
DATE: December 2, 2019
TO: Board of Directors
FROM: Matt Jordan, General Manager 
SUBJECT: Board Workshop Follow-Up and Agreement with Mayes Facilitation Services LLC in the amount of \$34,600 – *Approve*

SUMMARY

The Tampa Bay Water Board of Directors discussed holding workshops on regional water issues at its June, August and October board meetings. At the October board meeting, the Board requested the General Manager and staff move forward with procuring a facilitator and investigating potential locations and dates. Tampa Bay Water has negotiated a sole source contract with Mayes Facilitation Services LLC to provide facilitation services. The General Manager will provide an update on workshop efforts.

RECOMMENDATION

Staff recommends the Board approve the agreement with Mayes Facilitation Services LLC and approve the first workshop for Monday, January 27, 2020, with location and agenda to be finalized through the facilitation team following one-on-one meetings with Board Members.

COST/FUNDING SOURCE

\$34,600/Fiscal Year 2020 budgeted funds

DISCUSSION

At its October 21, 2019, meeting, the Board of Directors directed staff to move forward with procuring a facilitator, drafting a proposed agenda and finding a location for a potential board workshop on water issues in January 2020 and subsequent workshops later in 2020. The General Manager and agency staff have negotiated a sole source agreement with Mayes Facilitation Services LLC to provide facilitation services as described in the attached scope and proposal. In addition, staff is working to identify locations in Pasco, Pinellas and Hillsborough counties for the workshops and will work with the facilitator, if approved, to finalize the locations and agendas for each workshop.

Staff recommends the Board approve the agreement with Mayes Facilitation Services LLC and approve the first workshop for Monday, January 27, 2020, with location and agenda to be finalized following one-on-one meetings with Board Members. The proposed agreement is available upon request and has been approved as to form by Tampa Bay Water's general counsel.

Attachments

Tampa Bay Water

Strategic Planning & Issue Discussion

Facilitation Scope Outline

Scope of Services Outline

Tampa Bay Water seeks to engage its board of directors in a series of workshops aimed at:

- discussing and resolving policy-related issues inside the agency's governing documents; and
- preparing the board for upcoming regional water issues and decision-making for the region's next water supply.

Tampa Bay Water is requesting a quote to hold one kick-off/goal-setting workshop and additional facilitated board workshops.

About Tampa Bay Water and its Member Governments

Tampa Bay Water supplies wholesale water to six member governments: the cities of New Port Richey, St. Petersburg and Tampa and counties of Hillsborough, Pasco and Pinellas. Through our members, the agency supplies water to more than 2.5 million people in the region. The agency is a non-profit, special district of the State of Florida created to plan, develop and deliver high-quality drinking water supply to our members.

Tampa Bay Water is governed by a nine-member board of directors made up of member government elected representatives, with two elected commissioners from each member county and one elected representative from each member city.

Tampa Bay Water was created as a true regional utility in June 1998, after a two-year facilitated governance restructuring process. The agency would once again like to use a trained facilitator to engage its board in strategic planning and to discuss specific issues facing the region.

Tampa Bay Water Contracts and Programs

- **Amended & Restated Interlocal Agreement:** this is the agency's governance contract, signed by the six member governments, that created the agency as the region's sole and exclusive water provider with a uniform rate
- **Master Water Supply Contract:** this agreement is between Tampa Bay Water and its members and establishes how the utility will meet the members' needs for water, including water quality, establishing a uniform rate, points of connection and more.
- **Master Water Plan:** the agency's blueprint for water supply development; the plan is updated every five years; the most recent plan was completed in December 2018, and three projects were approved for future study to supply water to the region in the 2028 timeframe.
- **Strategic Plan:** provides a roadmap to ensure the agency's goals and objectives align with the agency's mission, vision and values.
- **Regional Demand Management Plan:** a regional plan to save 11 million gallons a day by 2030; the program will be overseen by Tampa Bay Water and a third-party administrator,

which will promote 11 different water saving programs within the member government service areas.

Brief Description of Services

Tampa Bay Water seeks the services of a certified, professional facilitator for process design and facilitation of workshops for its nine-member board and Tampa Bay Water staff to set key policy priorities and discuss key issues. The process(es) should:

- Establish a framework and ground rules for the workshop(s).
- Move participants from position-based discussions to issue-based discussions and negotiations while focusing on policy-level outcomes.
- Ensure an inclusive approach for a diversity of perspectives and ideas to be heard and offer the opportunity to create a broad consensus.
- Be collaborative with staff to synthesize policy level outcomes in the agency's strategic planning document.
- Identify issues for future workshops.

An important element of this work is neutral facilitation; the facilitator must have no stake in the outcome of the process either in terms of pre-conceived outcomes or association with any group or point of view. While familiarity with Tampa Bay Water, its member governments and water-related issues is helpful, the facilitator should be value-neutral to build trust and assure all the participants that their voices will be heard, and their ideas considered. The lack of a preconceived notion of the outcome ensures that the consensus that is reached will be owned by the participants.

Responsibilities

Key areas of work are as follows:

- Review existing materials to provide a basis of understanding of the Master Water Plan and Strategic Plan.
- Conduct interviews with key stakeholders (Tampa Bay Water staff and board members).
- Conduct a kick-off workshop to accomplish the workshop and result in identification and outline of key questions to be addressed at future workshops.
- Design up to three additional workshops for the Board and staff to discuss key questions, aiming for consensus results.
- For each workshop, the facilitator will:
 - Work collaboratively with Tampa Bay Water staff to create a process, framework and agenda with input from Tampa Bay Water staff prior to each workshop.
 - Create an information packet for distribution to each participant to inform him or her on the particulars of each workshop.
 - Create a meeting summary for Tampa Bay Water review/distribution within three business days of each workshop.
 - Create any PowerPoint slides needed for facilitation purposes.

Tampa Bay Water responsibilities for each workshop will include:

- Provide input on the agenda prior to finalization.
- Identify subject-matter experts who may be needed to present at workshops; Tampa Bay Water and/or the subject-matter experts will be responsible for developing PowerPoint slides, if needed, to accompany those presentations.
- Invite participants to each workshop, providing the date, time, location and duration; confirm attendance; distribute the information packet at least one week prior to each workshop.
- Review the facilitator's draft summary for accuracy; distributing the summary to participants within a week of each workshop.
- Secure the meeting space and providing necessary audio-visual and recording equipment for each workshop.
- Ensure Sunshine Law compliance by providing public notice and recording for each workshop.

Carlos Alvarez

Attorney & Counselor

Analee Mayes

Facilitator

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(By Email Only)

November 13, 2019

Ms. Michelle Stom
Chief Communications Officer
Tampa Bay Water
2575 Enterprise Road
Clearwater, FL 33763

Re: Letter Proposal for Facilitation of Board Workshops

Dear Ms. Stom:

This letter will outline the scope of our efforts to prepare for and facilitate up to three workshops with the Tampa Bay Water Board of Directors to address important policy issues and future direction for the agency. Also included is a cost estimate for the services.

Scope of Services

We anticipate the process will consist of two phases, outlined below.

Phase I

Phase I will involve a review of relevant documents and a series of one-on-one interviews with Board members and a few other key individuals. The purpose of the interviews is to identify Board members' expectations, what they hope the workshops will accomplish, and their views on the important issues facing the agency. It is anticipated that, at the conclusion of these interviews, the facilitators will make recommendations regarding the process and agendas for the facilitation and further refine the 3-workshop plan. Refinements may address such issues as source matter experts who may participate, the format and length of workshops, schedule, agenda topics, and the need for supporting analysis and information.

Phase II

Although this may change as a result of Phase I, it is currently anticipated that there will be three co-facilitated workshops of four (4) hours each. The facilitators will prepare an agenda to be distributed to participants in advance, plus a summary of each workshop. All workshop agendas, summaries and other materials will be reviewed and approved by Tampa Bay Water in advance of distribution.

Schedule and Location of Workshops

Our understanding is that a tentative date for the first workshop has been set for January 27, 2020. Workshops will be off-site but in the region so that they are easily accessible by participants and other interested parties and comply with Florida’s Government-in-the-Sunshine Law. We anticipate that Tampa Bay Water will make all the arrangements for the workshop locations and facilities, including notices, meeting minutes necessary for compliance with Florida’s Government-in-the Sunshine Law, duplication and distribution of agenda packets and meeting summaries, audio-visual equipment for speakers and/or participants, meals and/or refreshments, and meeting room set-up and clean-up. The facilitators will provide direction on the type of space needed, meeting room set-up, and other aspects of the facility and process design intended to encourage participation and collaboration.

Cost Estimate and Billing

The estimated lump sum cost for Phase I and II, assuming three 4-hour workshops, is \$34,600, broken down as follows:

- Phase I: \$ 13,000
- Phase II:
- Workshop 1: \$ 7,200
- Workshop 2: \$ 7,200
- Workshop 3: \$ 7,200

There are no charges for meals, copies, faxes and long-distance telephone service. Carlos’ travel rate is limited to a one-hour roundtrip total, regardless of mileage or time, for roundtrip travel in Florida. We are considerate of your needs to keep costs and fees as low as possible and have made every effort to keep them to a minimum, given the scope.

Analee will be the primary point of contact and the lead facilitator.

Tampa Bay Water will be billed upon completion of each task as identified above. Each invoice will summarize efforts toward each deliverable.

We appreciate and thank you for the trust you have placed in us to facilitate these workshops, and we look forward to assisting the Board in establishing a clear direction for the future and a better understanding of the opportunities and challenges that lie ahead. Please call or email us if you have any questions about the scope of services or this letter.

Sincerely,

/s/ Analee Mayes

/s/ Carlos Alvarez

Analee Mayes

Carlos Alvarez, Esq.

Facilitation Team: Analee Mayes, Facilitator for Governance Process, and Carlos Alvarez, Mediator, Facilitator, Attorney – Tallahassee

Analee Mayes is a trained facilitator and planner. *She worked with West Coast Regional Water Supply Authority from 1996-1998, facilitating the workshops among the Governance participants, which included the board member, utility director and administrator from each member government.* After Governance, she continued working with the utility on public outreach projects, including the Alafia River and reservoir siting.

In private practice for over 20 years, first as a land use and environmental planner, and, more recently, as a public outreach consultant and facilitator/mediator, Analee served clients in transportation, real estate, the electric utility industry, and government, often supporting efforts to secure public acceptance of controversial projects. She and Carlos worked together on a number of projects, notably as co-facilitators in a years-long process in South Florida, working with federal and state agencies to reach agreement on lingering water management issues that were prerequisite to Everglades restoration. She retired from consulting in 2010 and continued working as a teacher, briefly in the Hillsborough County public school system, and then for five years as an adjunct professor teaching Political Science at Hillsborough Community College and the University of Tampa. She has been fully retired since 2018.

Carlos Alvarez is also familiar with Tampa Bay Water. In 2001, he chaired the arbitration panel convened to hear and address Hillsborough County's concerns for the Tampa Bay Regional Reservoir Environmental Resource Permit. Carlos Alvarez's practice resolves disputes through principled negotiation processes. For the last 18 years, his legal practice has focused on providing mediation, facilitation and negotiation services. His two objectives in every matter are to reach a timely, efficient and ethical solution to the parties' dispute and enhance the attorneys' capabilities of resolving problems. He uses an evaluative and interest-based style of mediation with everyone in the mediation working collaboratively to solve the parties' dispute. His complete resume and additional information can be found at his website carlosalvarezmediations.com.

Additionally, he provides facilitation and negotiation services for clients. From his website: "Over the span of 20 years, I have facilitated numerous conferences for clients involving complex issues, from Everglades restoration projects, Florida Department of Education programs, to community disputes to explore viable alternatives, potential solutions and implement problem-solving concepts. Conferences and meetings should have clearly expressed goals with formats and processes directed at achieving those goals. How often have we left a meeting and silently asked, "What did that accomplish?", "Why did we hold that meeting?", "Where are we heading with this?" Internally or externally properly facilitated meetings usually negate those questions and energize and empower participants."