coches Industrial Business Park
Soledad Downtown Development Plan
Soledad Economic Base Study
Soledad Retail Impacts Market Analysis (Mission Trails)
South Greenfield Market Demand Analysis
South Monterey Comprehensive Economic Development Strategy (CEDS)
Transportation Agency of Monterey County Regional Impact Fee Program

APPENDIX B: SMALL BUSINESS OWNERSHIP, GREEN BUSINESS CERTIFICATION, AFFIRMATIVE ACTION & EEO STATEMENTS

SMALL BUSINESS OWNERSHIP AND AFFIRMATIVE ACTION

ADE, Inc. (ADE) is an economic development and planning firm with offices in Walnut Creek and Sacramento, California. ADE is a small business, with two owners, one of whom is female. ADE has adopted the following Equal Employment Opportunity policy. All of ADE's officials and employees have been informed of the policy statement, and that the policy shall be applied to every phase of employee recruitment, including employment agencies and advertising, compensation, opportunities for advancement, upgrading, promotions, transfers and selection for training.

ADE has been certified as a Small Business by the State of California.

GREEN BUSINESS CERTIFICATION

ADE is committed to creating a healthier, cleaner workplace for our clients, employees, and community. As a result of this commitment ADE has been certified as a Green Business by the Bay Area Green Business Program. The Green Business Program verified that ADE meets higher standards of environmental performance. The Bay Area Green Business Program partnership of government agencies and utilities helped ADE comply with all environmental regulations, and assisted us in taking action in preventing pollution and to conserve resources.

EQUAL EMPLOYMENT OPPORTUNITY POLICY STATEMENT

ADE's policy is to recruit and hire applicants for employment without regard to race, color, religion, national origin, sex, age, marital status, personal appearance, sexual orientation, family responsibilities, matriculation, political affiliation, or physical handicap.

ADE's policy is applied to all matters relating to hiring, promotion, transfer or employee termination, and covers all salaried and hourly employees in the office and the field, including all hourly contract trade employees.

ADE will assert leadership in the community whenever possible in an effort to achieve the full employment, skills utilization and productivity of all citizens without regard to race, color, religion, national origin, sex, age, marital status, personal appearance, sexual orientation, family responsibilities, matriculation, political affiliation or physical handicap; and

ADE will cooperate to the fullest extent with the applicable federal and local affirmative action regulations, including but not limited to the Civil Rights Act of 1964.

APPENDIX C: INSURANCE

ADE maintains all the necessary insurance and will provide the required Certificate of Insurance for General Liability in the amount of \$2,000,000, Professional Liability in the amount of \$2,000,000, Automobile Liability in the amount of \$1,000,000, and Workers Compensation in the amount of \$1,000,000.

APPENDIX D: AWARD WINNING PROJECTS

ADE has worked on national, state, regional, and local projects throughout the United States, for which we have received 15 major awards since 1995.

2008 American Planning Association (APA) National Award for “Hard Fought Victories”
Newport Beach General Plan

2007 International Economic Development Council (IEDC) Honorable Mention Award
Northwest Food Processing Association, Food Processing Cluster Assessment & Roadmap

2004 IEDC Promotional Award for Best Research Study
West Wendover, Nevada Economic Development Strategy and Wendover, Utah Annexation Study

2001 American Economic Development Council (AEDC) Best of Show Award
ED>Net California Community Colleges - Directions of the New Economy

2000 APA Northern Section Award of Merit
Gonzales Downtown Revitalization Plan

1999 AEDC Best of Show and Best of Class Awards
Maricopa County (Arizona) Economic Development Implementation Plan

1999 AEDC Superior Award
Performance Measures for EDA Planning Grants

1999 AEDC Excellent Award

Assessment of Regions Underserved by California’s Loan Guarantee Program

1999 California Association of Local Economic Development (CALED) Award of Excellence
City of Dinuba / Best Buy West Coast Distribution Center

1998 CalTour California Tourism Award for Best Research Report
Mendocino County Wine Industry and Tourism Analysis

1998 CALED Honorable Mention Award
City of San Joaquin / Millennium Industries Project

1997 CALED Grand Prize for Development Projects
City of Soledad Dole Food Processing Plant

1997 National Rural Economic Development Association (NREDA) Award of Excellence
Fresno County Economic Strategy

1996 AEDC Special Judges Award
Kauai Products Marketplace Feasibility Study

1995 AEDC Best of Class Award
Interstate 5 Business Development Corridor Economic Development Strategy

