

Exhibit A
Scope of Services
Management Partners

The Monterey County Water Resources Agency has requested the services of Management Partners to Facilitate the Strategic Planning Process.

Management Partners will provide the following services for the Monterey County Water Resources Agency Strategic Planning:

Confidential online employee survey

The confidential online employee survey is the first component of the larger Strategic Planning Phased process. There are two primary activities involved in this component:

Activity 1: Prepare and Deploy Survey

This project will begin by discussing the survey to ensure all intentions are fully understood. Pertinent information about the agency will be sought after to prepare a draft survey for review. After the survey has been reviewed and finalized, a link will be sent to Agency staff.

Activity 2: Analyze Survey Data and Report Results

Upon completion of the survey, Management Partners will analyze the results and prepare a report complete with graphs and tables. Once the report is delivered, Management Partners will be available to answer any questions.

This component of the process was approved on March 5, 2018 and will cost \$6,800.00.

Phase One Results – Resource and Organization Assessment

The deliverables for phase one will include the following components and commence with a separate notice to proceed date:

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.
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 CAM

7. Recommendations for further analyses needed to inform the strategic plan and implementation business plan.

Phase Two Results – Strategic Plan and Implementation Business Plan

Note: This is a draft list, to be refined upon completion of phase one and a detailed scoping of phase two.

The deliverables for phase two will include the following components and commence with a separate notice to proceed date:

1. Summary of input from constituents regarding strategic challenges and expectations of the Agency.
2. Updated program and project inventory based on input from constituents about expectations of the scope of work for the Agency, Groundwater Sustainability Agency and other programs and projects to be identified through the phase two input process.
3. Strategic plan that contains a vision, mission, values, long-term goals and strategies for achieving the goals.
4. Implementation business plan that includes a financial plan, staffing plan, timelines, milestones, success measures, methods to report on progress, and schedule for updating the strategic plan.
5. Recommendation for communicating the strategic plan and implementation business plan.
6. Analysis of alternative service delivery options that may have been identified in phase one.
7. Other elements to be included once the scope of work for phase two is prepared.

Activity 1 – Start Project and Conduct Kickoff Meeting We will begin this project by meeting with Agency staff and members of the Board’s Planning Committee to discuss the details of the project approach and execution. The start-up meeting is the occasion to refine the plan of work to ensure matters of interest are included in the review and that the project schedule is reasonable and melds well with other staff commitments. This activity will form the basis of the partnership between Management Partners and the Agency.

It will also be important to introduce this initiative to Agency staff properly to ensure a good start. We suggest a meeting with program managers to discuss the purpose of the study and the approach we will use as well as to hear their questions about the study.

Activity 2 – Gather Information and Prepare Detailed Materials

Next, we will gather information and prepare a variety of detailed materials in the following six tasks.

1. ***Obtain Agency information.*** We will request a variety of information that includes the following, as available:
 - » Agency budget;
 - » Staffing details (including current vacancies and five years of authorized positions);

- » Organization chart(s);
 - » Written plans for technology improvements;
 - » Written policies and procedures, tracking and workflow documents;
 - » Written procedure for current performance evaluation process for General Manager; and,
 - » Other information that will be helpful in providing background context for the phase one resource and organizational assessment.
2. ***Conduct interviews.*** We will conduct approximately 12 interviews. These will be with you, the Board Chair and Planning Committee members, the deputy general managers and senior Agency staff. The interviews will be important in gaining an understanding of the operations, challenges, and capacity to meet service level expectations, and opportunities for improvement.
3. ***Refine program and project inventories with clear objectives and milestones.*** This task will build on the significant work done by staff in preparation for the November 2017 strategic planning retreat, which documented the Agency's programs and projects. Through that work, Agency staff members listed approximately 40 projects and programs.

Management Partners will allocate significant time to working closely with Agency staff in creating a program and project inventory, which will include the following components:

- » Document the programs and projects that are funded and those that should be carried out but are not funded.
- » Document the staffing needed for these funded and unfunded programs and projects.
- » Prepare program or project descriptions, measurable objective statements, milestones and success indicators.
- » Review and refine the budgetary projections, including shortfalls and potential funding sources.

Management Partners understands that the level of effort for the November 2017 document was significant and this next iteration will also be time-intensive, which is challenging in a lean staffing environment.

Our work plan calls for our consulting team members to meet individually with program managers as we prepare these inventories with Agency staff's expertise in their programs and projects. We will carry out the following steps:

- » *Prepare materials.* Create a workbook containing guidelines, terminology, forms/spreadsheets to be used in refining the inventories of Agency programs and projects prepared by staff for the November 2017 retreat.
- » *Convene meeting.* Meet with senior staff and program managers to explain the desired outcome of this exercise, review the workbook and guidelines, and answer questions.

- » *Meet individually with staff.* Assist Agency managers in developing descriptions, measurable objectives, success indicators and milestones for each program and project. Meet with each program manager to aid in completing this task. We are estimating 40 programs and projects will be defined through this inventory task. Each will require individual attention to develop objective statements, milestones, success indicators, staffing, and estimated cost.
 - » *Prepare drafts.* Prepare a draft of the program and project inventory for each program manager to review for accuracy. Revise based on input and present updated draft to senior staff to review.
 - » *Finalize inventory.* Finalize the program and project inventory based on senior management feedback.
4. **Administer gap analysis questionnaire.** We will design and administer a gap analysis questionnaire. This will be a structured method for managers to provide information, such as the following:
- » Strengths of the organization,
 - » Unmet needs,
 - » What the Agency should be doing that it cannot do now,
 - » Desired changes and improvements,
 - » Technology and training that would be beneficial to staff and operations, and
 - » Other observations that would position the Agency well for the future.
- We will send the questionnaires to each program manager and then review the completed questionnaires with each program manager to ask clarifying questions and to provide assistance in completing them, as needed.
5. **Conduct Benchmarking.** We will conduct benchmarking to compare the Agency's organization, budgets, programs and projects, and staffing with peer agencies. We will collaborate with you to determine which agencies are most comparable and to determine the data points to collect. This effort would involve collecting the following information from five or six relevant peer agencies.
- » Mission and key responsibilities,
 - » Budgets,
 - » Organizational structure, and
 - » Number of employees.

We will prepare and disseminate peer surveys and review publicly available data and survey responses. We will ask the Agency to reach out to colleagues in the peer organizations to ask for assistance completing the surveys. That is the most reliable way of ensuring the data are accurate. We will summarize the results of our benchmarking and include it in our analysis in Activity 3.

Activity 3 – Conduct Analysis

Next, we will conduct our analysis, which will cover the following ten areas:

1. **Organizational structure.** We will analyze reporting relationships, work flow, spans of control, and identify options for improving efficiency and effectiveness. We will prepare

optional organization charts for discussion with the Agency.

2. ***Staffing, Employee Development and Succession Planning.*** We will analyze staffing needs and identify what is needed to carry out the Agency's mission. This will involve assessing succession planning, staff development and the methods in place to sustain a well-trained and engaged workforce well into the future.
3. ***Policies, planning and management systems.*** We will analyze key policies, planning mechanisms, management systems, workflow and tracking systems that guide the operations of the Agency. We will identify opportunities to optimize efficient and effective implementation of the Agency's mission.
4. ***Administrative services and use of technology.*** We will assess the Agency's administrative strengths and use of technology to identify functions and responsibilities that require additional support and planning.
5. ***Alternative service delivery opportunities.*** We will ascertain whether there are alternative methods of delivering some functions that would increase the efficient operations of the Agency. As alternatives are identified, we will assess what will be needed to fully develop the feasibility of such methods, which would occur at a later time, as the Agency determines.
6. ***Board of Directors/staff effectiveness.*** We will identify opportunities to enhance the effectiveness of the Board/staff relationship so that roles and expectations are clear.
7. ***General Manager performance evaluation process.*** We will review the Agency's existing performance evaluation process for the General Manager and provide recommendations for structuring a process for optimum value to both the Board of Directors and General Manager.
8. ***Deferred maintenance.*** We will identify methods of the Agency providing for the proper maintenance of its facilities. We will describe methods the Agency can use to establish, fund and staff preventive and predictive maintenance for current facilities; and creating a Capital Assets Management Program (CAMP) for upgrades, repairs and replacement of all capital facilities, which would include an annual reserve funds for sustaining the CAMP.
9. ***Compare with other agencies.*** We will analyze the data received through benchmarking and compare the Monterey County Water Resources Agency with its peer agencies on staffing, budgets, organization structure and other indicators for which data has been gathered.
10. ***Other needs.*** We will analyze other needs that may have surfaced as a result of the gap analysis, interviews, and employee survey.

We will prepare an outline of observations and preliminary recommendations for discussion with you, senior staff and Planning Committee members. Our outline will include the results of our analysis of the areas listed above, and any others that we have identified during the course of our assessment.

Activity 4 – Report Results

Next, we will prepare a draft report that includes our analysis and recommendations. It will contain the following elements (to be refined as we conduct our assessment).

- » Background information;
- » Inventory of Agency programs and projects;
- » Definitions of terminology;
- » Summary of gap analysis and input on strategic challenges facing the Agency;
- » Results of benchmarking with peer agencies;
- » Recommendations for changes to the organizational structure, staffing, employee development and succession, management systems and technology, policies and procedures, Board of Directors/staff effectiveness, performance evaluation process for the General Manager, and alternative service delivery options;
- » Description of methods of addressing deferred maintenance, including *preventive*, *predictive* and a *capital assets management program (CAMP)*;
- » Recommendations for further analyses needed to inform the strategic plan and implementation business plan; and
- » Description of recommended phase two strategic planning and development of an implementation business plan.

We will present the draft for review and comment to you, other senior staff you designate and the Planning Committee. At the conclusion of the review period we will consider all changes and suggested revisions and prepare the final report. Management Partners will present the report to the full Board of Directors, if desired.

Reports prepared by Management Partners are rich in detail, with recommendations supported by quality analysis. We take pains to ensure our analysis is clearly written with a logical flow, with recommendations immediately following the analysis that gives rise to them. If there are implementation considerations or suggestions pertinent to a specific recommendation, those comments immediately follow the recommendation to which they are related.

Activity 5 – Support Implementation

Management Partners has a strong bias for action. Our reports and resulting recommendations become tools for organization improvement, strategic planning, setting priorities and developing work plans.

After completing the project report, we will prepare a draft Implementation Action Plan for phase one, incorporating each recommendation in the project report. The draft action plan will set forth the steps required for implementation, assign responsibility for action, and an

