

**-- Proposal --**  
**Professional Services for a**  
**Five-year Strategic Plan**  
**for the**  
**Marina Coast Water District**  
**Marina, CA**  
**February 2011**

*BHI Management Consulting*  
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**Overview of Amendment and Scope of Project:**

The objective of this proposal is to outline professional services to the Marina Coast Water District (District) for assistance in the preparation of a comprehensive five-year District Strategic Plan (Plan). Brent Ives (Consultant), Principal of BHI Management Consulting, will be the primary consultant on this project. BHI also proposes limited use of associate consultants and editorial assistance for the effort. Details are outlined in the Task/Cost/Expense table below. BHI's effort and scope of work will be organized in the following manner. Related optional services are also proposed. These optional services are priced below in the table and can be added to the scope at the desire of the District. They enhance the overall input and use of the Plan.

**Strategic Planning Overview:**

Strategic Planning utilizing the action-oriented model herein offers a number of benefits for a public agency. Action-oriented means that the big picture direction from the Board, in terms of Mission and Vision, are clearly laid out in the Plan with actions and initiatives that support the Board's direction. This is a clear and important role of the elected Board. Training for all roles of public agency work is incorporated within each meeting and session. Crucial to any practical planning effort is a clearly delineated workplan in the form of projects, initiatives and actions that result from the document. In this case, a five-year workplan will be forthcoming as part of the published Plan. This planning method focuses on assuring that both the Board and Staff are fully involved in the development of the Plan. This emphasizes the leadership "TEAM" that is crucial for developing a Plan that has buy-in and can be well used as a true roadmap for the District.

Our planning model involves members of the elected Board of Directors to deliberately engage by providing critical direction and guidance in the form of Board generated

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Mission, Vision and Values. These are used as the foundational basis and direction of the Plan.

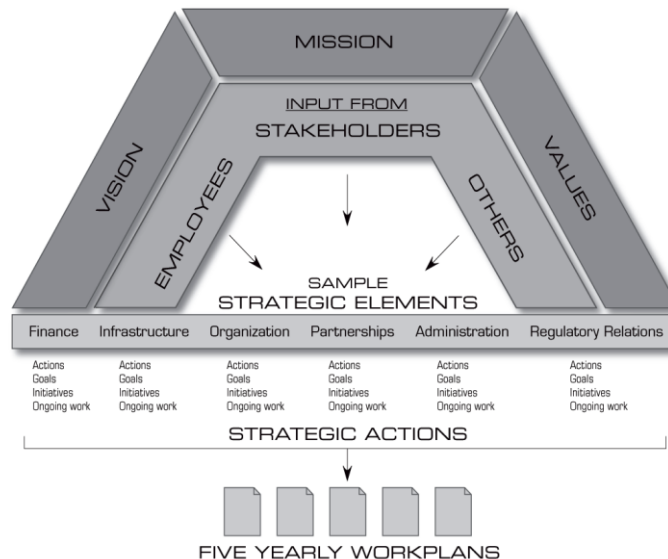
This method and model also allows for professional staff to do what they do best, organize and implement positive and productive work programs that make reality from the Vision of the Board. The action oriented strategic planning model allows for linkage between the foundational statements of Mission and Vision to actual work plans, projects and initiatives that move an agency forward (see graphic model below) In this way the staff is allowed to show how they can meet the Vision and intentions of the Board by applying their professional judgment and expertise to the direction of the District.

Top-to-Bottom planning creates important clarity for all involved by articulating the agency’s future then laying out a clear five-year roadmap for achieving that future. Any reader of the resultant Plan can see a succinct plan for where the District is going, why it’s important, what the strategy is and how it intends to get there, and how it will be prioritized and measured. The Plan becomes the “way we plan here”, for agencies that fully implement its annual maintenance and integrate it into the daily District administration of the District. This type of Plan is usually about 20-30 pages long and contains an integrated overview table that shows the plan for each operational element of the District, what will be done and when. This serves as the Executive Overview Strategy Table. Since the Plan articulates a clear view into the future, it eliminates many of the issues facing public agencies today. Included in the planning process and Plan itself are clear performance metrics, as benchmarks, and a plan for maintaining a realistic and useful Plan for the agency.

**Specific Task Detail:**

The work outlined herein is generally divided into 3 basic phases, with sub-parts:

1. Information Gathering
2. Board Strategic Planning Workshop
3. Document Development



The general detail of these three phases is outlined below.

**Phase 1- Information Gathering –**

1a. Consultant will conduct initial meetings with General Manager and staff to discuss background, develop specific approach to the various planning events and tasks and discuss key coverage areas for inclusion in the Plan.

**(OPTION 1)** Conduct meetings with District employees to gather their thoughts and perspectives regarding future District-wide vision, initiatives and strategy, while allowing their integration into the planning process. This allows the employees the opportunity to feed the Board with their future perspective for consideration in the Plan.

**(OPTION 2)** Consultant will conduct meetings with the public to gather valuable perspectives on the future for the Board to consider (2 meetings). These meetings allow the public the opportunity to provide input in the various areas of the Plan including Mission, Vision, Values and important future considerations for the Board to consider.

**(OPTION 3)** Consultant and District senior staff will meet with nearby partner agencies to allow for them to discuss the future in the context of this effort and provide any perspective they may have for the Board to consider.

**Phase 2 - Board of Directors Workshop –**

2a. Consultant will interview each Board member to gather their thoughts and perspectives regarding the status and future of the District and collect their individual visions for the future. This allows for the Board members and Consultant to meet one another, share thoughts regarding planning and for the consultant to hear important background information. The interviews also allow for the best utilization of time at the workshop by properly focusing the discussions.

2b. Consultant will facilitate the Strategic Planning workshop (estimated 6-8 hours, if desired 2 meetings could be scheduled to accommodate the Board) with the Board including the following elements.

- Re-visit, refine, clarify any current, or write new Mission Statement, develop a Vision Statement and Core Values of the District Board.
- Overview clear roles and why the Board plays a major and crucial role in visioning the future for the agency.
- Organize the future by determining the key strategic elements of District operations and management under which the workplan will be organized (see

Sample Strategic Elements in graphic above). The Board will then craft an objective and strategy statement for each strategic element. This statement provides clear and specific direction to staff as they assemble a five-year workplan that meets the Board’s Vision. The assembled group will also briefly consider an overview of initial workplan strategies for each of the “strategic elements” to begin setting the five-year workplan.

**Phase 3 - Strategic Plan Document Development –**

3a. The Consultant will work with senior staff to produce progressive stages of the plan through to final draft phase. The Consultant will assist staff in this writing assignment, guiding construction, consistency and intentions of each section and piece of strategy. The Consultant will begin by preparing a draft from which he and staff will work. The final Plan will include prioritized actions and projects that will support the Board’s Vision as well as means for measuring progress of the Plan. This is anticipated to comprise 3-4 meetings of this group (Document Delivery Team), generally on a bi-monthly frequency.

3b. Consultant will make a briefing presentation of the initial draft to the Board for “tone-check” to assure that the Plan is headed in the direction expected by the Board.

3c. Consultant will provide a briefing presentation of the final draft for Staff to present to the Board. (**OPTION 4**) Consultant can be available for this final presentation if necessary).

3d. Consultant will print and provide 25 bound copies of final Plan to the District along with electronic version on CD in Microsoft Word and .PDF formats. (**OPTION 5**) Consultant can provide additional graphic services for enhanced presentation of the Plan)

*Note: (BHI Management Consulting may use associate consultants to assist during planning sessions and steering committee work. Brent Ives, Principal of BHI will be the primary consultant for the project and attend most meetings and all workshops.)*

**Preliminary Schedule (dates approximate):**

Engagement begins approximately two – four weeks from receipt of this signed agreement. The work outlined in the table below is also divided into 3 phases:

1. Information Gathering
2. Board Strategic Planning Workshop
3. Document Development

The estimated schedule of these three phases is broken down below. Schedule depends heavily on ability to schedule meeting times and the availability of Board and Staff at the times proposed.

**Task Set Schedule:**

- 1a. Initial meetings with Sr. Staff (Week 2-4)
- 2a. Board interviews (Week 5-6)
- 2b. Conduct strategic planning workshop (Board/Sr. Staff) (Week 8-10)
- 3a. Meet with Document Delivery Team with draft the plan (3-4 mtgs) (Weeks 11-16)
- 3b. "Tone-check" meeting with the Board (Week 16-17)
- 3c. Presentation final plan to Board for approval (Week 18-20)
- 3d. Publish Plan (Week 22-24)

**Terms and Conditions:**

BHI Management Consulting shall perform above services as agreed under authorized signature amendment of the District. Consultant shall not begin work until receipt of signed agreement. Billing shall be monthly. The estimated costs per phase below are an estimated spread of hourly costs across the BHI organization. The cost for the three phases will generally be broken down as follows:

- 1. Information Gathering 35%
- 2. Workshop 25%
- 3. Plan Development 40%

Effort will be spread not to exceed the agreed amendment amount. Signature lines are provided below.

**Costs and Rates:**

The total estimated cost of the effort to support the work scope described is estimated at \$16,915.00 as outlined in Table 1 below. Expenses are estimated and listed separately in the table. Options are listed below the table and priced by fixed price listed.

Table 1 – Task Cost Breakdown

Additional tasks, not covered specifically by this amendment may be added by contract addendum. The undersigned parties agree to the terms and conditions of the workscope as described in this amendment.

<b>MARINA COAST WATER DISTRICT Estimated Effort Costs</b>	<b>Principal (Ives) @\$250/hr.</b>	<b>Sr. Consultant @\$110/hr.</b>	<b>Editor @\$65/hr.</b>	<b>LaborHours/task Total</b>	<b>Task Cost</b>	<b>Comments</b>
Task Set	Hours	Hours	Hours	Hours		
<b>1a. Initial Meetings</b>	3	0	0	3	\$ 750.00	
<b>2a.. Board input interviews</b>	6	0	0	6	\$ 1,500.00	
<b>2b. Board Workshop</b>	12	6	0	18	\$ 3,660.00	
<b>3a. Document Development</b>	26	0	6	32	\$ 6,890.00	Assumes 3 trips to meet with Staff for the Principal.
<b>3b. Board "Tone Check" meeting</b>	7	3	0	10	\$ 2,080.00	
<b>3c. Final Board approval briefing</b>	4	2	1	7	\$ 1,285.00	
<b>3d. Publish approved Plan</b>	3	0	0	3	\$ 750.00	
					\$ -	
<b>TOTAL PLAN</b>	<b>61</b>	<b>11</b>	<b>7</b>	<b>79</b>	<b>\$ 16,915.00</b>	
<b>Estimated Expenses</b>						
	Time or Expense	Cost per	Cost		Cost Total	
<b>Travel expenses</b>	Travel expense for in-District visits	6 visits	1050		\$ 1,050.00	Trips estimated herein at times include both Principal and associate, thus can vary.
<b>Reproduction</b>	-	-	200		\$ 200.00	
<b>Office Supplies and telephone costs</b>	-	-	100		\$ 100.00	
<b>TOTAL ESTIMATED EXPENSES</b>	<b>0</b>	<b>0</b>	<b>1350</b>	<b>0</b>	<b>\$ 1,350.00</b>	
<b>OPTIONAL SERVICES</b>						
<b>1. Employee meetings</b>	8	0	0	8	\$ 2,000.00	Assumes 2 meeting of employee groups
<b>2. Public Meetings</b>	8	6	0	14	\$ 2,660.00	Assumes 2 meetings for the public
<b>3.Partner agencies meeting</b>	4	0	0	4	\$ 1,000.00	
<b>4. Consultant presentation of final Plan to Board</b>	6	0	0	6	\$ 1,500.00	
<b>5. Enhanced graphical presentation of the Plan</b>	-	-	-	-	\$ 700.00	

**Authorization:**

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Mr. Jim Heitzman, General Manager      Date  
Marina Coast Water District  
Marina, CA

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Brent H. Ives, Principal      Date  
BHI Management Consulting  
Tracy, CA

**About the Firm and Primary Consultants:**

BHI Management Consulting brings unique qualifications to this project by a dual perspective approach to the process of optimizing Board relations and Strategic Planning. The firm is owned and operated by Brent Ives and is located in Tracy, CA. It was begun in 1996 and has focused on providing for the organizational health issues of Special Districts since 1999. The firm carries Brent as the Principal and four associates, Mr. Jim Raymond, Sr. Consultant, Dr. Nick Pinhey, Sr. Consultant, Mr. Andrew Ives, Associate Consultant and Ms. Lynda Ives, Editor/Facilitating assistant. Other associates are contracted as projects demand relative to the engagement and/or agency specific needs. While Mr. Brent Ives will be the primary project manager, others may act as facilitating assistant for the workshop without additional cost. BHI is currently working on 5 Strategic Plans and updates across the state with different agencies, as well as two other similar projects for district board needing to enhance their means of evaluating their General Manager's performance.

**Mr. Brent Ives** has worked with numerous special districts and cities across the state dealing with organizational issues, primarily in optimizing operational approach for each agency as needed. BHI is currently engaged with four similar projects with California special districts on strategic planning and teambuilding. Brent also serves as a faculty member on the Special Districts Governance Academy for Special District Board members, teaching classes in the "Foundations of Governance", "Teambuilding", "Setting Direction and Community Leadership" and "The Board's Role in Human Resources". Brent has taught representative board members and staff from well over 100 Districts across the state and Oregon. He is the Chapter Ambassador for the CSDA and teaches his own curriculum on Strategic Planning for Association sponsored classes across California. He is educated in Organizational Behavior at the University of San Francisco, has 25 years experience as a technical manager for the Lawrence Livermore National Laboratory and 14 years as a City Council Member in the City of Tracy, California. He is currently the directly elected Mayor of Tracy, a member of the Altamont Commuter Express (commute rail service) Commission, a member of the South County Fire Protection Authority in San Joaquin County, and is member of the Board of the San Joaquin Council of Governments.

Brent and the BHI team bring unique perspective to the organizational processes that differentiate them from other firms. As an experienced elected official, Brent knows how boards must function to best fulfill their public trust. He is an experienced manager who has led groups of engineers and technicians on complex multi-million dollar projects for the Department of Energy at the Lawrence Livermore National Laboratory and can understand the needs of staffs for clarity. His education in Organizations allows him to apply that experience to your situation for your needs.

This broad experience in organizational effectiveness is captured by the agency when they commission BHI and Brent's valuable experience and expertise. Brent is known for establishing a sincere and knowledgeable relationship with both the Board members and



staff. Brent's time and experience as an elected official allow him unique perspective that helps him to "see" it from their points of view which assists in capturing the Board's perspective in moving forward. Brent will lead the Agency through a solid, proven strategic planning process and develop a solid and enduring process for GM evaluation that will be realistic, honest, fair, broad and integrated.

**SIMILAR ENGAGEMENTS AND REFERENCE CONTACTS (partial list):**

**Jurupa Community Services District (Water and Sanitary Sewer services), (Mr. Eldon Horst, General Manager, [ehorst@jcsd.us](mailto:ehorst@jcsd.us), (951-727-3527).** Project included the development of a comprehensive **five-year Strategic Plan** for the District. The Plan includes sections for both water and sanitary sewer services, along with Park and Recreation and Street Lighting. All public, employee and partner agencies had provided their input to the Plan through workshops.

**California Special District's Association, (Mr. Neil McCormick), Executive Director, 916-442-7887, [neilm@csda.net](mailto:neilm@csda.net).** Facilitated the associations 19 member Board and assisted staff in the development of their 2009/10 Strategic Plan.

**Palmdale Water District** (Mr. Raul Figueroa, Board President, Mr. Dennis LaMoreaux, General Manager, (661-947-4111). Performed numerous organizational services including a full five-year **Strategic Plan**, employee survey, organizational review, supervisory training, and employee performance appraisal rework.

**Mt. View Sanitary District** (Mr. Mike Roe, General Manager, (925-228-5635, x-32) Performed organizational analysis, reworked job descriptions, created a comprehensive five-year **Strategic Plan** for the District.

**Conejo Recreation and Park District** (Mr. Jim Friedl, General Manager, 805-381-1239), Led Board and staff through comprehensive **five-year strategic planning process**. Plan was done on time and within the original budget. Manager states he uses the plan every day, in developing an agenda and with every Board meeting agenda.

**Tuolumne Utilities District, (Water and Sanitary Services) (Mr. Pete Kampa, General Manager, ([pkampa@tuolumneutilities.com](mailto:pkampa@tuolumneutilities.com)), 209-536-6485 –** Project included the development a comprehensive five-year **Strategic Plan** for the District. The nature of the Tuolumne Utilities area in light of this effort created significant visibility with public and partner agencies. The Plan includes sections for both water and sanitary services. All public, employee and partner agencies have provided their input to the Plan through meetings.

**Orange County Sanitation District (Mr. Bob Ghirelli, Assistant General Manager, ([rghirelli@OCSd.com](mailto:rghirelli@OCSd.com)), 714-593-7400 -** BHI was engaged to assist them with a **Strategic**

**Plan** for this prestigious organization (2.5 million served with sanitation services, nearly all of Orange County, California). Brent has worked, and is currently working with, the Board of Directors in a series of workshops (25 members from various member agencies (Mayors, Council Members and County Supervisors), along with leading the Executive Management Team of the agency to complete its multi-year Strategic Plan. Brent is the Principal consultant for this project. The Plan is now in its second year revision process.

**Dublin San Ramon Services District, (Water and Sanitary Services) (Mr. Bert Michalczyk, General Manager, ([michalczyk@dsrsd.com](mailto:michalczyk@dsrsd.com)), 925-828-0515** – Developed a five-year **Strategic Plan** for the District. The District provides water and sanitary sewer services for 120,000 in the Dublin-San Ramon Valley in Northern California. Brent is the Principal consultant for this project.

**Las Gallinas Valley Sanitary District, Mr. Mark Williams, General Manager, ([mwilliams@lgvsd.org](mailto:mwilliams@lgvsd.org)), 415-472-1734,** - Worked with Board and staff to develop a five-year **Strategic Plan** for this agency.

*Since 1996, BHI Management Consulting is a recognized and respected firm that serves primarily California Special Districts in areas such as organizational performance, strategic planning, Board effectiveness, employee performance management and executive search.*