

CONFORMED AGENDA
SPECIAL MEETING
GEORGETOWN DIVIDE PUBLIC UTILITY DISTRICT BOARD OF DIRECTORS
STRATEGIC PLANNING WORKSHOP
Developing Our Future Together

SATURDAY, FEBRUARY 16, 2019
9:00 A.M. – 3:30 P.M.

The Cool Community Hall, 1701 State Highway 193, Cool, CA 95614

MISSION STATEMENT

It is the purpose of the Georgetown Divide Public Utility District to:

- Provide reliable water supplies
 - Ensure high quality drinking water
 - Promote stewardship to protect community resources, public health, and quality of life
 - Provide excellent and responsive customer services through dedicated and valued staff
 - Ensure fiscal responsibility and accountability are observed by balancing immediate and long-term needs.
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1. CALL TO ORDER, PLEDGE OF ALLEGIANCE

The workshop began at 9:00 A.M.

- 2. PUBLIC FORUM** – This is a Special meeting under Government Code Section 54956. Public comment is limited to items appearing on the agenda. Under Section 54954.3, the public shall have the right to comment on any items appearing on the agenda prior to or during consideration of the item. Public comment on items not appearing on the agenda should be made at the regular meetings of the District.

3. STRATEGIC PLANNING WORKSHOP – DEVELOPING OUR FUTURE TOGETHER

The Georgetown Divide Public Utility District is responsible for balancing the immediate and long-term needs of the District's water system to provide reliable and high-quality water. This special workshop of the Board of Directors is to discuss the District's infrastructure and operational capacity and to set goals and priorities. Discussion will be facilitated by Dr. Bill Mathis. There will be opportunity for public input during this item.

The Strategic Planning Workshop was facilitated by Dr. Bill Mathis. His notes are provided as Attachment 1.

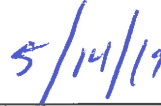
- 4. NEXT MEETING DATE AND ADJOURNMENT** – Next Regular Meeting is March 12, 2019, at 2:00 P.M. at the Georgetown Divide Public Utility District, 6425 Main Street, Georgetown, California 95634.

In compliance with the Americans with Disabilities Act, if you are a disabled person and you need a disability-related modification or accommodation to participate in this meeting, please contact Steve Palmer by telephone at 530-333-4356 or by fax at 530-333-9442. Requests must

be made as early as possible and at least one-full business day before the start of the meeting. In accordance with Government Code Section 54954.2(a), this agenda was posted on the District's bulletin board at the Georgetown Divide Public Utility District office, at 6425 Main Street, Georgetown, California, on February 13, 2019.



Steven Palmer, PE, General Manager



Date

ATTACHMENT 1

Notes



Georgetown Divide Public Utility District

Notes from the Workshop

Facilitated by Dr. Bill Mathis
Scribe, Janice Mathis, MA

February 16, 2019
9:00 am to 3:30 pm

Theme: Developing Our Future Together

Dr. Bill - enjoyed meeting with all Board members. It's clear that there are significant issues that the Board can go through in developing the future. Not to rehash the past, but to make changes now to make things better.

Techniques we can use in becoming better - framing items and issues in a positive manner. If we begin communications in a clear and straightforward manner, we'll improve. We will share our views throughout the day.

The Brown Act is here to protect the public and to ensure that there is fairness in all processes. Dr. Bill provided an overview of Board Norms that helps Boards and Councils to clarify roles and responsibilities.

Important for the Board to consider - 1) What is Policy; versus 2) What is Management. Board makes policy; Staff follows through in management and how policies are carried through. The General Manager leads staff and oversees the daily operation

Dr. Bill stated that the District could use more project management of Board goals. The Board needs to set clear timelines and priority and provide resources to meet those goals.

One major interest or goal for each Board member:

Dave Souza - Major thing is infrastructure. It's been terrible; if taxpayers knew how bad it really is, they'd be helping us instead of fighting us. The old Board and old GM did not do a good job. Ditches are a major problem in the way they need to be fixed. Need to put money into preventative. How can we get better? Rely on our Operations manager and GM. How to select most urgent area? Rely on Operations and GM to decide; project to project would be more affordable.

Dave Halpin - Short term vs long term problems - finding a balance is problematic. Infrastructure is expensive, and fixes are a long-term issue; we won't live to see the result. We have \$1 million to work with per year; management must pick out most pressing problem with little money. If GM tells us there is an infrastructure problem we need to work on, let's go with what he's telling us. No "forensic" audit please - ridiculous. We have a lot of people in the community who can't afford the rates, utilities, etc., this is a big short-term problem. These issues are important. Taking care of long term and short term is what we must do.

Michael Saunders - Need to look at the short term and the future - We need to fine tune the capital improvement plan, perform a risk assessment to modify our reserve policy. There may be some inequity with the irrigation side, so we should redo the tax allocation plan. We should obtain grants to lower cost to customers Through our capital improvement plan in our budget process we can establish our priority project list. Budget process should be done in a thoughtful manner. We should consider a redundant source of water and look to make our system and supply more resilient.

Cindy - Fiduciary responsibility; Board must adopt a prudent budget with funds to address projects. Must have an effective capital improvement plan and appropriate reserves. CIP and budget planning should be done by GM and Staff with Finance committee; address short term, emergency probabilities, and projects going forward can be prioritized - always making adjustments as we go through the process depending on situations that may create change, weather, roads, etc. GM should spend more time developing the CIP and reporting on progress to the Board. Money from the "New Candidates Initiative" may be available for additional revenue.

Dane – Need to Build Trust in information from GM and Staff the information we get is accurate; yet he is hearing the public say that information coming out is not accurate. District can't move forward in any of this until this lack of trust is addressed. How to build trust? Board members cannot criticize staff in public, they need to educate themselves, research the issues, and ask good questions. Board members need to sit individually with GM and ask questions.

Dr. Bill - Why doesn't the Board have committees within the Board? Recommends considering 4 Board Committees made up of two Board members:

- 1) HR/public relations committee;
- 2) Finance committee;
- 3) Facilities committee;
- 4) Operations and Engineering committee.

This Board is rare in that they currently do not have Board committees. Board committees would study issues that they can explain to the full Board. They would meet monthly, be run in according to the Brown Act, and open to the public. The Board cannot delegate their responsibility of running the District to volunteers. With different expertise on this Board, we need to use each member's skills, knowledge.

Dane - Committee structure can be good; it creates buy in for projects, etc.

Dave Halpin- Please define Committee? Two Board members; staff support by providing information and policy decisions that will eventually be heard by full Board. Public may attend. He is not interested in formal committee meetings. The same folks come to all District meetings; more meetings will not enhance the other folks who do not come to meetings. Need more communications, public outreach firm to help us contact others. Need a good web site, public outreach and contacts. Stop the same old stuff and do what needs to be done for the community.

Cindy - Committees are a very good use of time if they are set up correctly; win/win and offers opportunity for sharing and learning; can assist the Board and community in creating and building trust. It offers opportunity for trust building, transparency by having public attend, and gives GM the opportunity to have information available. We have an old culture in a new District that needs to define oversight by the Board and micromanagement.

Michael - Committees can save time and provide more - big plus! Some committees may not need to meet as often, depending on the circumstances. If we combine engineering, facilities and operations we might save meetings and time. Michael explained what a formal committee's purpose is and how it works. Community outreach is the other problem; how do we do that? How can we get mailers ready to go out? We need to get something done first, get some of these items out of the way before we start something new. Need to have meetings at times when others can attend; see what venues work.

Dane - Combining a couple of them might be good; staffing committees takes time, so we need to be aware of the regular work needing to be done. It creates more input, more of a thorough vetting and ideas. Having more meetings does not make us more transparent. Maybe to start with Finance committee would work. Weekly individual meetings between the GM and Board members weekly would be a better approach. They can be on the phone, in person, whatever works.

Steve, General Manager - Committee meetings are advisory to the Board; benefit is that GM can educate Board members and build trust. Committees do require a significant amount of staff time and add time to the schedule for delivering Board goals. Study Sessions with the full Board would be a reasonable alternative. If we want to do a trial run with a Budget Committee, it won't be a problem.

Dr. Bill - Study Session that covers just one, sometimes two topics are typical. Much more flexible in discussion and informal interaction. Committee meetings and Study Sessions all can reduce time taken during regular Board meetings.

Dave Souza - Not a big committee guy but ideas are good; personally, not a lot of time available personally, most likely the same people will attend committee members no matter what the topic.

Dr. Bill - Public Relations issue is #1 - We need to take care of our community; reach out; improve our website so many can be informed.

Steve – Outlined progress that has been made in selecting a public outreach consultant (Board Objective A-2). Prepared a Request for Proposals, received and reviewed proposals, interviewed two firms, and are ready to present the top ranked firm to the Board, On the Mark Strategies.

On the Mark Strategies, Mark DeSio and Bill Ritter – Last fall they applied to offer public relations to Georgetown PUD. Their scope involves developing an outreach plan, press releases, email and social media campaign, stakeholder partnership, and more. Glad to see people attending today = democracy at work. Communications is currently poor - passive website, not reaching 10,000 people. The Board wants to do a better job and needs to figure out a way to improve communications.

Some ideas from On the Mark: a mechanism in place in case of emergency; talk to customers, expectations need to be stated clearly, what you're going to do for them, video, you tube, attending local events - all at one table; District needs to push out good information, no slick brochures, but talk to your people. Create pipeline where updates are given with timelines they can look forward to. Board needs to be effective in reaching out. People will sit in their cars for an hour knowing Caltrans is working for them. But they need to be informed so they know what to expect. They need to be given information.

Need to help folks be updated - don't make them ask. Trust is like the air we breathe; when it's good we don't notice, when it's not, we notice.

Dane - This is a good start; we're hearing that this is a waste, so we hope this works.

Michael – Staff already does a good job in local events. This meeting today was promoted on Facebook, a newsletter would bring more out. Everybody agrees that ability to have more information is important.

Cindy - Important to have information at or fingertips, bulletin or newsletter with invoices would be good; making sure they work and making sure our costs are covered with accountability and transparency; community is concerned with costs and affordability - we can do more on texting, Facebook, twitter, e-mail, showing them, we can be successful. We need to provide emergency information.

Dave Souza - A lot of people don't come to the meetings and they don't need to.

Mark - Proposal was \$48,000; Facebook has NO "likes" on it. GDPUD is in the game and it does cost money.

Dave Halpin- Everybody would agree that we need to communicate on some level with our community. How we proceed is the question; this meeting today costs money. We're doing several things that cost money; we have a poor grade in how we've reached out with taxpayers. We should spend money to do this as frugally as possible. We have an obligation to do things that cost money. I'm a fan of a shiny brochure going out to our folks in a mailer in their invoices. All folks need to receive this every other month; we can all edit content. We should start there. Social media is not as impressive as the mailer.

Dr. Bill - Mark, are you able to be flexible as you see what works, what they like, and how they may change their minds in how the process works and improve as you go? YES! GDPUD will be his only client for the first year. Also, the desires of the Board may be different from those in the community.

Public Comment –

Appreciates what Cindy and Mike are doing with small meetings informing us of what goes on. They take our questions to the GM and we get answers.

I used to be one of the rate payers who wasn't engaged. I didn't know how to get involved, this whole thing today with GDPUD has given me confidence; understand what Dave Halpin is saying - same group at every event. Nature of society, for each one of them there are untold numbers who need to be reached also. They care, they need to be touched and reached out to. Everyone talks to their neighbors. Board members need to moderate their behavior online, social media is not the place to vent or give personal opinion as a Board member. There needs to be a policy on social media, decorum, for Board members and Staff members.

People who are not online need the mailers, the website. In favor of better communications

Communications are important; a lot of people up here don't have technical communications, don't know what we're doing - need to get initial communications out there, they need mailers; need trust between GDPUD and the public. Need to build the trust in this campaign.

I felt totally against the communications firm. After hearing them talk today, I'm for this now. Customers need to be informed; taxpayers don't know about the budget and need to know.

Initially I was against hiring a professional outreach firm. I'm warming up to this idea. We need to get information out that resolves people's fears in how their money is being used. Need to establish trust. Need a larger place to have Board meetings too.

I started thinking a professional communications firm was a waste of time; but, sitting here, I'm realizing this Board is doing a lot and everyone needs to know this. We all are proud when we're informed.

Mark - Facebook live works too. They can watch meetings online after the fact at their leisure.

Dr. Bill - We're here to develop that trust. Next Board meeting this will be in Board meeting.

Cindy - Need a system with GM where information goes out consistently to public telling them what we're doing.

Bill Ritter - His firm is new, but we've been working on this for a long time. Caltrans, Indian Band with government, communications with government, relationships necessary. Communications is key.

Michael - The reason Michael is on this Board is due to lack in communications. Wants to help make it better.

GM's Slide Show - Developing Our Future Together –Accomplishments, Resources, Goals

GM Recommended staffing needs:

- Administrative Services Manager
- Engineer
- Office Assistant for Engineer/General Manager

- 1) Discussion was held on priority of staff member(s) necessary
- 2) Board discussed with GM and Dr. Bill the budget, succession planning, priority of staffing needs

Board discussed Study Sessions, Board committees, and Finance Committee.

- **Cindy** volunteered to be on the Budget committee; bringing ideas back to the Board
- **Dave Souza** might also agree to be on this committee
- **Budget** committee can be established – not part of the Finance committee.

To Do for GM:

1. Present communications/public outreach contract to Board for action
2. Present creation of Board Budget Committee to Board
3. Present funding of engineer position during budget presentations

Public Comment: Keep the Finance committee.

Summary by Dr. Mathis

1. Major theme of the workshop was accomplished when all Board members were able to express ideas on how to move the District forward this year in an organized, positive manner.
2. Developing Our Future Together is the theme that encompasses teambuilding with new/old members of the Board and alignment of ideas to achieve the common priorities of the Board.
3. The Board was united and accepted the challenge to find funding for a new Engineer position.
4. They identified trust issues for the Board to work on unit the next year.
 - Accomplish and set priorities in infrastructure for the next fiscal year;
 - Discuss structure and responsibility of Fiscal/Budget Committee of the Board;
 - Increase transparency by implementing a communications strategy and hire consultants.
5. Plan and execute a communications strategy that allows for public input and enhances the unification of the Board and PUD.