



**Coastside County Water District
Priority Setting Workshop
Held March 16, 2017**

April 2017

**Management
Partners**



Table of Contents

Priority Setting Workshop Report.....	1
Workshop Overview	1
<i>Workshop Objectives</i>	1
<i>Participants</i>	1
<i>Workshop Agenda</i>	2
<i>Ground Rules</i>	2
<i>Workshop Preparation</i>	2
Review of Recent Victories	3
Discussion on Mission and Values Statement	3
<i>Discussion Summary</i>	4
Review of Strengths, Weaknesses, Opportunities and Threats Facing the Organization	5
<i>Strengths Discussion Summary</i>	5
<i>Weaknesses Discussion Summary</i>	6
<i>Opportunities Discussion Summary</i>	6
<i>Threats Discussion Summary</i>	7
Review of the Priorities as Mentioned During Interviews	8
<i>Discussion Summary</i>	8
Discussion and Clarification of Priorities	9
<i>Discussion Summary</i>	9
Next Steps.....	9
Attachment A – Coastside County Water District Board of Directors Priorities Ranking.....	10
<i>Dot Voting Exercise Ranking</i>	10
<i>Follow-up Clarification Exercise for Priorities</i>	11
Attachment B – Workshop Evaluation.....	13

Priority Setting Workshop Report

Workshop Overview

The Coastside County Water District held a workshop with the Board of Directors, General Manager and staff on Thursday, March 16, 2017 at the Coastside Senior Housing Complex at 925 Main Street, Half Moon Bay from 9:00 a.m. until 2:00 p.m. The purpose of the workshop was to determine the District's top priorities for the next two to five years.

Workshop Objectives

- Strengthen the collaborative relationship;
- Identify strengths, weaknesses, opportunities and threats;
- Adopt priorities for the next two years; and
- Identify resources needed to achieve top priorities.

Participants

The list below shows the workshop participants.

- Board President Glenn Reynolds
- Board Vice President Bob Feldman
- Boardmember Ken Coverdell
- Boardmember Arnie Glassberg
- Boardmember Chris Mickelsen
- General Manager David Dickson
- Assistant General Manager Mary Rogren
- General Counsel Patrick Miyaki
- Cathleen Brennan, Water Resources Analyst
- JoAnne Whelen, Administrative Assistant

The workshop was facilitated by Greg Larson and Patricia Black, both with Management Partners.

Workshop Agenda

- Welcome and Call to Order
- Public Comment
- Introduce Workshop and Review Meeting Objectives, Overview of the Day and Ground Rules
- Review Recent Victories
- Discuss Mission and Values
- Review Strengths, Weaknesses, Observations and Threats (SWOT)
- Review Priorities
- Participate in Priority Setting Exercise and Discussion
- Clarify Top Priorities and Resources Needed
- Discuss Workload Management and Next Steps
- Adjournment

Ground Rules

The facilitator suggested several ground rules to help the group work together and achieve the workshop objectives.

- Seek consensus
- Listen
- Participate
- Focus on the issues
- Be realistic about what is possible

Workshop Preparation

Prior to the workshop, Management Partners and District staff reviewed the current priorities and direction from the Board of Directors. Interviews were also conducted with members of the District's leadership team and the Board of Directors to inform the workshop agenda, identify future priorities as well as the strengths, weaknesses, opportunities and threats facing the organization, and determine potential changes to the District's mission and values statement.

Review of Recent Victories

Greg Larson shared the recent victories mentioned during interviews, which were organized by the number of mentions received. These are shown in Table 1 below.

During the discussion, workshop participants observed that the victories represented the past nine years of work and reflect the ability of a stable board to implement long-term projects. They also stated that prior clear direction from the Board and consistent, high-quality staff work supported the District’s ability to succeed and be trusted by the community.

Table 1. Recent Victories Mentioned During Interviews

Mentions by Interview Participants	Recent Victory
All Participants	<ul style="list-style-type: none"> • Infrastructure improvements • Strong financial position and management
Majority of Participants	<ul style="list-style-type: none"> • Workforce and staffing • Strong water supply • Respected and trusted by the community
One or Two Participants	<ul style="list-style-type: none"> • Surpassed drought conservation targets

Discussion on Mission and Values Statement

Patricia Black provided a brief overview of the importance of mission statements and values for an organization. She then reviewed the interview feedback received regarding the current mission and values statement and shared potential changes to the statement for the Board’s consideration which is shown in Table 2 below. A robust discussion followed.

Table 2. Current and Draft Mission and Values Statements

Mission and Values Statement	
Current	<p>Our mission is to develop and provide our customers with high quality water and service at the lowest possible price, in accordance with the following values:</p> <ul style="list-style-type: none"> • Reliability and sustainability of system facilities • Timeliness of District policies, procedures, actions and decisions • Fifty-year outlook when replacing infrastructure • Legality of all District actions and behaviors • Culture of openness, fairness and inclusiveness

Mission and Values Statement	
Proposed	<p>Our mission is to develop and provide our customers with high quality water and services, in accordance with the following values:</p> <ul style="list-style-type: none">• Cost efficiency and effectiveness• Reliability and long-term performance of the system• Proactive policies and timely actions• Environmental sustainability• Transparency, open communications and public engagement

Discussion Summary

Comments

- Add the word integrity, which implies we act with honesty toward each other and the community.
- Environmental sustainability is subjective and may easily be misinterpreted.
- “Lowest possible price” may not highlight what we want to showcase about the quality of the services we provide; perhaps “best possible price” conveys this in a better way.
- The language in the current statement is clear and direct; it communicates to our community in a way that is easy to understand.
- Including a straight-forward, long-term timeframe helps to inform the public about the length of time it takes to complete infrastructure projects.
- The current mission statement effectively states what we do and how we do it.

Board Direction

The Board of Directors decided to keep the current mission and values statement with no changes.

Review of Strengths, Weaknesses, Opportunities and Threats Facing the Organization

After discussing the mission and values statement, Greg shared the strengths, weaknesses, opportunities and threats mentioned during interviews (shown in Tables 3, 4, 5 and 6 below). Each section was organized by the number of mentions received. Board members then offered their thoughts on the information provided and discussed additional strengths, weaknesses, opportunities and threats facing the organization.

Table 3. Organizational Strengths Mentioned During Interviews

Mentions by Interview Participants	Strength
Majority of Participants	<ul style="list-style-type: none"> • Board of Directors • Staff • Working relationship between the Board and staff • Financial management and stability • Diverse array of water sources • Community support and trust due to transparency and openness
One or Two Participants	<ul style="list-style-type: none"> • Special district status • Able to get the basics done

Strengths Discussion Summary

Comments

- No additional strengths were discussed

Table 4. Organizational Weaknesses Mentioned During Interviews

Mentions by Interview Participants	Weakness
Majority of Participants	<ul style="list-style-type: none"> • Need updated strategy, vision and long-term plan
One or Two Participants	<ul style="list-style-type: none"> • Long length of time to acquire water rights • Staffing (turnover, succession planning and new leadership) • Agricultural interests not directly involved • Aging infrastructure • Insufficient local water • Challenging to engage the public • Water recycling is expensive and contentious

Weaknesses Discussion Summary

Comments

- The District should address the need to manage all water resources, including groundwater

Table 5. Organizational Opportunities Mentioned During Interviews

Mentions by Interview Participants	Opportunities
All Participants	<ul style="list-style-type: none"> • Water reclamation and recycling
Majority of Participants	<ul style="list-style-type: none"> • Increased local water supply and harvesting
One or Two Participants	<ul style="list-style-type: none"> • Montara interconnection • Decreased dependence on San Francisco water supply • Groundwater basin management • Conservation • More outreach and education • Multi-agency coordination • Consolidation of district offices and facilities • Rate structure improvements • Plant and infrastructure upgrades • Continued systems modernization • New visionary leader

Opportunities Discussion Summary

Comments

- The District needs to educate residents on water rates, including how federal, state, regional and local regulations impact District water rates.

Table 6. Organizational Threats Mentioned During Interviews

Mentions by Interview Participants	Threats
Majority of Participants	<ul style="list-style-type: none"> • Challenges and difficulties with other local agencies • Natural disasters (earthquakes, floods, loss of power, landslides, intrusion) • Changes in federal and state regulations • San Francisco water rates and dependence
One or Two Participants	<ul style="list-style-type: none"> • Regulators (federal, state, CEQA) • Aging infrastructure • Water conservation and pricing needs

Threats Discussion Summary

Comments

- Changes in federal regulations and leadership, specifically within the Environmental Protection Agency (EPA), are likely to affect the District in unknown and unforeseeable ways.
- Funding from the federal government will likely decrease.
- State regulations are likely to exceed federal regulations.
- The stable regulation process that has been in place is likely to change; this will have financial and regulatory impacts.
- Public outreach will need to increase to maintain good relationships with the community as changes occur.
- Physical and cyber-security infrastructure risks could negatively impact our ability to provide services.

Review of the Priorities as Mentioned During Interviews

After reviewing the strengths, weaknesses, opportunities and threats, Greg shared the priorities from interviews. These are shown in Table 7 below. Each section was organized by the number of mentions received.

Table 7. Priorities Mentioned During Interviews

Mentions	Priorities
All Participants	<ul style="list-style-type: none"> • Make decisions regarding reclamation and recycling <ul style="list-style-type: none"> ○ Vision ○ Financial ○ Agreements ○ Subsidies • Hire new General Manager <ul style="list-style-type: none"> ○ Start process as soon as possible ○ Overlap ○ Succession planning • Improve local sources planning and utilization <ul style="list-style-type: none"> ○ Vincente ○ Denniston ○ Well-water
Majority of Participants	<ul style="list-style-type: none"> • Better coordination of water supply with local coastal plans • Increase public communications, education and outreach • Address remaining rate issues (fixed/low income and drought) • Initiate groundwater basin management research and planning • Continue infrastructure investments and system improvements • Improve relations with other agencies
One or Two Participants	<ul style="list-style-type: none"> • Further strengthen regulatory agency relationships • Increase emergency preparedness activities • Pursue a Montara emergency connection agreement • Continue conservation efforts

Discussion Summary

Comments

- The District needs to clarify the difference between conservation, water efficiency and responsible water use.
- The District needs to encourage proper management of resources by educating the public about water allocation and availability.
- Rates are important to the public and transparency in setting rates is imperative to maintaining trust.
- Some of the rate issues related to low-income community members are being considered at the state level.

Discussion and Clarification of Priorities

Next, the Board of Directors reviewed and amended their priorities for the next two to five years. Each priority was reviewed and those that were completed or no longer relevant were removed from the list. The Board of Directors and staff then participated in a dot voting exercise to determine what priorities staff should focus on during the next few years. Board members then further refined the priorities. The results of this process can be seen in Attachment A.

Discussion Summary

Key Takeaways

- Board members recognized that a 10-year Water Use Plan will guide much of the work for the other top priorities; they would like staff to focus on this as the top priority, although it did not receive the most votes.
- The 10-year Water Use Plan final document should provide a big picture understanding of resources, allocation, systems and issues facing the Coastside County Water District and act as a roadmap to navigate these challenges.
- The Board of Directors requests that staff begin the Water Use Plan discussion within the next three months and present a general outline of the document at a board meeting by July 2017.
- During the July Board Meeting, the Board would like to discuss the following aspects of the project
 - Level of community engagement
 - Role of sub-committees
 - Details of the plan
 - Timeline of deliverables

Next Steps

Participants ended the workshop by reviewing next steps and completing an evaluation form. Attachment B provides the evaluation and all written comments.

Attachment A – Coastside County Water District Board of Directors Priorities Ranking

**Coastside County Water District
Board of Directors Priorities**

Dot Voting Exercise Ranking

Board of Director Priority	Votes from Board	Votes from Staff	Total Votes
Make decisions regarding reclamation and recycling	4	3	7
Adopt a 10-year water-use plan and vision	3	3	6
Better coordination of water supply with local coastal plans	3	3	6
Hire new General Manager	3	2	5
Improve local sources utilization	3	2	5
Promote water efficiency and responsible use	2	1	3
Increase public education, communications and outreach	2	0	2
Increase emergency preparedness efforts	1	0	1
Pursue Montara emergency connection agreement	1	0	1
Initiate groundwater basin management planning	1	0	1
Continue infrastructure and system improvements	1	0	1
Improve relations with other agencies	0	1	1
Further strengthen regulatory agency relationships	0	0	0

Follow-up Clarification Exercise for Priorities

Clarified Language for Priority ¹	Original Language for Priority	Notes	Votes from Board
Adopt a 10-year water-use plan and vision		<ul style="list-style-type: none"> • Improve communications with community • Address recycled water, local supply, groundwater, and agricultural assistance • Include groundwater basin management planning 	3
Develop and adopt policies and procedures regarding water recycling and reclamation	Make decisions regarding reclamation and recycling	<ul style="list-style-type: none"> • Perform cost and feasibility analysis • Determine implementation plan • Discuss recycling and reclamation with other agencies • Provide staff direction • Establish goals and objectives 	4
Coordinate water supply with local agency Local Coastal Plans (LCPs)		<ul style="list-style-type: none"> • Address connections management issues • Engage with the City of Half Moon Bay and San Mateo County • Partner with other agencies regarding water rights (including the County of San Mateo) 	3
Improve local sources utilization			3
Address organization-wide succession planning	Hire new General Manager		3
Promote water efficiency and responsible use		<ul style="list-style-type: none"> • Implement monthly billing • Educate the public regarding state versus local regulations and rate impacts 	2
Increase public education, communications and outreach			0
Increase emergency preparedness efforts			0
Pursue Montara emergency connection agreement			0
Initiate groundwater basin management planning			0
Continue infrastructure and system improvements			0

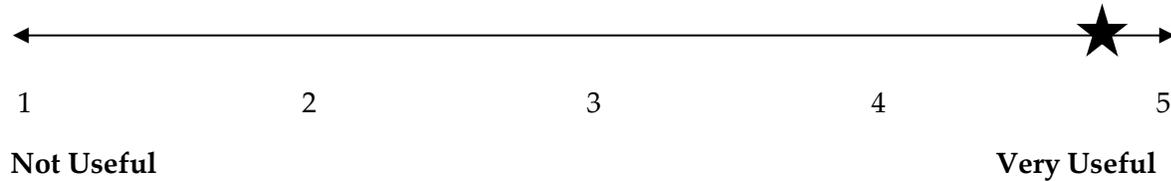
Clarified Language for Priority ¹	Original Language for Priority	Notes	Votes from Board
Improve relations with other agencies			0
Further strengthen regulatory agency relationships			0
Continue infrastructure and system improvements			0

¹Priorities highlighted in yellow represent the top six priorities as identified by the Board of Directors for staff to focus on during the next few years

Attachment B – Workshop Evaluation

At the end of the workshop participants were asked to complete a workshop evaluation form. The following responses are a compilation of answers from 10 of the workshop participants.

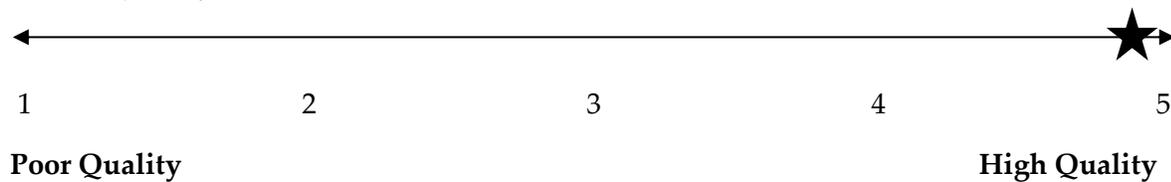
Overall *usefulness* of the workshop (4.8 average)



Workshop participant ratings for the overall usefulness of the workshop

Rating	1	2	3	4	5
Number of Responses	0	0	1	0	9

Overall *quality* of the workshop (4.9 average)



Workshop participant ratings for the overall quality of the workshop

Rating	1	2	3	4	5
Number of Responses	0	0	0	1	9

The best thing about this workshop was...

- Long over-due
- The time to better focus the resources of the Coastside County Water District
- The flexibility to modify content based on Board direction
- Good structure to move us through the process
- Big picture items discussed by the Board
- Having the workshop
- Clear steps to initiate and approve our actual priorities
- The organization and presentation by facilitators

- Input and dialogue between participants
- Deliverable of discussion
- A member of the public participated
- Having the opportunity for Board members to have an open discussion and interchange on issues they think are important
- Easy to follow format that was very well thought out
- Experience of Greg and Patricia very obvious – they are a great team
- Excellent understanding of the District and water issues
- The interviews before the workshop seemed to really help focus the time in the meeting
- Good use of time
- Great facilitation of Board discussion
- Open conversation of difficult issues with Board that are not generally addressed during normal Board meetings (setting priorities for the future discussion)
- The strengths, weaknesses, opportunities and threats (SWOT) analysis
- The dot-voting exercise

Some things that could have been better...

- Better room ventilation
- A slightly larger conference room would have been more comfortable
- As staff, I would have liked to see the mission statement modified

Other Comments

- Great job (and I hate being “over-facilitated” – which you did not do)
- Well-done
- I believe that the process and both facilitators were excellent and provided clear direction with great synthesis
- I think the overall format was more efficient than other facilitations I’ve attended
- Excellent mentoring and cataloguing of the discussion and the topic summarizing was very helpful
- Glad we did it and that we achieved much of what was established in the prior strategic plan session of 2009
- I think the workshop achieved its objectives
- Structured interview process was a great way to engage the participants
- The forum allowed the Board to discuss important topics in an in-depth way
- Thank you