



December 5, 2016

Mr. Timothy Healy, P.E., General Manager  
Napa Sanitation District  
1515 Soscol Ferry Road  
Napa, CA 94558

Dear Mr. Healy:

Bienati Consulting Group, Inc., DBA, Consultants to Management, Inc., is pleased to offer this proposal to provide a framework for a successful Strategic Planning Workshop for the Napa Sanitation District. In this abbreviated proposal please find the following information:

- Our understanding of the project outcomes following our recent on-site visit
- Suggested task schedule and required hours to fulfill a successful update of the 2015 Strategic Plan
- Our qualifications and value proposition
- References
- Estimated costs
- Attachments as appropriate

Thank you for the opportunity to offer this proposal for our services. We have over 27 years' experience in water, wastewater sectors with a solid track record of success in setting strategy, leadership succession, partnering and agency partnership building in the private, public and not for profit sectors.

We are a certified small business in the State of California. We are based in Benicia, California. We can be reached by cell at 916.718.4115 or by e-mail at [Larry@Bienati.com](mailto:Larry@Bienati.com). Thank you for being considered for this opportunity. Let me know if you need additional detail and clarification. My schedule is fairly booked for the next 3-6 months so the favor of a go/no go decision is appreciated sooner rather than later so other client issues can be accommodated to best serve your needs for closure on this assignment by March 15, 2017.

Sincerely,

**CONSULTANTS TO MANAGEMENT, INC.**

*Larry Bienati*

Larry Bienati, Ph.D.  
Senior Principal

## 1.0 Project Expectations and General Impressions

The client is seeking a facilitator to update the Napa Sanitation District Strategic Plan as documented on May 2015. This update process will include meeting with District Staff, Board Members and other suggested stakeholders that will create a roadmap for the next stage of your organization's journey. Once the consultant gathers this data in terms of what is working well with the current strategic, along with areas of future consideration, he will meet with the General Manager and model an agenda for a Board Planning Session on March 15, 2017. The consultant will also augment this process with his 25 plus years' experience developing successful strategic plans for many water and wastewater agencies. Following this session he will assist the General Manager with required updates for the strategic plan through the end of 2018. This post facilitation assistance may include updating the Performance Measurement Report using the "Effective Utility Management" Framework.

Allow me to offer some basic impressions before offering this brief scope of work. I have developed many strategic plans over the years and coached many executive leaders and Boards in best practices for developing a successful strategic plan and proper execution strategy. I truly must commend this General Manager, the District Board, the staff and the previous consultant for the basic outline and design of this strategic planning document.

First, it is refreshing to see a proper structure, collaboration and demarcation of the role of the Board and the General Manager in allowing the latitude to lead his team. It is so important to understand the Board's role and level of engagement in setting policy, governance, supporting the higher level vision, strategic goals and initiatives while allowing the GM to execute the strategy--a positive collaboration at Napa San and a key success factor in my opinion.

Second, it is visionary to employ the U.S. EPA's 10 point Effective Utility Management Model as a framework for performance measurement. I started using the same model in other strategic plans I facilitated in years past and the framework is beyond excellent.

Third, it is impressive to see how the strategic planning document is practical, topical and measurable. It reflects your core values well in my opinion as well. The pillars of the plan (6 critical goals) are a basic framework that must be considered in any strategic plan in your mission of collecting, treating, disposing and recovering resources where feasible. I also see innovative "out of the box thinking" with some of the resource recovery pursuits that I am sure are a key part of future plans. How the District has captured its goals in terms of clear objectives and assigned owners is also well presented. Fourth, the use of the dashboard model in the PMR report is among the best I have seen in years. Finally, and most important, the shared accountability and engagement with the staff, board and other stakeholders makes this plan a living, inspiring and legacy type document. In essence, I truly feel you have an excellent strategic planning framework and process. I can only build on this success of this model for its continued success. Again, very well done and I can add my experience and knowledge of the industry and its future needs with my approach and process.

Proposed Scope of Work (90 Day Model)

- 1.1 Meet with General Manager of Napa Sanitation District
  - 1.1.1 Initial scoping meeting, information sharing, data gathering
  - 1.1.2 Appreciate history of NSD, other relevant factors in the planning process
  - 1.1.3 Set scope for project, relationships, logistics and other factors required for a successful outcome. Determine magnitude of individuals to be interviewed and best models for the engagement. Determine the types of questions, issues we need to address as part of the exercise in task 1.2. Set a framework that will yield the best outcome for a successful workshop outcome.
  - 1.1.4 Set schedule and interviews for task 2.2 below, preparation of questions.  
*Estimated Time allotted:* 8 hours with GM and support staff of Napa Sanitation.  
*Target date:* By end of December 2016.
- 1.2 Stakeholder Interviews
  - 1.2.1 Introduce self to the District. Send out interview questions and general process to be followed to Board Members, Management Team, other stakeholders and District Staff. GM and Consultant to prepare a letter for distribution in January 2017. Allocate **2 hours**.
  - 1.2.2 Interview Key Management Team Members. Prefer to this be done on a one-on-one basis. Allocate an **8 hour day** at the District Office by third week of January 2017.
  - 1.2.3 Interview Each Board Member one-on-one. Determine best model to have them meet me at District or central locations conducive to their needs. Allocate 1-2 hours per Board member. Assume up to **12 hours** with logistics and travel. Complete interviews by first week of February 2017.
  - 1.2.4** Facilitate all staff meetings to gather their inputs on the strategic plan. Schedule two sessions based on operational needs, 2-3 hours per session. **8 hours**.  
*Proposed Stakeholder Interview time and preparation:* 30 hours cumulative  
*Target date for completion:* February 20, 2017 at latest
- 1.3 Summarize Findings and Prepare for Offsite on March 15, 2017
  - 1.3.1 Produce a findings report from task 1.2 inclusive by end of February 2017 or earlier
  - 1.3.2 Meet with General Manager, review ideas, issues and model a proposed agenda and flow for our offsite
  - 1.3.3 Prepare required documentation for offsite and distribute accordingly  
*Estimated time cumulative:* 10-14 hours  
*Target date:* By First week of March 2017 at latest

- 1.4 Facilitate the Board Workshop on March 15, 2017
  - 1.4.1 Facilitation and preparation: 8 hours
- 1.5 Prepare notes, actions from the workshop for General Manager; follow-up meeting
  - Estimated time allocation: 8 hours*
  - Target Date: By end of March 2017*

Note: It is assumed that once the consultant tenders the report of action items from the offsite that the District will use their resources to update the strategic plan, PMR and other collateral document consistent with their design and communication process.

**Total hours estimated for this project (range varies) for noted tasks is 68 hours cumulative. This depends on the number of interviews required, locations and stakeholder outreach as depicted.**

## 2.0 Our Qualifications and Value Proposition

- 27 years' experience in the Water and Wastewater Industry developing strategic plans, succession plans, leadership development and other partnering arrangements for many agencies, districts in the public, private and not for profit sectors at the special districts, municipal, county and State of California levels. See professional resume of Dr. Larry Bienati for listings of some clients.
- Solid operational knowledge of the successful Wastewater treatment plant operations--working knowledge of how people, process and systems work in a daily operation.
- Experience working with Boards, Commissions and various stakeholder organizations.
- Former Principal Owner in the Kleinfelder Group of Companies, an ENR top 100 consulting engineering firm.
- Partnering Facilitator in previous assignment for NDOT, other agencies.
- Well known in APWA, AWWA, ACWA and other water agencies for strategy and leadership development initiatives and mentoring.
- Solid track record of bringing together diverse stakeholder groups to model a unifying vision and eventual strategic plan. Key strength.
- Over 35 years' experience developing successful strategic plans in general across many sectors beyond this sector.
- Professor of executive leadership, strategic management, change management, organizational development, human resources and project management at California State University, Sacramento and California State University, Maritime Academy teaching Engineering Management in Master of Science programs. Former lead faculty Saint Mary's College of California in Extended School of Business Administration.
- Track record of developing and implementing successful strategic plans for many local water and wastewater agencies including: City of Stockton-MUD, Dublin San Ramon Services District in years past with Jerry Gilbert, Central Contra Costa Sanitary District, Padre Dam Municipal Water District, various strategic integrations with California Water Services, State of California agencies, among others over last 25 years.
- Certified Mediator as well with abilities again to bring people together through collaborative problem solving and alignment.
- Fairly strong business acumen to show ROI, CBA and other financial value propositions as required.
- We value our client relationships and strive to do quality work exceeding expectations.
- We are a local firm based in Benicia, California We have many well-known clients in the Napa Valley for our work with many wineries, resource recovery clients and other key stakeholders of the District. We understand and appreciate the culture and have many positive relationships in the Valley with our 25 years of service.

3.0 Partial references (specifically for recent strategic plans in last 5 -7 years for Wastewater)

- 3.1 Roger Bailey, PE, GM, Central Contra Costa Sanitary District, 925-229-7300
- 3.2 Dave Williams, PE, Board Member Central Sanitary District, President BACWA, 925-229-7300
- 3.3 Sherri Petro, CEO, VPI Strategies, Padre Dam Municipal Water District Assignment, 858-583-3097
- 3.4 Mark Madison, PE, former Director, City of Stockton, MUD, now at City of Elk Grove, GM, Water District, 916-685-3556.
- 3.5 Dublin-San Ramon Services District. GM has since retired. Partnered with Jerry Gilbert, PE for this strategic planning. Can be provided on request.
- 3.6 Can provide names of our Napa Valley contacts as well upon request.
- 3.7 We can provide various sample strategic plans on request.

4.0 Projected Project Cost

Hourly rate: Reduced from \$250 per hour to current state of California Small Business Certification rate at \$195 per hour one time only given budget limitations; higher range preferred if budget allows but we are confident we can come in below 15K cap.

Travel fees: If in Bay Area, waived for mileage, bridges, etc. Client to absorb costs however for offsite sessions and facilitations required

***Total project fee estimated range: \$\$13,500 to \$13,800 but will not exceed \$15,000. Range varies based on scope of interviews in this process that will be set in scoping meetings.***

5.0 Attachments

- 5.1 Professional resume of Dr. Larry Bienati
- 5.2 State of California Certifications
- 5.3 Few excerpts from strategic plans in other water agencies
- 5.4 Other recognitions

## Professional Resume of Dr. Larry Bienati

**Summary of Experience**

Dr. Bienati has over 35 years' senior level leadership experience in numerous organizational settings. At various times since 1989, he held lead and core faculty positions at Saint Mary's College, School of Extended Education, Faculty Coordinator, Executive Leadership Programs, EMBA, Sacramento State University, CCE, and lecturer, U.C. Berkeley's Worldwide Business International Programs. As a consultant to management, his client base includes many leading firms in both the public and private sector. Larry is a respected professional speaker, facilitator, consultant, author, mentor and practitioner in the areas of leadership development, succession planning, human resource strategy, employee relations law and practice, executive compensation, strategic planning, change management, organizational strategy, board governance, sigma systems, project management, organizational outsourcing and process engineering. Larry's passion rests in strategic HR, Organizational Development (OD), Leadership Succession, assisting organizations advance to the next levels of sustained excellence and achievement.

**Education**

- Ph.D.** Business Administration (Human Resources Management Emphasis), Golden Gate University, San Francisco, California, 1991, *Dissertation focus: Performance Management and Organizational Turnaround Strategies.*
- MBA** Management Sciences and Strategy, California State University, Hayward, California, 1980.
- BS** Industrial Relations and Personnel Administration, California State University, Hayward, California, 1979  
Coach, Intercollegiate Speech and Debate Team. Eagle Scout Award. Vigil Honor, Order of the Arrow.

**Professional Certifications**

- SPHR** Senior Professional in Human Resources, Lifetime Certification, SHRM along with **SHRM-SCP** certifications as well
- CCP** Certified Compensation Professional, World at Work, ACA, December 1996 to December 2018

**Other Certifications**

*Professional Speaker*, National Speakers Association, since 1984; Certificate in International Human Resource Management, SHRM, *Certified by Consulting Psychologist Press* in levels a, b, and c psychological instruments; *Certificate in Employee Relations Law*, *Certified Mediator*, Mediators without Borders. Pre-certified management consultant for 22 management/quality process areas State of California.

**Previous Leadership Positions Held (Past 30 Years)**

**Global Vice President, Organizational Development, (Current)** The Cooper Companies, Inc., a 1.7 billion dollar, NYSE global medical device, firm, 10,000 employees worldwide, Pleasanton, California. Previously VP of HR, CooperVision Inc., before promotion.

**CEO and Founder, Bienati Consulting Group, Inc.** Consultants in Organizational Strategy and Strategic HR founded in 1985, d.b.a. Consultants to Management<sup>SM</sup>. Founder of [www.onestophr.com](http://www.onestophr.com) (OneStop<sup>TM</sup> HR)—an on-line self-service Human Resources Web Site

**Vice President, Principal Owner.** The Kleinfelder Group of Companies, a national/international ENR top 100 engineering consulting firm. Period of service: July 1989 to 2005.

**Manager, Employee Relations/HR.** Longs Drug Stores, a 3 billion, 15,000 employee base, 247 Retail Drug Store Chain. Period of service: June 1985 to July 1989. Working with a great team, introduced over 25 new innovations to the company.

**Manager, Human Resources and Benefits.** Safeway Stores, Inc., Northern California Division, 300 stores, 18,000 employee base. Period of service: May 1974 to June 1985. Other promotional positions during this tenure included: 1974-1980: Food Clerk while completing BS, MBA Degrees; 1980-1981: Employment Representative/Affirmative Action; 1981-1983: Supervisor, Training and Development; 1983-1985: Supervisor, Benefits, Labor Relations, Human Resources; facilitated HR Liquor Barn start-up operations.

**Partial client base where teaching, mentoring, HR outsourcing and organizational consulting services provided (by key sector):**

**Technology/Health Services:** Intel, IBM, Sybase, Silicon Graphics, HP, Adaptec, Trinity Partners, Arcus Technology, Brass Ring Systems, Exemplar Logic/Mentor Graphics, IC Verify/Cyber Cash, MANPOWER Technical Services, EpiStaff, Ascend Communications, Microsoft, TransEDA (US), Blue Pearl Software, E-Trade, E-Bay E-Employee.com, MediaRing.com, Valuestar.com, Interhealth, BioMarin Pharmaceuticals, AlphaOne/Arriva Pharmaceuticals (Baxter), AGY Therapeutics, Cloudscape/Informix, Biotech HRN, Pangea Systems/DoubleTwist.com, PC-Doctor, Inc., Outsource Group, Inc., Blaze, Blue Pearl, Exelixis, Minitab, Applied Health Outcomes, AXIS.

**Engineering/Transportation:** Cooper Labs, Brown & Caldwell, Kleinfelder, Anderson, Jones & Stokes, ASFE, CAI, Weiss, Subsurface Consultants, CH2MHill, Bechtel, Strata, Fugro West, West-Yost, McClaren-Hart, Dudek Engineering and Environmental, EQE, Quake Safe, CGEA, ACEC, TJH2B, EBMUD, SMUD, Towill, TerraCon, Strata Geotechnical Services, Stetson Engineers, Hayashida Architects, MSRC, Pasha Group of Companies, Marine Spill Response Corporation, American President Lines, Matson Navigation Systems, various Ports.

**Winery/Hospitality:** Regusci Vineyards, Pride Mountain Vineyards, Niebaum-Coppola, Francis Coppola Presents, Rubicon Estates, Laird Family Estates, Joseph Phelps, Franciscan Estates, Icon Estates, Wente Vineyards, Mondavi, Chateau Sovereign, Rodney Strong, Silver Oak, Domaine Chandon, Cakebread Cellars, TKRG Group (The French Laundry, Bouchon, Per Se), Frogs Leap, Caymus, Terra Valentine, Dana Estates, Castello di Amorosa, V. Sattui, Alpha Omega, Del Dotto, Pineridge, Buccella, Vineyard 29, Opus One Winery, the Bounty Hunter

**Private Sector (General):** Bradshaw Companies, California Water Services, Pac Bell, Bank of America, Mechanics Bank, Milwaukee Tool Company, Great West Bank, Garaventa Enterprises, Broadcast Sales Industry, Chevron-USA, Jenkins/Athens Insurance, Diversified Risk, Inc., ICEE-USA, Icon Estates, Automatic Rain, The Source, Evergreen Marketing Group, Institutional Financing Services, Hunter Industries, Beverages and more!, Longs, Safeway and Lucky Stores, RGL LLP, BisNet, Inc, Sunshine Foods, Payroll Masters, Mason McDuffie, Realty Executives, Prudential, Corey Delta Constructors, Loan Toolbox, Fasteners, Raleys/BelAir/Nob Hill Supermarkets, CRI Intl., ADP, Vanderbilt Construction, CRM. Inc., Cultured Marble Products, MIV Insurances Services, North Bay Auto, WorkRite, Padre Dam W.D.



**Public Sector (General):** CSUS, NDOT, CalTrans, Cities of Stockton, Reno, Roseville, Newark, Sparks, Las Vegas, Oakland, Pittsburg, Antioch. Counties of Alameda, Placer, Contra Costa. OSCI, CA State Training Center, State Board of Pharmacy (CA), Department of Labor (OSHA), DFEH, FEHWA, GSA, American Waterworks Association, DCA-California Office of Examination Resources, San Ramon Fire, California Water Services, Otay Water District, Las Vegas Valley Water District, Department of Motor Vehicles, California Highway Patrol, TRB, California Department of Corrections, California Youth Authority, Department of Water Resources, CalSTRS, CalPers, Department of Social Services, TCPUD, Cal-EPA/DPR, Dept of Health Services, California League of Cities, NLTRA, PARSAC, ABAG, CAJPA. Pharmacy, EDD-SDI Programs (CA), Department of Personnel Administration, MOFD, Sac Metro Fire, Central Fire District, FDAC.

**Non-Profit Sector:** *(Larry donates 10% of his practice to help these socially responsible organizations.)* VSP, Medical Alert Foundation US/International, KQED, League to Save Tahoe, Boy Scouts of America, Komen Foundation, March of Dimes, American Diabetes Association, Juvenile Diabetes Association, Mothers of Diabetics, Napa Valley Support Services, Homeless Groups, Battered Women, COPIA (American Center for the Wine, Foods and Arts), Asian Mental Health Services, NCHRA, Childstart, Hospice-Napa Valley, CRRC.

**International Sector:** Sodexo/Marriott International, Exemplar Logic (UK), TransEDA (Europe, Asia), Hyundai (Korea), U.C. Berkeley Infotech (Mexico), R.Xiberta Corks (Spain), Watergate Software (Asia), U.C. Berkeley Worldwide Assignments, Korean Telecom, Pasha.

**Limited Sample of Graduate and Undergraduate Courses Taught (over 25 years):**

Food Industry Management Program (JFKU)	International Strategic Management (SMC, CSUS, CSUM)
Principles of Marketing (CSUH, SMC)	BA in Law Studies (SMC)
Management Theory and Practice of Management (SMC)	Graduate Health Services Management (SMC)
Organizational Behavior (JFKU, CSUS EMBA)	Certificate in HR Management/HRCI (GSA, GGU, UCB)
Decision-Making Theory (SMC)	Personnel Administration (JFKU, GGU)
Project Management (SMC, CSUS)	Modeling Quality Leadership and Metrics (CSUS)
Employee and Labor Relations (UCB, SMC)	Faculty Coordinator, Executive Leadership Programs (CSUS)
Leadership, Change, Ethics (EMBA Sac State)	International HR Management (UCB Worldwide Programs)
Executive Decision Making (EMBA, Sac State)	Organizational Development (MBA, EMBA, CSUS)

**Director and Board Advisor Roles:** Board Chair, CTM, Inc and BCG, Inc., Board Advisor, GVE, Inc., Board Advisor, Brass Ring Systems, Board President Sierra State Parks. Foundation, Board Chair, BSK, Inc., Advisor, CRI International, Inc., MSPOA President

**Books, Publications and Articles:**

Bienati, Lawrence M., When Eagles Fly in Formation, Leadership and Strategy Manuscript in Progress, Finalization: March 2017.

Bienati, Lawrence M., Salvaging the Problem Employee. Ann Arbor: UMI International, 1992.

Bienati, Lawrence M., Competing Through Talent: An Anthology for the Talent-Focused Enterprise. Waltham, MA: BrassRing LLC, 2002. Contributing Author.

Cases in Government Succession Planning, Rothwell et al. HRD Press: Massachusetts, 2008. Contributing Author.

Over 60 self-published papers, articles, handouts. Listing available on request.

**Select Contributions to Various Organizations (Detailed Project Listing Available Upon Request)**

**Professional Speaking.** Since 1983, Dr. Bienati has conducted over 300 formal speaking engagements on a host of management/leadership topics. In addition, he has appeared on local TV shows like "Make it Your Business" and national satellite downlinks in the United States.

**Leadership Development.** Co-developed a monthly public management development series, "The Management Leader Program." This monthly leadership development process provides leadership training for key management positions in private and public organizations. Since 1988, over 1000 leaders have been trained in 45 different industry settings with measurable outcomes. Facilitates many executive leadership development programs through UC Berkeley, California State University, Sacramento and Saint Mary's College.

**Organizational Development/Strategic Planning.** Facilitated TQM, Reengineering and Strategic Planning Sessions in over 50 private and public organizations. Served as mentor to leaders of private and public sector organizations engaging in significant change management processes. Provided counsel to many business enterprises embarking on business development, leadership transition, and preparation for IPO activities. Assisted many municipalities, counties and state agencies with business realignment/integration processes. Coincident with this process has conducted numerous teambuilding sessions focus on challenging employee relations, team and process related issues.

**CEO/Executive Mentor.** Assisted many CEOs and aspiring HR professionals at the start-up and the turnaround phases. Implemented strategies across all business processes including: HR, management, marketing, operations, sales, finance and MIS. Primary focus is to assist organizations experiencing leadership transitions and significant growth. Helped CEOs evolve into organizational structures to support business processes resulting from realignment and IPO preparation. Helped facilitate the integration of 10 mergers since 1994. .

**Outsourcing.** Facilitated complete and partial human resource outsourcing activities for at least 50 organizations since 1992. Worked with strategic partners to handle all human resources, payroll, benefit and insurance processes for organizations.

**Succession Planning:** Developed and implemented formal assessment center processes to assist organizations in identifying and developing current organizational leaders. Specializes in technical leader transformation to management-leaders through original 360-degree assessment and executive coaching systems. Certified, experienced consultant in the area of succession planning and executive coaching.

**Employee Rehabilitation.** As a part of published Ph.D. research, he implemented over 250-performance action plans (PAP) in seven industry settings since 1985. The PAP is an original methodology to assist organizations in rehabilitating non-performing personnel. The PAP process is experiencing a 70% success rate in "salvaging the problem employee." Larry specializes in resolving complex ER issues.

**Strategic Compensation and Complex Employee Relations.** As a certified compensation professional, he introduced many salary, incentive, pay for performance, stock systems and enlightened total compensation system to organizations in the private, public and non-profit sector. Provided mediation and conflict resolution services to organizations experiencing employee relations and labor/management problems. Additional support provided in resolving lawsuits, negotiating settlements and creating preventative employee relations and labor relations practices. Specializes in handling complex performance issues at all levels of the organization.



Dr. Larry Bienati has over 35 years' senior level leadership experience in various organizational settings. Since 1988 Larry has taught in many Bay Area Universities, including Saint Mary's College where he served as lead faculty for the highly successful accelerated BA in Management Program, U.C. Berkeley's Worldwide Business Programs, the California Maritime Academy and his current role at Sacramento State University serving in faculty roles for many executive leadership development programs and the EMBA program. Larry is a respected professional speaker, consultant, author, and practitioner in the areas of human resource strategy, complex employee relations, labor relations, executive compensation, strategic planning, Carver Board Governance Models and high level facilitations. In recent years, Larry has dedicated his practice to strategy formulation, change management, start-up ventures, merger integration, leadership development, succession planning and ownership transitions.

Larry held senior level positions at Safeway Stores, Longs Drug Stores and The Cooper Companies, Inc. He was a senior leader, principal owner in the Kleinfelder Group of Companies. Larry holds a BS Degree in HR/Labor Relations and an MBA in Strategic Management. After a 10-year reality check in business, while growing a family with his wife Cathy, he returned to school to earn his Ph.D. in Business Administration. His dissertation focused on original research in the rehabilitation of problem employees along with organizational turnaround strategies. Larry is also a Certified Compensation Professional and a lifetime recipient of the Senior Professional in Human Resources designation with SHRM for his early work in HR in advancing the legacy of the HR profession.

Larry's life long learning comes from Sicilian roots at their family-owned restaurant, Ann's Café, in Oakland, California. This wonderful 42-year legacy experience has helped shaped many of the qualities of leadership and people success he brings to the classroom and the business world. Ann's Café embodied all that was good in the "heart of leadership" and service to the community.

Larry consults for some of Fortune's top companies in America. He also brings 30 years of public sector experience having consulted for many leading Federal, State, County and local agencies, municipalities in a wide variety of strategic organizational and leadership transition interventions. He is the past volunteer Board President for the Sierra State Parks Foundation and served on various Boards and Advisory Groups. He is the current Board Chair for BSK, Inc. His notable clients include: State of California, , League of California Cities, The French Laundry, major wineries, biotechnology, technology, water, finance, engineering organizations and over 200 clients across many industry sectors. Larry brings a rich diversity of experience, passion, practicality and inspiring engagement with his leadership development programs, seminars, keynotes, clients and executive MBA students. Larry donates 10% of his practice each year to assisting non-profit organizations and public sector clients in promoting their social missions. Larry is known for building collaboration, enabling visions, mentoring successful leaders and passionately evangelizing and inspiring others to become legacy leaders. [Larry@Bienati.com](mailto:Larry@Bienati.com) or 800.483.7153.

## Certifications



Welcome | [Logout](#)  
Need assistance?  
**Contact us**  
or call 800-990-9339

## CONSULTANTS TO MANAGEMENT - #25178

### Supplier Profile

Legal Business Name BIENATI CONSULTING GROUP, INC.

Doing Business As CONSULTANTS TO MANAGEMENT

Address 1090 ADAMS ST STE G  
BENICIA, CA 94510

Phone

FAX

Email [bienati@onestophr.com](mailto:bienati@onestophr.com)

Web Page <http://www.onestophr.com>

Business Types Service

Service Areas Alameda, Alpine, Amador, Butte, Calaveras, Colusa, Contra Costa, Del Norte, El Dorado, Fresno, Glenn, Humboldt, Imperial, Inyo, Kern, Kings, Lake, Lassen, Los Angeles, Madera, Marin, Mariposa, Mendocino, Merced, Modoc, Mono, Monterey, Napa, Nevada, Orange, Placer, Plumas, Riverside, Sacramento, San Benito, San Bernardino, San Diego, San Joaquin, San Luis Obispo, San Mateo, Santa Barbara, Santa Clara, Santa Cruz, Shasta, Sierra, Siskiyou, Solano, Sonoma, Stanislaus, Sutter, Tehama, Trinity, Tulare, Tuolumne, Ventura, Yolo, Yuba.

Keywords CTM PROVIDES SERVICES IN THE AREAS OF STRATEGIC PLANNING, SUCCESSION PLANNING, WORKFORCE DEVELOPMENT, STRATEGIC HUMAN RESOURCES, EXECUTIVE COACHING, ORGANIZATIONAL DEVELOPMENT, CHANGE MANAGEMENT, EMPLOYEE RELATIONS AND PERFORMANCE EXECUTION SYSTEMS.

Classifications '801015 - Business and corporate management consultation services

### Active Certifications

TYPE	STATUS	FROM	TO
SB (Micro)	Approved	Mar 1, 2012	Feb 28, 2017

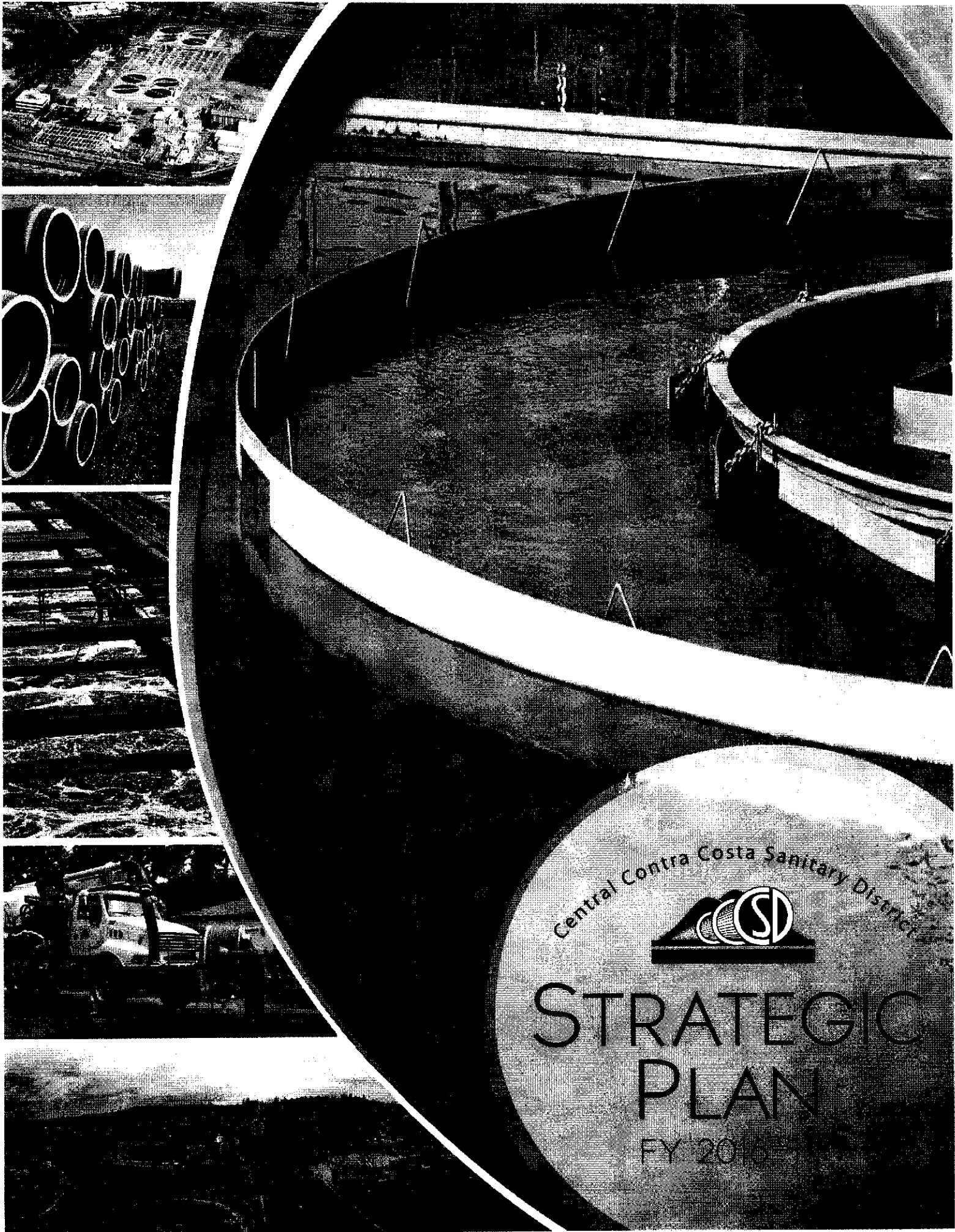
### Certification History

TYPE	STATUS	FROM	TO
SB (Micro)	Expired	Sep 30, 2009	Sep 30, 2011
SB (Micro)	Expired	Sep 21, 2008	Sep 30, 2009
SB	Expired	Sep 23, 2007	Sep 30, 2008
SB	Expired	Oct 4, 2004	Sep 30, 2007
SB	Expired	Oct 29, 2001	Sep 30, 2004

## Excerpts from Other Wastewater-Oriented Strategic Plans

# Central San Strategic Plan Excerpt

## Facilitations in 2014 and 2016



Central Contra Costa Sanitary District



# STRATEGIC PLAN

FY 2015-2019



## A MESSAGE FROM THE GENERAL MANAGER

**W**e are pleased to present the Central Contra Costa Sanitary District's (Central San's) Fiscal Year 2016-18 Strategic Plan. This Plan, developed in collaboration with the District's Board of Directors, serves as a roadmap that will enable us to increase efficiencies, fulfill our mission, and continue in our role as stewards of the environment.

### **Our History**

For 70 years, Central San has protected public health and the environment through efficient, cost-effective collection and treatment of wastewater.

In the 1940s, central Contra Costa County was a rural area of farms, orchards and a few small towns. With the end of World War II, a massive building boom began. As the nearby cities of San Francisco, Oakland and Berkeley grew, so did the population of Contra Costa County. This resulted in a sanitation crisis due to the inability of septic tanks to handle increased volumes. Waterborne diseases such as typhoid became a potential health issue. Citizens and civic leaders worked together to create a new agency to collect and treat wastewater, and the Central Contra Costa Sanitary District was officially created on July 15, 1946. Within 26 months, its newly constructed sewer main and treatment plant were operational.

### **Our Track Record**

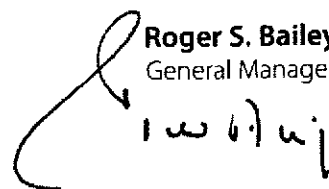
Over the past seven decades, Central San has grown with the communities we serve, embraced state-of-the-art technologies, and become a recognized industry leader. Our 290 budgeted employees now serve more than 476,400 residents and 3,000 businesses. Central San's proven record of excellence includes more than 18 consecutive years of 100% compliance with our National Pollutant Discharge Elimination System permit; innovative recycled water, household hazardous waste, and pharmaceutical collection programs; and award-winning public outreach and student educational programs.

We are very proud of the recognition and awards Central San has received over the years for innovation and excellence from regional, state, and national associations. These accomplishments have been the result of our skilled and knowledgeable workforce, our emphasis on continuous improvement, and our effective use of technology in all areas of operation.

### **Our Strategy for Ongoing Success**

In November 2015, the Board of Directors approved our revised vision, mission, and values statements, which emphasize our core operations and putting people first: our customers, employees, and the community. This is emphasized in our key values: People, Community, Principles, Leadership and Commitment. Using goals set by our Board of Directors, and the Effective Utility Management (EUM) framework as an overarching tool to standardize the process, we established 16 key strategies and 40 initiatives to address current and future challenges facing Central San. We will assess the progress of these initiatives on a quarterly basis using key success measures. In addition, we will track other key performance metrics related to the overall goals. We will continue to strive for excellence in all that we do, with special focus on being accessible, being responsive, and delivering the highest quality service to our customers.

**Roger S. Bailey**  
General Manager





# TABLE OF CONTENTS

Introduction.....	2
Our Vision, Mission, Values .....	3
The Strategic Planning Process .....	3
Effective Utility Management .....	4
Fiscal Year 2016-2018 Strategic Plan .....	5
Strategies, Initiatives and Key Success Measures.....	5
Fiscal Year 2016 – 2018 Goals.....	5
<b>Goal 1 – Provide exceptional customer service.....</b>	<b>6</b>
<b>Goal 2 – Strive to meet regulatory requirements.....</b>	<b>8</b>
<b>Goal 3 – Be a fiscally sound and effective water sector utility.....</b>	<b>10</b>
<b>Goal 4 – Develop and retain a highly trained and innovative workforce.....</b>	<b>12</b>
<b>Goal 5 – Maintain a reliable infrastructure.....</b>	<b>14</b>
<b>Goal 6 – Embrace technology, innovation and environmental sustainability.....</b>	<b>16</b>
Summary Tables .....	18

## LIST OF ACRONYMS FOUND IN THIS DOCUMENT

BAAQMD – Bay Area Air Quality Management District	ERP – Enterprise Resource Planning
BACWA – Bay Area Clean Water Agencies	EUM – Effective Utility Management
CARB – California Air Resources Board	FEMA – Federal Emergency Management Agency
CASA – California Association of Sanitation Agencies	HHWCF – Household Hazardous Waste Collection Facility
CCTV – Closed-Circuit Television	NACWA – National Association of Clean Water Agencies
CCWD – Contra Costa Water District	NPDES – National Pollutant Discharge Elimination System
CMMS – Computerized Maintenance Management System	QA/QC – Quality Assurance/Quality Control
CSOD – Collection System Operations Department	RFP – Request for Proposal
CWEA – California Water Environment Association	RWQCB – Regional Water Quality Control Board
CWMP – Comprehensive Wastewater Master Plan	SWRCB – State Water Resources Control Board
DCC – Diablo Country Club	SWRF – Satellite Water Recycling Facility
EBMUD – East Bay Municipal Utility District	WEF – Water Environment Federation
EPA – Environmental Protection Agency	

# INTRODUCTION

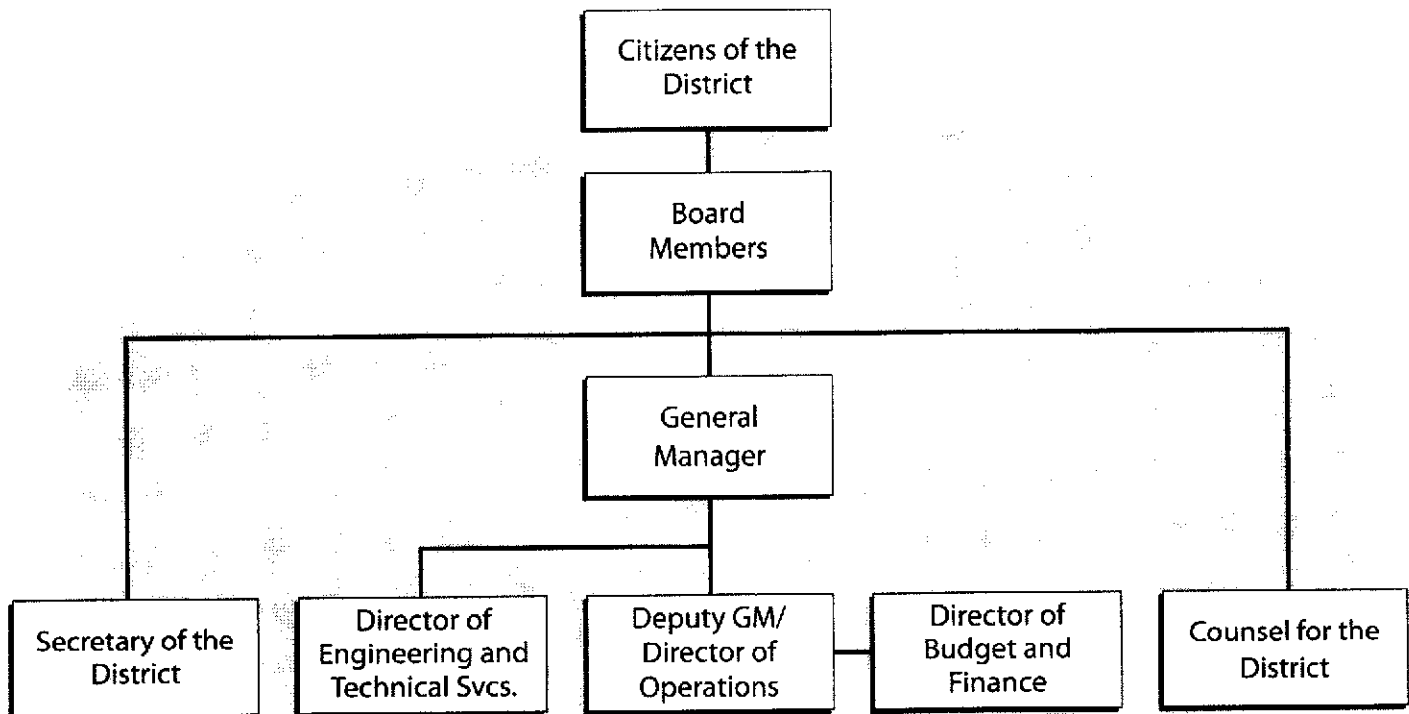
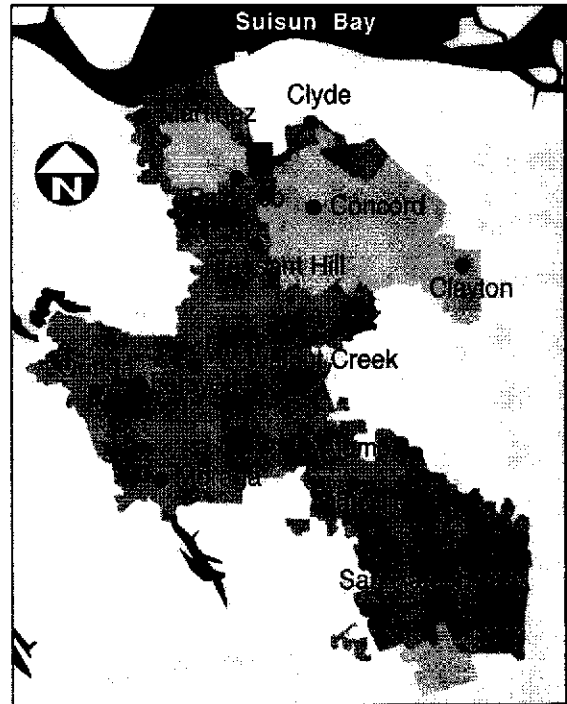
We are pleased to present the Central Contra Costa Sanitary District's (Central San's) Fiscal Year 2016-18 Strategic Plan. This Plan provides overall direction on how we will achieve our vision and mission to protect public health and the environment.

Central San is a Special District of the State of California. Special Districts are local public agencies formed by residents of a community to provide a specific service. We provide wastewater collection, treatment and disposal services; recycled water production and distribution; and household hazardous waste collection.

We serve a population of approximately 476,400 residents and more than 3,000 businesses within our 145-square-mile service area, which includes Alamo, Danville, Lafayette, Moraga, Orinda, Pacheco, Pleasant Hill, Walnut Creek; portions of Martinez and San Ramon; and unincorporated communities within the central County area. We also treat the wastewater from Concord and Clayton, but they own and maintain their collection systems.

## Our Structure

Central San is governed by a five-member Board of Directors elected by voters to serve four-year terms. The staff is managed by a General Manager who serves as the Chief Operating Officer, implements the Board's policies, and oversees the business of the District. The organization is divided into three departments – Administration, Engineering and Technical Services, and Operations – each overseen by the Deputy General Manager or a Director who manages day-to-day operations.



# VISION, MISSION, VALUES

## OUR VISION

To be a high-performance organization that provides exceptional customer service and regulatory compliance at responsible rates

## OUR MISSION

To protect public health and the environment

## OUR VALUES

### PEOPLE

- Value customers and employees
- Respect each other
- Work as a team
- Celebrate our successes and learn from our challenges

### COMMUNITY

- Value water sector partners
- Foster excellent community relationships
- Be open, transparent and accessible
- Build partnerships
- Understand service level expectations

### PRINCIPLES

- Be truthful and honest
- Be fair, kind and friendly
- Take ownership and responsibility

### LEADERSHIP AND COMMITMENT

- Work effectively and efficiently
- Promote a passionate and empowered workforce
- Encourage continuous growth and development
- Inspire dedication and top-quality results

## THE STRATEGIC PLANNING PROCESS

Central San is committed to serving the public. In November 2015, the Board of Directors decided that our vision, mission, and values should emphasize putting people (our customers, employees and the community) first while engaging in our core business functions. The Board adopted four key values: People, Community, Principles, and Leadership and Commitment. We are dedicated to conducting our daily business within the framework of these values.

From our new vision, mission and values statements, the Board refined the existing Fiscal Year 2014-16 strategic goals and adopted six revised goals for Fiscal Year 2016-18. These goals reflect the challenges that many water sector agencies face as we strive to increase quality and minimize the cost of services to our customers.

These challenges include:

- Enhanced customer expectations and public awareness
- Aging infrastructure
- Continued regulatory requirements
- Financial constraints
- Expanded challenges associated with employee recruitment and retention
- Security and emergency response concerns
- Sustainable regional water supply concerns
- Increased focus on resource recovery

The goals, strategies, initiatives, and key success measures in this Strategic Plan will enable us to attempt to overcome these challenges, accomplish our mission, and meet our community's needs in the most efficient and cost-effective ways.

## **Padre Dam Facilitation**

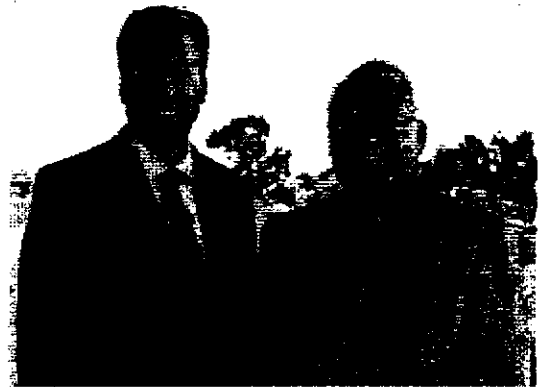


## A Message from Padre Dam's Board President, Bill Pommering and the CEO/General Manager, Allen Carlisle

Dear Customers, Board Members and Employees,

We are pleased to present Padre Dam Municipal Water District's 2012-2022 Strategic Plan. This Plan serves as our roadmap in guiding Padre Dam toward fulfilling our mission of providing quality water, recycled water, park, recreation and wastewater management services to our community.

Alan Lakein said *"Planning is bringing the future into the present... So that you can do something about it now."* We understand that planning is of primary importance in our industry. In March 2011 Padre Dam launched a year-long strategic planning process culminating in the creation of this document. We faced dramatic changes in recent years to create, what we call, the "New Normal." We've seen shifts in areas such as regulatory compliance, environmental restrictions and water supply reliability. We also recognized a dramatic change in water use and conservation. Padre Dam experienced a 34% reduction in water sales from the Fiscal Year 2006/2007 budget to Fiscal Year 2010/2011 water sales. And more than 80% of residential customers say they will use less water or continue to use the same amount. We've had to make difficult decisions, including reducing our workforce by 19% to offset the financial impacts of this extraordinary water conservation.



Allen Carlisle (left); Bill Pommering (right)

We also face infrastructure challenges. The majority of our infrastructure is over forty years old and our primary transmission pipeline dates back to pre-World War II. Continued strategic investments are necessary to ensure the system we manage today will be viable into the next generation. We are committed to stretching every dollar for the benefit of our customers. We are committed to utilizing developing technology to cut costs, manage internal business processes more efficiently and effectively, and to improve our customers' experience.

The Padre Dam 2012-2022 Strategic Plan presents six strategic goals to address the current and future challenges facing our District and to ensure our continued success. We have much to do. This plan positions Padre Dam to have a positive impact on our service area and ensures the system we have been entrusted with will be maintained and developed for the continued benefit of our customers.

We would like to thank the Padre Dam employees, customers, Board Members and community stakeholders who participated in the planning process for their efforts and input which made this plan possible. We look forward to continued collaboration. Please join us in committing to the successful implementation of this important Plan.

Sincerely,

Sincerely,

William Pommering  
Board President

Allen Carlisle  
CEO/General Manager

# The Planning Process

Padre Dam committed to a one-year planning process in 2011 in preparation for this ten-year strategic plan. The process was driven by a 15-member steering committee representing seven internal work groups.

The planning process included garnering information both internally and externally and conducting a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis. The District asked strategic questions, tempered the answers with today's constraints, and solicited potential solutions from staff, Board members, customers, and stakeholders.

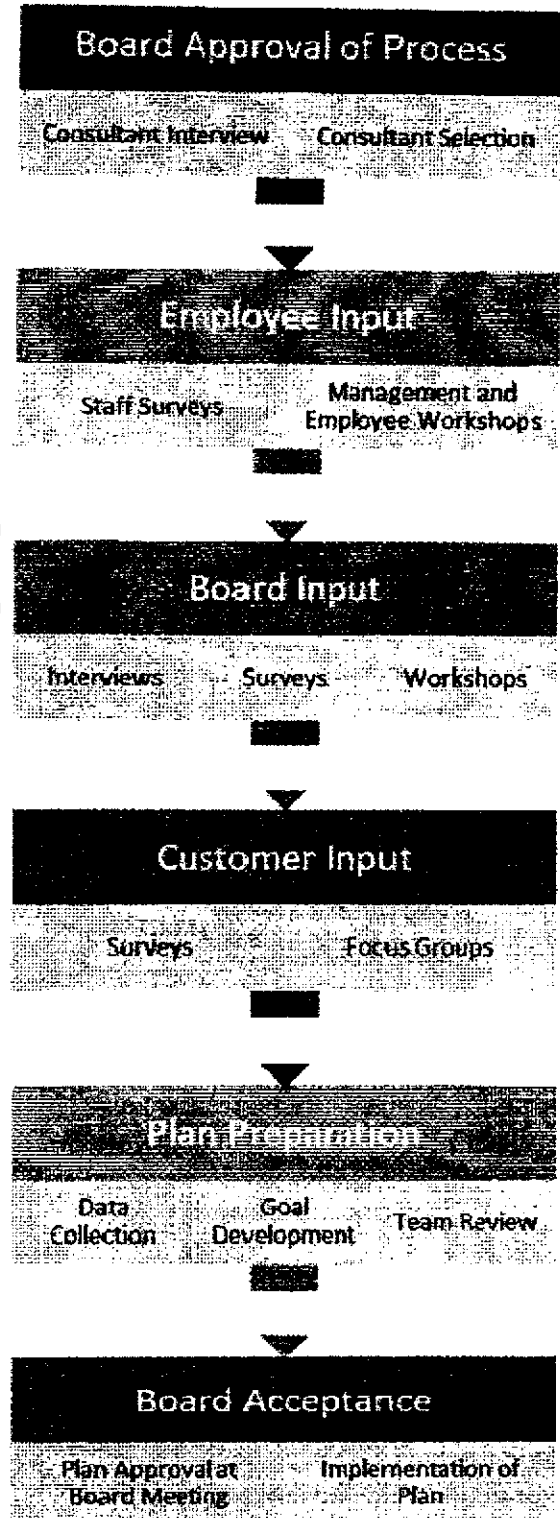
During the process, we received thoughtful, constructive input from a variety of internal and external stakeholders.

## Employees

The planning process began with a survey sent to all Padre Dam employees asking for input. The District's Employee Involvement Team (EIT) then held an Assessment and Direction Workshop. The workshop was conducted over two days in May 2011 to allow every employee to attend while continuing the District's essential operations. Employees discussed previous successes, factored in the reality check of a more turbulent external environment, and generated potential strategic solutions. The investment resulted in identifying 12 potential goals.

## Board of Directors

Padre Dam Board Members were individually interviewed and then participated in a full Board workshop in July 2011. The District asked for feedback on the potential goals, sought counsel on specific grand strategies, and consolidated the 12 goals to six key goals.



## **Customers**

### **Customers**

More than 1,100 residents responded to a 21-question customer survey sent electronically in September 2011. The District asked about satisfaction, expectations for employee performance, ideas for improvement and knowledge of the current water landscape. See Appendix C for the results.

A facilitated discussion was held with individuals representing the various zip codes within the District. Padre Dam also surveyed the business market for a perspective on the same questions and conducted a discussion with representatives from the City of Santee, the local school district and commercial businesses. In both facilitated discussions, the District asked customers to prioritize the six goals developed earlier in the process.

After Padre Dam garnered input from the three constituent groups above, the steering committee refined the goals. The internal champions then created initiatives to achieve the goals by using all the information gleaned from stakeholders. The champions developed key success measures and assembled internal teams that identified key activities required to execute the strategy.

Padre Dam staff drafted this plan with the assistance of a consulting team from VPI Strategies, which included Larry Bienati PhD, Sherri Petro and Lauren Tanny.

### **Implementation**

The Plan was deployed initially to the public through a variety of means including but not limited to the District website, District newsletter story, press release, Administration Building lobby display, and email notifications. The Plan was deployed to the Padre Dam workforce through all-staff Dialogue Sessions, email, departmental meetings and the intranet.

The Plan was administered by the Management Team and staff of the District. Each Goal is assigned a "Champion." That Champion is responsible for ensuring their goal is steadily progressing. The Goal Champion is also responsible to ensure those assigned Initiatives and/or Activities are following through on their responsibilities.

Initiatives that support the Strategic Goals are contingent on appropriate funding levels which may or may not be available at the time of planned implementation. The Strategic Plan is inherently flexible, dynamic and responsive to external and internal developments.

### **Why do we need a Strategic Plan:**

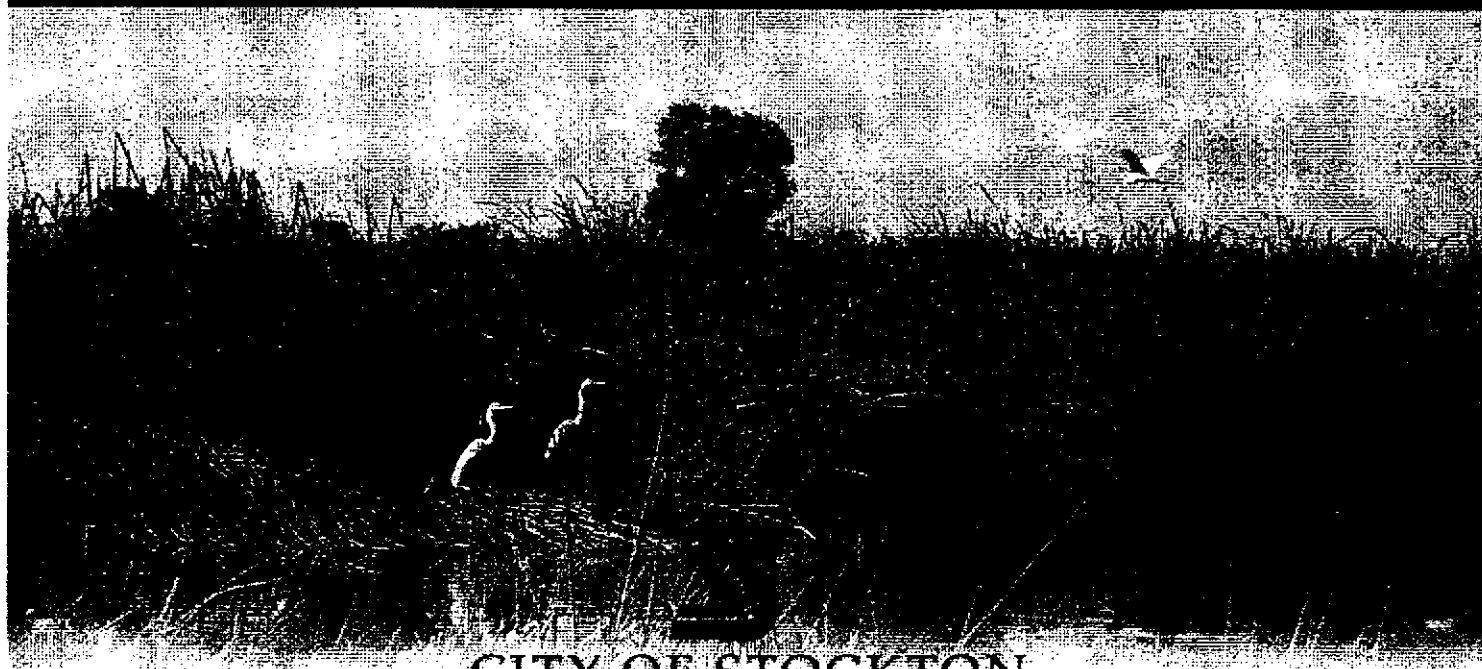
- The "game" has changed dramatically over the last 5 years.
- 100,000 East County residents depend on us.
- We have \$900 million in infrastructure assets:
  - 580 miles of water, wastewater and recycled water main lines
  - 29 reservoirs
  - 16 pump stations
  - 4 lift stations
  - 2 MGD Ray Stoyer Water Recycling Facility
  - Aging Infrastructure

## City of Stockton Facilitation





**CITY OF STOCKTON**  
MUNICIPAL UTILITIES DEPARTMENT  
BUSINESS PLAN  
SPRING 2009



**CITY OF STOCKTON**  
**MUNICIPAL UTILITIES**  
[www.stocktongov.com](http://www.stocktongov.com) • (209)937-8700

## **I. EXECUTIVE SUMMARY**

In December 2007, the Municipal Utilities Department (MUD) staff was directed by the City Council to prepare a formal business plan for MUD. This direction was initiated to document MUD's plan to operate and maintain its assets *after the Service Contract with OMI/Thames terminated on March 1, 2008*. The Business Plan described in this document is intended to be a general plan on how MUD will operate and maintain its assets to fulfill its mission. The Business Plan is not designed to specifically describe how to accomplish the mission. Upon approval of the Business Plan, MUD management, in concert with staff and appropriate stakeholders, will need to develop specific action items to implement the goals, strategies and tasks listed in the Business Plan to support the stated mission and governing values.

MUD engaged the services of Michael Barnes, P.E., of Whitley Burchett & Associates (WBA) to review the technical aspects of the Business Plan and Larry Bienati, Ph.D. of Consultants to Management (CTM), for his expertise in strategic planning, management consulting and strategic human resources. Both worked in collaboration to gather input from MUD staff and stakeholders employing management team meetings, focus group conversations, stakeholder sessions, site assessments and various surveys. The Director of MUD felt a unified vision, along with employee participation and appropriate alignment goals, would ensure a successful business planning process.

The Business Plan contains 10 chapters, along with two appendices. As background, the Plan includes a brief description of MUD and its facilities, and how MUD is managed by the City. After this, the key components of the Business Plan are presented in the following order:

- Development of a mission statement and governing values
- Current status of MUD and its general ability to meet its mission
- Challenges that MUD faces
- Strategic goals developed to meet its mission
- Urgent action items
- Staffing to meet the challenges

The following is a summary of these key components:

Chapters 4 and 5 present the new mission statement and governing values for MUD operations: *"To provide high quality potable water on demand; collect, treat and dispose of wastewater; and collect and dispose of stormwater, all in accordance with all applicable regulation and responsible business practices."*

Chapter 6 presents a current status of MUD operations and is a high level general assessment of each utility's present ability to complete its major goals to

## Appropriate Recognitions

A PROCLAMATION THANKING  
*Larry Bienati, Maridel Moulton,  
Kathy Ferber and Lilia Garcia*  
*for their Volunteer Assistance in Conducting  
Community Focus Groups*

**WHEREAS**, Larry Bienati, Maridel Moulton, Kathy Ferber and Lilia Garcia gave generously of their time, talents and resources to assist the Town in conducting its Revenue Enhancement Community Outreach to Neighborhoods effort; and

**WHEREAS**, the Community Outreach program is essential to the Town in identifying the level of knowledge and opinions of residents regarding the state of the Town's finances, services and infrastructure; and

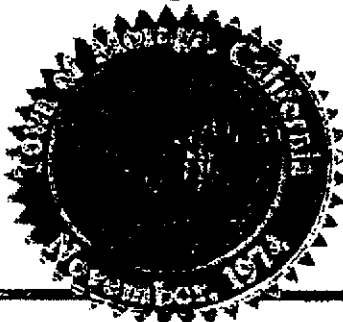
**WHEREAS**; Larry, Maridel and Kathy provided their extensive experience and talents to ensure that the focus groups were conducted in a professional and inclusive process; and

**WHEREAS**, Larry provided his online survey program at no cost and he and Lilia provided extensive analysis of the results of that survey; and

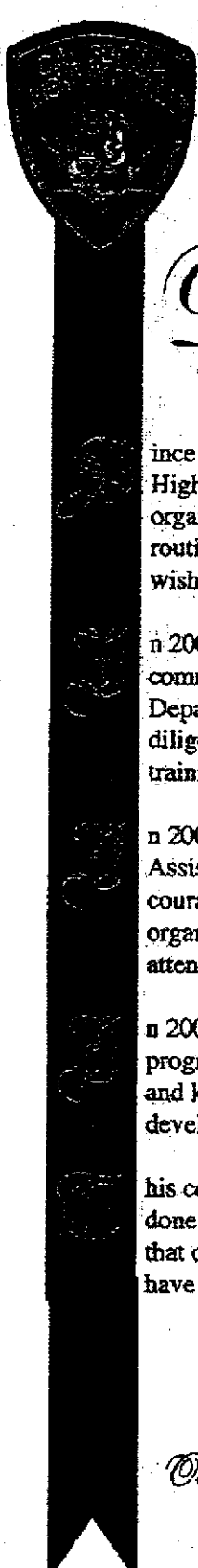
**WHEREAS**, the results of the focus groups and online survey have provided valuable insights to guide the Town in developing a comprehensive, ongoing community outreach program to inform residents about the long term financial needs of the Town; and

**WHEREAS**, these efforts will lead to a better informed community that can make thoughtful, appropriate decisions regarding the Town's future,

**NOW, THEREFORE, BE IT RESOLVED** that I, Ken Chew, Mayor of the Town of Moraga, along with my fellow Council Members do hereby express appreciation and gratitude for the contributions of talent, considerable hours, and thoughtful input from Larry, Maridel, Kathy and Lilia in this critical effort to engage the Town's residents in defining the future of our community.



Ken Chew, Mayor



# Certificate of Appreciation

*Dr. Larry Bienati*

ince 2005, you have played an integral part in changing the face of not only the California Highway Patrol's command staff training but in enhancing the leadership within our organization. Your unfailing commitment and dedication has not gone unnoticed. You routinely go above and beyond the call of duty to deliver a superior product, and today we wish to recognize your efforts.

n 2005, you were tasked with developing a leadership course for our newly promoted command staff. In order to be successful, you had to research the culture and climate of our Department, becoming familiar with the lingo and be able to talk the talk. Due to your diligence, this course continues to be a highlight for departmental staff members attending training.

n 2006, you joined forces with Dr. Lindle Hatton, facilitating an open discussion with the Assistant Chiefs on where they wanted to take the Department and pushing them to find the courage to stay the course. Additionally, your firm conducted a leadership survey of our organization and you presented your findings in a constructive and useful format so that attendees could strive to correct the deficiencies noted.

n 2007, the Assistant Chiefs' Conference Committee was tasked with developing a progressive command mentoring/coaching program. This committee recognized your talent and knew you were the person for the job. With your assistance, the Assistant Chiefs will develop and implement a mentoring model we are confident will be used for years to come.

his certificate serves only as a token of the appreciation we feel for all of the work you have done and continue to do to better our organization and its people. We serve a higher purpose, that of saving lives. We do not waiver in our commitment to that end, as you, Dr. Bienati, have never waived in your commitment to us. For that we thank you.

*October 23, 2007*



Captain Troy Abney, California Highway Patrol

**From:** Larry Bienati [<mailto:lbienati@ccoopervision.com>]  
**Sent:** Wednesday, February 22, 2012 7:12 AM  
**To:** Kym Fabel; Lynn Gibson  
**Subject:** RE: Community Award Dinner Photos

Thank you so much for your support and kindness. The evening meant a great deal for Cathy and I. Thank you!

**From:** Kym Fabel [<mailto:kym@puretahoenorth.com>]  
**Sent:** Tuesday, February 21, 2012 2:01 PM  
**To:** Larry Bienati; Lynn Gibson  
**Subject:** Community Award Dinner Photos

Hi Larry and Lynn:

Below is the link to ALL of the pictures from the Community Awards Dinner. You are welcome to view and order pictures complimentary – courtesy of the North Lake Tahoe Chamber/CVB/ Resort Association and SNAP (Rob Retting Photography)

Enjoy!  
Kym

Slideshow:  
<http://robretting.zenfolio.com/p205541831/slideshow>

## 1) Volunteer of the Year for: Sierra State Parks Foundation **LARRY BIENATI**

Larry has had a commitment to move Sierra State Parks Foundation forward with laser focus. His many hours of volunteering as President of the Board has single-handedly rebuilt the Sierra State Parks Foundation into a positive and healthy organization. The foundation has been a viable part of the community since 1972 and had provided California State Parks with over \$2 Million dollars. These dollars enabled the parks to perform capital improvements for restoration and preservation of the mansions, for nature trails, camp host sites and jr rangers programs. Thank you Larry for all you do and how honorably and graciously you do it! You are our HOMETOWN HERO!!!

*Kym Fabel*

*Membership Manager*



**north lake tahoe**

Chamber | CVB | Resort Association

Ph. 530. 581.8784/F. 581.1686

[Kym@puretahoenorth.com](mailto:kym@puretahoenorth.com)

[www.GoTahoeNorth.com/](http://www.GoTahoeNorth.com/)