



APPROVED
May 28, 2009

Strategic Planning Workshop
Monterey Regional Water Pollution Control Agency
Board of Directors
May 15, 2009
12:30 pm – 4:00 pm

BOARD MEMBERS PRESENT:

Gloria De La Rosa, Vice Chair	Salinas, Mayor Pro Tem
Ramiro Cortez	Boronda County Sanitation District
Eric Tynan [Alternate]	Castroville Community Services District
Joe Russell	Del Rey Oaks, Mayor
Kenneth Nishi	Marina Coast Water District, Director
Libby Downey	Monterey, Councilmember
Chris Orman	Moss Landing Sanitation District
Deborah Lindsay [Alternate]	Pacific Grove, Councilmember
Dave Pendergrass	Sand City, Mayor
Ralph Rubio [arrived at 2:00 pm]	Seaside, Mayor
Vacant – Ex-Officio	U.S. Army, Representative

BOARD MEMBERS ABSENT:

Lou Calcagno, Chair	Monterey County, Supervisor
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MRWPCA STAFF PRESENT:

Keith Israel	General Manager
Brad Hagemann	Assistant General Manager
Rob Wellington	Legal Counsel
John Tiernan	Director of Admin Services/Deputy AGM
Tom Buell	Director of Finance

OTHERS PRESENT:

Marilyn Snider – Snider and Associates
Michelle Luna – Snider and Associates
Janet Barnes – Salinas Councilmember
Carl Niizawa – Salinas Public Works Department

Vice Chair Gloria De La Rosa opened the Strategic Planning Workshop session at 12:30 pm.

After an initial welcome to all present, Vice Chair De La Rosa asked if there were any Public Comments to which there were none. At that point, she turned the Workshop over to Marilyn Snider for the strategic planning process. The material that follows is the outcome from the workshop. The meeting was concluded at 4:00 pm.

MISSION STATEMENT

The Monterey Regional Water Pollution Control Agency is dedicated to meeting the wastewater and reclamation needs of our member agencies while protecting the environment.

VISION STATEMENT

The Monterey Regional Water Pollution Control Agency will be a model customer service provider for the efficient, innovative utilization of wastewater.

CORE VALUES

not in priority order

The Monterey Regional Water Pollution Control Agency values . . .

- *Cost-efficient, consistent and reliable service and business practices*
 - *Open, honest lines of communication between and among board, public and staff*
 - *Ethical behavior*
 - *Customer-focused and centered*
 - *Helpful and timely responses*
 - *Loyalty and dedication*

THREE-YEAR GOALS - 2008-2011

(not in priority order)

- Be a leader in solving the water shortage problem in the area**
- Develop the use of replenishment water**
- Manage biosolids, chemicals and power in the most cost-effective manner**
- Develop and begin implementation of a long-term CIP, including a funding program**
- Achieve sufficient pump station and conveyance capacity to meet the needs of the Salinas area**

NEXT STEPS/FOLLOW-UP PROCESS

<i>WHEN</i>	<i>WHO</i>	<i>WHAT</i>
May 18, 2009	General Manager	Distribute the strategic planning retreat record.
Within 48 hours of receipt	All Recipients	Read the retreat record.
May 18, 2009	Management Team	Present the Strategic Plan to staff.
May 18, 2009	Management Team	Review the "Internal Weaknesses/Challenges" list for possible action items.
At the May 28, 2009 Board meeting	General Manager	Present the updated Strategic Plan.
Monthly	Board and Management	Monitor progress on the goals and objectives and revise objectives (add, amend and/or delete), as needed.
Monthly	General Manager	Prepare and distribute the updated Strategic Plan monitoring matrix.
April 30, 2010	Board & Staff	Strategic Planning Retreat to: <ul style="list-style-type: none"> - more thoroughly assess progress on the goals and objectives - develop objectives for the next six months

MONTEREY REGIONAL WATER POLLUTION CONTROL AGENCY
ONE-YEAR STRATEGIC OBJECTIVES
 May 15, 2009 – April 30, 2010

THREE-YEAR GOAL: *BE A LEADER IN SOLVING THE WATER SHORTAGE PROBLEM IN THE AREA*

<u>WHEN</u>	<u>WHO</u>	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By June 30, 2009	General Manager	Bring to the Recycled Water Committee and to the Board of Directors for action MOUs with MCWD, MCWRA and MRWPCA regarding the Regional Water Program.				
2. By November 30, 2009	General Manager, working with the Recycled Water Committee and the Board	Participate in the CPUC evaluation process of the Regional Water Program to support a regional water solution.				
3. By April 30, 2010	Assistant General Manager	Present the value of stormwater runoff to the mission of MRWPCA and present the results to the Board for direction.				
4. By April 30, 2010	General Manager, in coordination with the Recycled Water Committee, the Board and the Marina Coast Water District	Find an additional \$27 million of funding for the construction of the Regional Urban Recycled Water Project.				

THREE-YEAR GOAL: *DEVELOP THE USE OF REPLENISHMENT WATER*

<u>WHEN</u>	<u>WHO</u>	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By July 31, 2009	General Manager, working with TRG consultants	Update the Public Outreach Plan and present to the Board for action.				
2. By March 1, 2010	General Manager, working with the Recycled Water Committee (Chair Ralph Rubio-lead)	Apply for \$300,000 of additional funding for design and/or planning services from the Water Master, CalAm, PUC, the Federal and/or State Grant Programs.				
3. By April 1, 2010	General Manager, working with the City of Salinas	Determine the feasibility of reclaiming Salinas's industrial pond water.				
4. By April 1, 2010, contingent upon funding	Principle Engineer	Begin the Replenishment Pilot Testing Program at the plant and in the fields.				
FUTURE: By January 1, 2011	General Manager, working with staff	Assist the PUC, when appropriate, in its analysis of the MRWPCA replenishment results and report the results to the Board.				

THREE-YEAR GOAL: *MANAGE BIOSOLIDS, CHEMICALS AND POWER IN THE MOST COST-EFFECTIVE MANNER*

<u>WHEN</u>	<u>WHO</u>	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By September 1, 2009	Assistant General Manager	Review the RFQs and RFPs for use of solar power at all MRWPCA facilities and recommend a firm to the Board for action.				
2. By January 1, 2010	Lead Engineer	Conduct a study of optimizing chemical usage at all MRWPCA facilities, including the feasibility of cooperative purchasing of chemicals with like agencies and present the results to the Budget and Personnel Committee.				
3. By March 1, 2010	Assistant General Manager	Conduct a feasibility study for wind generation and present the results to the Board for action.				

THREE-YEAR GOAL: *DEVELOP AND BEGIN IMPLEMENTATION OF A LONG-TERM CIP, INCLUDING A FUNDING PROGRAM*

<u>WHEN</u>	<u>WHO</u>	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By August 31, 2009	Assistant General Manager	Clarify to the Board our current policy on the use of capacity and user fees.				
2. By November 30, 2009	Assistant General Manager	Complete and present to the Board an Asset Management Plan.				
3. By February 28, 2010	Assistant General Manager	Complete and present to the Board for action a 5-Year Capital Improvement Plan (CIP).				
4. By March 31, 2010	Director of Administrative Services	Update the model for determining rates to address the CIP Program.				

THREE-YEAR GOAL: *ACHIEVE SUFFICIENT PUMP STATION AND CONVEYANCE CAPACITY TO MEET THE NEEDS OF THE SALINAS AREA*

<u>WHEN</u>	<u>WHO</u>	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By August 31, 2009	Assistant General Manager	Develop a Sewage Conveyance Plan for the Salinas Area and present to the Technical Advisory Committee for review and recommendation.				
2. By October 31, 2009	Assistant General Manager	Present the Conveyance Plan, including a Funding Plan, to the Board for action.				