

February 9, 2009

Robert Rauch
Rauch Communications Consultants
1086 Diamond Crest Court
Santa Barbara, CA 93110

**Subject: Request for Proposals for Developing 5-Year Strategic Plan for
Groveland Community Services District**

Dear Robert Rauch:

The Groveland Community Services District is issuing this Request for Proposals for assisting the District with developing a 5-Year Strategic Plan. The current Mission, Vision and Value statements and Strategic Goals are provided below.

This RFP contains the general scope of work anticipated by the District. If the Consultant feels that the scope needs to be modified, please indicate the proposed changes and why they are needed.

BACKGROUND INFORMATION

District Facilities and Locations

The administrative office of GCSD is located on about 220 acres at 18966 Ferretti Road in Groveland. Also on this property are the Operations and Maintenance office, Maintenance buildings, wastewater treatment plant, two reclaimed water reservoirs, about 15 acres of reclaimed water spray fields, and Leon Rose Ball Field. Mary Laveroni Community Park and the Groveland Fire Station are also located on this property, but front on Highway 120 in downtown Groveland.

The District's O&M Department operates and maintains the water, wastewater and park systems for its customers. Some details of these facilities are provided as follows:

Water Treatment Facilities (WTF): Big Creek Shaft and Second Garrote tap the underlying Hetch Hetchy Mountain Tunnel as the source of water for the GCSD service area. Both facilities treat water from the Hetch Hetchy Mountain Tunnel with combined storage of 4 million gallons. The water is then transmitted to the water distribution systems. Big Creek Water Treatment Facility (WTF) primarily serves Pine Mountain Lake, while Second Garrote WTF serves Groveland and Big Oak Flat, with the Distribution systems capable of interconnecting.

Water Distribution Facilities: The distribution system serves about 3,000 customers and contains 11 pressure zones, 17 pressure reducing facilities, 9 pressure relief valves, 3 intra-zone booster pumping stations, 425 fire hydrants, 5 storage tanks (Tank #1: 0.50 MG; Tank #2: 0.75MG; Tank #3: 0.75MG; Tank #4: 0.50MG; and Tank #5: 0.14MG), and 70 miles of water transmission lines.

Sewer Collection: The District's sewer system consists of 16 lift stations, 7 miles of force main, and 35 miles of gravity lines, which serve about 1,500 customers. All the lift stations are located in Pine Mountain Lake, except Lift Station 16, which serves Big Oak Flat.

Sewer Treatment: The District has one sewer treatment plant, consisting of primary and secondary treatment. Onsite facilities consist of a mechanical shop, laboratory, and offices. The District has two reclaimed water storage reservoirs. Reservoir #1 has a storage volume of about 12 acre-feet. Reservoir #2 has a storage volume of about 100 acre-feet. Pine Mountain Lake Golf Course operates a small reservoir that blends a portion of the District's effluent with lake water for irrigation purposes. The remainder of the District's reclaimed water is disposed of on 14+ acres of spray fields on District property.

Parks: GCSD owns and operates two parks: Mary Laveroni Community Park (with an area of about 2.3 acres), which has picnic areas, restrooms, children's play equipment, snack bar and two amphitheaters. Leon Rose Ballpark has an area of about 1.2 acres, and has a baseball field, snack bar, restrooms, and children's play area. During emergencies, such as wild fires, these parks are used as staging and bivouac areas for emergency response crews.

Fire Department: The Fire Department is staffed with 8 full-time employees, 15 volunteer firefighters and a reserve corp. The Department's Fire Reserve program is designed to augment full-time staffing of the Fire Station. The downtown Groveland Fire Station houses three apparatus, two rescue vehicles, two command vehicles and a utility truck. The Big Oak Flat Fire Station houses one apparatus. The District also houses one small apparatus at a County-owned building at Pine Mountain Lake Airport.

Current District Mission, Values & Vision, and Strategic Goals

The following are the District's current mission, values, vision and strategic goals. Since their adoption many of the strategic goals have been achieved. The District needs to look another five years ahead and reaffirm continuing goals and establish new ones that are focused on upcoming issues.

Mission Statement: Delivering professional, environmentally sound, economic, and compliant services that meet District customer needs for parks and recreation, fire protection and rescue, wastewater management, and drinking water.

- **Professional** – by trained and licensed professionals
- **Environmentally sound** – while conserving and protecting natural resources
- **Economic** – within affordability and value standards
- **Compliant** – as required by law
- **District** – within established boundaries
- **Customer** – property owner, resident, and visitor
- **Needs** – critical wants and desires (such as reliability, timeliness, healthful, helpful, and safe)

Vision & Values

1. Trusted and respected by the Public we serve.
2. Responsible guardian of natural resources in our care.
3. Good neighbor to those adjacent to our District and all the communities beyond that we may or could impact.
4. A leader and visionary the community counts on for future infrastructure and community services needs.
5. Directors and employees provide excellent service to the Public and their teammates.
6. An ideal vehicle for volunteered time and in-kind contributions by community members.
7. Place of opportunity for employees to share ideas, exercise good judgment, and be rewarded for creativity, initiative and responsibility, while building commitment to, and persistently achieving, exceptional career skills.
8. A respected provider of public value derived from gifts, grants, and assistance program awards and donations.
9. Results driven through open and public processes achieving balanced consideration of Public needs.

Strategic Goals

- A. Goal #1—Budget Compliance: The District shall develop a five-year rolling budget that is synchronized with the District’s Strategic Plan, Master Plans and

updated Capital Improvement Plans, and staff will live within this budget and its amendments, as measured by:

1. Staff shall prepare the draft five-year budget each year for review by Board Subcommittee in May **(On-going)**.
2. The Board shall adopt the Budget by the second Board Meeting in June **(On-going)**.
3. The Finance Manager will provide monthly Budget vs. Actual Reports to the Board **(Board has requested quarterly reports instead of monthly)**.

B. Goal #2—Best Practices: GCSD will adopt best practices in its functional areas so that continuous quality improvement is the norm, serving the needs of its customers and the community in the most efficient and effective ways possible while meeting its regulatory requirements, as measured by:

1. Regulatory Compliance
 - a. WWTP will meet discharge requirements when plant is operating below is nominal operational capacity of 200,000 gallons per day **(Continued compliance)**.
 - b. After equipping Reservoir #2 with an aeration system, reduce Dissolved Oxygen compliance variances to no more than 3 per year **(Continued compliance)**.
 - c. Upon completion of lift stations upgrades, the District will experience no sewer spills due to lift station failures **(Continued compliance)**.
 - d. Through an on-going sewer main inspection program, the District will reduce Inflow & Infiltration by 75% over the next five years **(Achieved)**.
 - e. Upon completion of the new water disinfection systems in July 2007, reduce TTHM and HAA violations to zero **(Achieved)**.
 - f. The District will have no significant OSHA violations **(Continued compliance and have won two safety awards)**.
2. Doing our Best
 - a. Certified Employees will maintain their certifications through continuing education and training **(On-going)**.
 - b. Establish a system to measure customer service complaints and propose an improvement plan after one year of monitoring **(Achieved)**.
 - c. General Manager, Admin/Finance Manager, at least one Board Member shall attend Annual California Special Districts Association Conferences each year to **(Partially Achieved)**:
 - o Remain current with industry trends
 - o Network with district peer agencies

C. Goal #3—Community Activities: GCSD will be an integral component of significant community activities by utilizing District resources for the public's use and maximum benefit, as measured by:

1. Develop better ways to communicate with our Customers by:
 - a. Continue to write monthly news articles for the YHH and PML News on current GCSD issues **(On-going)**.

- b. Maintain and Improve the GCSD web site (***Achieved and On-going***).
 - c. Develop and Maintain an Emergency Notification System (***Achieved and On-going***).
- 2. Community Planning: General Manager and Board Member will participate in the community planning effort (NYCPI) (***NYCPI no longer active***).
- 3. Designated GCSD Staff and/or Board members shall be involved in the following community activities:
 - a. Chamber of Commerce (***On-going***)
 - b. Community Planning (Northern Yosemite Corridor Partners, Inc.) (***NYCPI no longer active***)
 - c. Fire Safe Council (***On-going***)
 - d. Southwest Interface Team (SWIFT) (***On-going***)
 - e. Others, as identified by the Board of Directors
- D. Goal #4—Legislative Activities: GCSD will pursue opportunities to channel outside funding into the District, as measured by:
 - 1. Pursue at least two state or federal grant opportunities for assistance in paying for water or wastewater capital projects (***Adequate grant opportunities not available; seeking federal grant for Big Oak Flat/Groveland Water Distribution System upgrade***).
 - 2. Pursue grants of opportunity for the District's other departments (***Successful grants from Sonora Area Foundation for Parks Department and from FEMA for Fire Department***).
- E. Goal #5—Strategic Insight: GCSD will engage in a Strategic Planning process to ensure that its customers receive appropriate benefits, its departments are kept in alignment with evolving regulations and technological advances, and its needs fit within resources, and that its Master, Capital Improvement, and Strategic Plans are in alignment with evolving community needs, as measured by:
 - 1. Develop and Manage the District's Planning Calendar (***On-going***)
 - 2. Board and Management will revisit the District's Strategic Plan each year. The General Manager will be responsible for translating the Strategic Plan into an Operational Plan (***Not Achieved***).
 - 3. Upon completion of the Community Area Plan amendment to the County General Plan, update and synchronize the District's Master Plan within one year (***Community Area Plan development not achieved by County***).
 - 4. Develop Fire Department Master Plan by the end of FY2005-06 (***Achieved***).

PREPARATION OF THE PROPOSAL

The following is provided to guide the Consultant in preparing their proposal. The main body of the proposal should contain an understanding of the project, a description of the scope of work, the anticipated project schedule, an overview of the project team, the firm's experience doing this kind of work, and estimated project costs. Full project descriptions and long resumes should be placed in appendices to the proposal.

Overview of Proposal/Contract and Scope of Project

The Consultant shall discuss his understanding of the objectives of this project as an introduction to the various tasks in the Scope of Work.

Scope of Work

Task 1. Interview District Staff and Board

This task is done in preparation of the formal Strategic Planning Session with the Board of Directors, staff and members of the public. Please explain the process that you envision and how it affects the Strategic Planning process. Discuss the schedule and any deliverables anticipated for this task.

Task 2. Conduct Strategic Planning Study Session

This task is done over a one-day period in open session of the Board of Directors, with key staff and interested members of the public present. Discuss how you would prepare for this session, and the process you would use to move through the Strategic Planning process with the Board in this open Board Meeting. What elements of the Strategic Plan would be developed here and discuss how you will achieve consensus among the participants, some of whom might be antagonistic.

Task 3. Develop Draft and Final Strategic Planning Documents

Based on the outcome of the Strategic Planning Session, the Consultant will develop a draft Strategic Planning document. This draft document will be reviewed with staff and two Board Members. One element of this document desired by the District is a set of achievable and measurable goals that can be used by the Board of Directors to assess the progress that District staff is making toward implementing the plan. Next, a draft final planning document will be presented to the Board of Directors in open session to make any final changes before the document is made final and adopted by the Board of Directors.

The Consultant will describe the process used to develop the draft and final Strategic Planning Documents, as well as the elements that the Consultant feels are important for inclusion in the plan.

The Consultant shall prepare eight (8) paper copies, plus a pdf-format file copy of the draft plan. The Consultant will prepare twenty-five (25), plus a pdf-format of the final draft plan. The Consultant will prepare 25 copies, plus a pdf-format of the final Strategic Plan.

Project Schedule

The Consultant will prepare a schedule for completing each tasks described in the Scope of Work. Time is of the essence. The District would like to complete this process no later than the middle of May 2009 (and earlier if possible), prior to the adoption of the Fiscal Year 2009-10. which begins on July 1, 2009.

Project Team

The Consultant shall discuss the experience and qualifications of both the firm and the individuals assigned to this strategic planning project. The Consultant shall provide focused, brief resumes in the main body of the proposal for each team member and a full resume in an appendix to the proposal. Firm experience with this type of work should be provided in the main body of the proposal, with detailed project descriptions, if desired, in an appendix to the proposal. The Consultant shall provide a list of five (5) references of clients for whom the Consultant has performed similar work.

Project Cost

The Consultant will prepare an estimate of project cost, by task, including labor and other direct expenses. The cost estimate will be the basis for preparing a time and materials, not-to-exceed agreement that will be executed by the District and the Consultant.

Proposal Submittal

The Consultant will deliver ten (10) paper copies and one (1) pdf-format copy on CD of the proposal to the District no later than 3pm on **Tuesday, March 3, 2009**. A committee of staff and two Board Members will review the proposals and make a recommendation for selection by the full Board at its regularly scheduled Board Meeting on Monday, March 9, 2009. A short list of consultants may be selected by the committee for interview in front of the Board in open session on or after March 9, 2009. Proposals should be sent to the following address:

Jim Goodrich, General Manager
Groveland Community Services District
P.O. Box 350 (U.S. Mail)
18966 Ferretti Road
Groveland, CA 95321

Questions should be directed to Jim Goodrich by phone (209-962-7161 x12) or email at jgoodrich@gcsd.org. For background information on the District, the Consultant is directed to the District's website at www.gcsd.org.

Sincerely,

Jim Goodrich
General Manager