

**MONTEREY COUNTY WATER RESOURCES AGENCY
BOARD OF DIRECTORS
PLANNING COMMITTEE**

COMMITTEE MEMBERS

Deidre Sullivan, Chair
Ken Ekelund

Mark Gonzalez
Mike LeBarre

TIME: 10:00 a.m.
DATE: Wednesday, November 7, 2018
PLACE: Monterey County Water Resources Agency
Saffron Room, 1441 Schilling Place
Salinas, CA 93901
(831) 755-4860

A G E N D A

1. **Call to Order**
2. **Public Comment**
(Limited to three (3) minutes per speaker on matters within the jurisdiction of the agency not listed on this agenda. the public will have the opportunity to ask questions and make statements on agenda items as the committee considers them.)
3. **Approve the Minutes of the Planning Committee Meeting held on October 3, 2018.**
The committee will consider approval of the Minutes of the above-mentioned meeting.
4. **Receive an update on Salinas River Long-term Management Plan.**
Elizabeth Krafft, Senior Hydrologist will provide the update.
5. **Review the purpose of the Planning Committee as stated in the Monterey County Water Resources Agency Board of Directors By-Laws, Section IV. Committees:**
“(b). Planning Committee. The Planning Committee consists of three Board members and the Board Chair. The Planning Committee shall help to develop short- and long-range plans for the Agency with respect to all activities in which the Agency is involved or might become involved. The Planning Committee helps to screen, evaluate, and prioritize projects and programs considered for implementation by the Agency, and reviews the Agency's ongoing projects and programs.”
6. **Receive a status report on the Resource and Organization Assessment being conducted by Management Partners.**
Management Partners' Report attached.
7. **Set next meeting date and discuss future agenda items.**
The committee will discuss and determine details for its next meeting.
8. **Adjournment**

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(831) 755-4860

MINUTES

1. **Meeting Called to Order @ 10:05 a.m. by Committee Chair Sullivan.**

Members present: Directors Sullivan, Ekelund, Gonzalez and LeBarre
Members absent: None

A quorum was established.

2. **Public Comment: None**
3. **Approve the Minutes of the Planning Committee Meeting held on August 1, 2018.**

Committee Action: On Motion and Second by Ekelund and Gonzalez respectively, the Committee approved the Minutes of the Planning Committee meeting held on August 1, 2018.

4. **Review the purpose of the Planning Committee as stated in the Monterey County Water Resources Agency Board of Directors By-Laws, Section IV. Committees:**
“(b). Planning Committee. The Planning Committee consists of three Board members and the Board Chair. The Planning Committee shall help to develop short- and long-range plans for the Agency with respect to all activities in which the Agency is involved or might become involved. The Planning Committee helps to screen, evaluate, and prioritize projects and programs considered for implementation by the Agency, and reviews the Agency's ongoing projects and programs.”

Committee Action: No action taken as this was a discussion session. Board Chair Gonzalez appointed Board Members Ortiz, Dupree and Ekelund to the By-Laws Ad Hoc Committee to review the By-Laws.

5. **Receive an update on Salinas River Long-term Management Plan.**
Elizabeth Krafft, Senior Hydrologist, provided an update on Salinas River Long-term Management Plan.

6. Receive a status report on the Resource and Organization Assessment being conducted by Management Partners.

David Chardavoine, General Manager provided the status report.

7. Set next meeting date and discuss future agenda items.

The next meeting is scheduled for November 7, 2018 at 8:30 a.m. Agenda items to include a continuing review of the purpose of the Planning Committee, the Resource and Organization Assessment and a report on Agency projects either not begun or completed due to lack of staff or funds.

8. The meeting adjourned at 11:30 a.m.

Submitted by: Alice Henault

Management Partners



To: Mr. Dave Chardavoyne, General Manager
Board of Directors
Monterey County Water Resources Agency

From: Amy Paul, Corporate Vice President
Jan Perkins, Senior Partner

Subject: Resources and Organization Assessment (Phase 1 Study): Project Update No. 2

Date: October 31, 2018

This is the second project update for the Resources and Organization Assessment (Phase 1) being conducted by Management Partners. The project is behind schedule because information from the Agency has been delayed. We understand that Agency staff members are very busy with critical projects and that there are several vacant positions, adding to the workload challenges. We will be modifying our project schedule to accommodate staffs' need for more time to provide the information we must have as part of our analysis.

To date, the following tasks have been carried out.

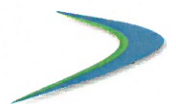
- » **Project kickoff.** Held a kickoff meeting with Board of Directors, Supervisor Mary Adams, and MCWRA staff on September 5, 2018.
- » **Interviews.** Conducted 20 interviews with Board of Directors, GSA General Manager, Supervisor Adams and MCWRA staff members beginning on September 5 and continuing through the month of September and into October. We are analyzing the themes and issues raised in the interviews and we will be conducting follow-up phone calls as needed.
- » **Focus group.** We held a focus group with maintenance staff on September 21 and will analyze the information received in conjunction with the documents requested.
- » **Gap analysis.** A gap analysis questionnaire was sent to Deputy General Manager Brent Buche on September 11 for distribution to 13 staff members, and support staff distributed them. The completed questionnaires were due back to Management Partners on September 28. To date, we have received one completed and one partially completed questionnaire, with 11 remaining. We have sent reminders about the need for these.

Once we receive the completed questionnaires we will determine what other information is needed from staff.

- » **Capital projects and program information.** A template for each capital project and program has been distributed to staff who are the lead individuals for the projects and programs. Staff were asked to complete them by September 28 and return them Management Partners. We have not received any completed templates and reminders have been sent to staff. Once we receive them, we will discuss each of the submittals with staff and clarify, as needed, to continue preparing baseline information for each project and program.
- » **Document review.** Reviewed Agency documents, including organization charts, budget information, technology plans, and policies and procedures. We will continue to ask for documents as needed.
- » **Peer agency benchmarking.** Finalizing the list of agencies to include in the peer benchmarking survey. We will be narrowing the list to five agencies. The following agencies are being considered:
 - Monterey One Water
 - Monterey Peninsula Water Management District
 - Contra Costa Water District
 - Zone 7 Water Agency
 - Sonoma Water
 - San Benito County Water District

We have attached the scope of work and schedule for your information. These were distributed at the September 5 kickoff meeting. We will be modifying the schedule based on the delays in receiving the completed gap analysis questionnaires and the project templates for the capital program. The information from those documents is foundational for this project.

If you have questions, please contact Amy Paul at apaul@managementpartners.com or at (513) 309-3709. Thank you.



Attachment

Scope of Work and Schedule

Scope of Work for Phase One – Resources and Organization Assessment

This is phase one of a two-phased project. The first phase is in preparation for a robust strategic planning project and consists of a resources and organizational assessment. The Agency's budget is \$35 million, which is not sufficient to meet program needs. The goal of phase one is to understand the current work program and projects, those that are anticipated, cost information, and staffing as compared with workload.

Phase One Outcomes – Resources and Organization Assessment

The deliverables for phase one will include the following components:

1. Inventory of Agency programs and projects, with the following information for each program and project:
 - Description, objective(s), success measures, timeline and key milestones;
 - Cost estimate, funding sources, projected available funds and gap; and
 - Current and projected staffing needs.
2. Definitions of terminology so Agency staff and the Board of Directors will have a consistent language for the strategic plan, starting with the phase one work.
3. Summary of gap analysis and input on strategic challenges facing the Agency, including those pertaining to the Groundwater Sustainability Agency and other challenges that will be identified through the phase one input process. (Note: the employee survey conducted in spring 2018 will be important input for this process.)
4. Results of benchmarking with peer agencies on staffing, organization structure, budgets and other data points.
5. Recommendations for changes to the organizational structure, staffing, employee development and succession planning, management systems and technology, policies and procedures, Board of Directors/staff effectiveness, performance evaluation process for the General Manager, and alternative service delivery options.
6. Description of methods to address deferred maintenance, including best practices for funding and staffing different levels of maintenance: preventive, predictive and a capital asset management program (CAMP) for upgrades, repairs and replacements of all capital facilities, with annual reserve funds for sustaining the CAMP.
7. Recommendations for further analyses needed to inform the strategic plan and implementation business plan.



Schedule

Activity	Schedule
<p>1. Start Project</p> <ul style="list-style-type: none"> • Conduct kickoff meeting with Board of Directors and Agency staff • Distribute Inventory Template to be provided by staff • Distribute gap analysis questionnaire 	<p>Week of September 5 – Completed</p>
<p>2. Gather Information and Prepare Detailed Materials</p> <ul style="list-style-type: none"> • Conduct interviews • Review results of project inventory template • Review results of gap analysis questionnaire • Meet with program managers • Analyze data • Conduct benchmarking 	<p>September and October</p>
<p>3. Conduct Analysis</p> <ul style="list-style-type: none"> • Examine organization structure • Examine policies, planning and management system • Analyze processes and procedures • Analyze alternative service delivery options 	<p>September through November</p>
<p>4. Report Results</p> <ul style="list-style-type: none"> • Prepare outline of observations and preliminary recommendations • Prepare draft report • Review draft report with senior staff and Planning Committee • Finalize report • Present report to Board of Directors 	<p>December through February</p>

