



Approved
May 24, 2010

Strategic Planning Workshop
Monterey Regional Water Pollution Control Agency
Board of Directors
April 23, 2010
8:00 am – 12:30 pm

BOARD MEMBERS PRESENT:

Lou Calcagno, Chair	County of Monterey, Supervisor
Ron Stefani, Vice Chair	Castroville Community Services District
Daniel Dawson	Del Rey Oaks, City Manager
Kenneth Nishi	Marina Coast Water District, President
Libby Downey	Monterey, Councilmember
Chris Orman	Moss Landing Sanitation District
Gloria De La Rosa	Salinas, Mayor Pro Tem
Ralph Rubio	Seaside, Mayor
Vacant – Ex-Officio	U.S. Army, Representative

BOARD MEMBERS ABSENT:

Ramiro Cortez	Boronda County Sanitation District
Carmelita Garcia	Pacific Grove, Mayor
Dave Pendergrass	Sand City, Mayor

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
Betty Nebb	Executive Assistant

OTHERS PRESENT:

Marilyn Snider – Snider and Associates
Gail Tsuboi – Tsuboi Design
Frank Aguayo – City of Salinas Public Works Department
Carl Niizawa – Marina Coast Water District

Chair Calcagno opened the Strategic Planning Workshop session at 8:00 am. After an initial welcome to all present, Chair Calcagno called for Public Comments – there were none. At that point, he 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 12:15 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 recycled and replenishment water**
- Develop and implement a biosolids and biogas management plan**
- 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>
April 26, 2010	General Manager	Distribute the strategic planning retreat record.
Within 48 hours of receipt	All Recipients	Read the retreat record.
April 26, 2010	Management Team	Review the "Current Internal Weaknesses/Challenges" list for possible action items.
At the April 26, 2010 Board meeting	General Manager	Present the updated Strategic Plan to the Board and the public.
By April 30, 2010	Management Team	Present the Strategic Plan to staff.
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 and Staff	Strategic Planning Retreat to: - 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

April 23, 2010 – April 15, 2011

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

<u>WHEN</u>	<u>WHO</u>	<u>WHAT</u>	<u>STATUS</u>			<u>COMMENTS</u>
			DONE	ON TARGET	REVISED	
1. Monthly	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 and report the results to the Board.				
2. Sept. 1, 2010 and monthly thereafter	Board Chair	Organize and schedule meetings of the Board Chairs/ Presidents (and/or designated delegate) and the General Managers of MRWPCA, MCWD, MCWRA and MPWMD to work on coordinating regional water issues.				
3. Oct. 1, 2010	Asst. General Manager	Prepare reports and materials to obtain a permit from RWQCB for outfall brine discharge for the Regional Desalinization Project.				
4. Mar. 31, 2011	Asst. General Manager	Evaluate the disposal of dry-weather stormwater runoff into the wastewater system and present the results to the Board for direction.				

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

<u>WHEN</u>	<u>WHO</u>	<u>WHAT</u>	<u>STATUS</u>			<u>COMMENTS</u>
			DONE	ON TARGET	REVISED	
1. Sept. 30, 2010	General Manager	Prepare and present to the Board for action an updated Public Outreach and Acceptance Plan for Recycled Water and Uses.				
2. Sept. 30, 2010	General Manager, working with engineering staff and with input from the Recycled Water Committee	Hold a RUWAP Value Engineering Workshop in collaboration with the Marina Coast Water District and report the results to the Board.				
3. Nov. 30, 2010	General Manager, in collaboration with Cal Am, MCWD and FORA jurisdictions	Develop a plan to supply recycled water for the Monterey Peninsula.				
4. Apr. 15, 2011	General Manager, working with a consultant	Contingent upon funding from WMD and the Seaside Water Master, develop and present to the Board for action a GWR Pilot Plan.				
5. Apr. 15, 2011	General Manager, working with the Recycled Water Committee and the MCWD	Pursue federal and state funding for local recycled water projects and report results to the Board.				

THREE-YEAR GOAL: *DEVELOP AND IMPLEMENT A BIOSOLIDS AND BIOGAS MANAGEMENT PLAN*

<u>WHEN</u>	<u>WHO</u>	<u>WHAT</u>	<u>STATUS</u>			<u>COMMENTS</u>
			DONE	ON TARGET	REVISED	
1. Aug. 1, 2010	Asst. General Manager, working with Waste Management staff	Develop an RFQ for management and disposal of biosolids.				
2. Feb. 1, 2011	Asst. General Manager	Develop an MOU between MRWPCA and MRWMD for working jointly on the long-term use of biogas.				
3. Mar. 1, 2011	Asst. General Manager	Present to the Board for action a long-term agreement with the Waste Management District on biosolids disposal.				

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

<u>WHEN</u>	<u>WHO</u>	<u>WHAT</u>	<u>STATUS</u>			<u>COMMENTS</u>
			DONE	ON TARGET	REVISED	
1. May 31, 2010	Dep. General Manager, with input from the Budget/Personnel Committee	Present to the Board for action options for fees and/or debts to fund CIP and O&M, including the cost to the rate payer.				
2. June 1, 2010	Asst. General Manager	Complete a 10-Year CIP Status Report, including the timeline for projects, and report to the Board.				
3. Sept. 1, 2010	Dep. General Manager, working with a consultant	Update the Capacity Fee Model that will determine the appropriate capacity fee charges, including the segregation of CIP money from General Fund money.				

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

<u>WHEN</u>	<u>WHO</u>	<u>WHAT</u>	<u>STATUS</u>			<u>COMMENTS</u>
			DONE	ON TARGET	REVISED	
1. Sept. 1, 2010	Lead Engineer	Provide recently collected flow monitoring data to the City of Salinas for inclusion in their Sanitary Sewer Collection System Master Plan.				
2. April 1, 2011	Asst. General Manager	Complete the conveyance alternatives analysis planning process and present results to the TAC (Technical Advisory Committee) and Board for action.				
3. May 1, 2011	Asst. General Manager	Update the CIP to include conveyance alternatives.				