



REINVENTING THE WATER UTILITY BOARD

a proposal for services

January 2010

presented jointly by **THE BARDISH GROUP** and

transforming
tangled thoughts
writing **barefoot**
into effortless
expression

Who we are

Anne-Britt (A.B.) Orlik founded Writing Barefoot, LLC, in 2004 to amplify the impact of public, private and non-profit organizations. Prior positions include chief executive officer of the Wisconsin Patient Safety Institute; program manager for the Wisconsin Department of Employee Trust Funds' Private Employer Health Care Coverage Program; and marketing coordinator with The Alliance. Ms Orlik's areas of expertise include process design and facilitation, board and staff development, and public participation.

We propose that Ms Orlik serve as project manager; process and meeting facilitator; content presenter; and primary editor and designer of the Water Utility Board's policy manual and related materials.

Donald E. Percy is principal of The Bardish Group, a management consulting firm specializing in board governance and executive coaching. Prior positions include senior positions with the University of Wisconsin System before, during and after its merger with the University of Wisconsin-Madison; Secretary of the Wisconsin Department of Health & Social Services; president and CEO of The Jackson Clinic in Madison; president and CEO of the University of Wisconsin Credit Union; and founder and president of The Management Group (TMG). He teaches, coaches, and writes extensively on issues of governance, leadership and strategic planning.

We propose that Mr. Percy serve as Policy Governance expert; curriculum designer; content presenter; and creator of model policies for the Water Utility Board and related materials.

Our intention

This proposal reflects our intention to contribute expertise, diligence, simplicity, clarity, and enthusiasm as the Water Utility Board complies with the following motion approved at its December 15, 2009, meeting.

Effective immediately, the Water Utility Board shall explore the feasibility of implementing the Policy Governance Model for its future operation. If this model is adopted, the Board will:

1. *develop policies in four major categories:*
 - a. *Water Utility Outcomes (Ends),*
 - b. *Water Utility Management Limitations,*
 - c. *Board/General Manager Relationships, and*
 - d. *Board Processes.*
2. *use the ten attributes described by the Effective Utility Management Collaborative as key reference points in designing the Outcomes policies.*

Board commitment

Board members present on December 1 and 15 expressed considerable support for implementing the Policy Governance Model. We suggest securing unanimous consent for the reinvention process contained in this proposal before proceeding. This level of commitment will be required for on-time, on-budget completion.

Madison Water Utility Board reinvention plan overview

We propose a series of five 2-hour Board sessions to draft, tailor, and approve four types of policies. Provided work begins on or before February 1, we recommend scheduling these sessions as 2-hour blocks (5:30 to 7:30 p.m.) during each of the Board's meetings in February, March, April, May and June 2010.

We propose the following policy development sequence:

- February – Introduction and Board Process policies
- March – Management Limitations policies
- April – Board/Management Relations policies
- May – Outcomes policies (using the 10 Attributes as a reference)
- June – Continue discussion of Outcomes policies and/or review all other policies for consistency with finalized outcomes policies

We anticipate that each session will include:

- Review/approval of policies drafted and refined at the previous meeting
- A brief introduction to the next type of policy to be refined
- Sample policies of that type
- Facilitated dialogue to refine those policies

This aggressive timeline will require that:

- The Board and staff manage all other Board business such that each 2-hour block set aside for reinvention is used exclusively for reinvention
- Absent Board members schedule and complete catch-up calls with us during the week following the missed meeting
- All Board members and select staff complete between-meeting assignments as designed

We also propose to design and lead one 1-hour session with utility staff to introduce the Policy Governance Model and its impact on Board/staff relations.

A detailed accounting of proposed scope and accountability for these activities follows.

Proposed Scope and Accountabilities for Reinvention of the Madison Water Utility Board | Winter/Spring 2010

	Mr. Percy	Ms Orlik	Board and/or staff
Overall role	Mr. Percy will serve as Policy Governance expert; curriculum designer; content presenter; and creator of model policies and related materials	Ms Orlik will serve as Project manager; process and meeting facilitator; content presenter; and primary editor and designer of the Water Utility Board's policy manual and related materials	<ul style="list-style-type: none"> ■ Mr. Harrington will provide leadership throughout the process and serve as primary contact with the Board ■ Mr. Heikkinen will oversee our work and serve as primary contact with the staff
Policy Governance tutorials for Board	<ul style="list-style-type: none"> ■ Originate tutorial modules and materials ■ Present content at Board meetings 	<ul style="list-style-type: none"> ■ Edit tutorial modules and materials ■ Present content at Board meetings 	Board: learn; ask questions; apply new knowledge
Tailored policy manual template	Create template policy manual specifically for the Madison Water Utility Board	Refine and lay out template policy manual for discussion and adaptation in meetings	Board and staff: provide requested information and documentation of existing policies, procedures, and informal agreements
Policy refinement at Board meetings	Serve as expert resource as questions arise	<ul style="list-style-type: none"> ■ Design meeting processes ■ Present refined policy drafts for provisional approval ■ Facilitate input from all Board members ■ Achieve clarity about agreements reached at each meeting 	<ul style="list-style-type: none"> ■ Board: participate fully in initial review; consider refined policy drafts when returned ■ Staff: serve as experts as requested; document agreements and areas for further discussion

Proposed Scope and Accountabilities for Reinvention of the Madison Water Utility Board | Winter/Spring 2010

	Mr. Percy	Ms Orlik	Board and/or staff
Policy refinement between Board meetings	Collaborate with Ms Orlik to modify model policies to reflect Board input and prepare between-meeting assignments for Board and/or staff	<ul style="list-style-type: none"> ■ Communicate with absent Board members to generate alignment and collect input Collaborate with Mr. Percy to modify model policies to reflect Board input and prepare between-meeting assignments for Board and/or staff ■ Issue assignments ■ Coordinate reminders about assignments and answer questions ■ Prepare refined policy drafts for Board consideration at following meeting ■ Provide materials to staff for copying and distribution before or during meetings 	<ul style="list-style-type: none"> ■ Board and staff: complete between-meeting assignments as designed ■ Staff: manage timely notices and meeting logistics (room set-up, A/V availability, refreshments, attendance, materials, etc.); prepare minutes; support timely communication with Board members
Policy Governance introduction for staff (timing to be determined)	<ul style="list-style-type: none"> ■ Originate content and materials ■ Present core content 	<ul style="list-style-type: none"> ■ Develop interactive learning processes ■ Facilitate staff engagement 	Staff: learn; ask questions; apply new knowledge
Water Utility Board policy manual	Collaborate with Ms Orlik to produce and present refined policy manual for Board consideration	<ul style="list-style-type: none"> ■ Collaborate with Mr. Percy to produce and present refined policy manual for Board consideration ■ Design and facilitate consideration process 	Consider and adopt policy manual
Next steps	Suggest considerations for the Board's first-year work plan	Suggest considerations for the Board's first-year work plan	Determine and follow through with next steps not contained in this proposal, which may include approval of management interpretations; development of procedural guidelines; design and testing of initial monitoring system; design and implementation of initial ownership linkage plan

Proposed budget and terms of payment

Mr. Percy proposes a fee of \$6,500 for his services detailed in the accountability matrix. This amount will be invoiced in five equal installments of \$1,300 each. Invoices will be issued on standard forms from The Bardish Group. Payments will be due on February 15, March 15, April 15, May 15 and June 15.

Ms Orlik proposes a fee of \$13,500 for her services detailed in the accountability matrix. This amount will be invoiced in five equal installments of \$2,700 each. Invoices will be issued on standard forms from Writing Barefoot, LLC. Payments will be due on February 15, March 15, April 15, May 15 and June 15. This fee assumes: At most 10 catch-up conversations with absent Board members during the course of the contract; approximately 20 hours of periodic meetings, telephone conversations, and email communications with Mr. Percy, Mr. Harrington and Mr. Heikkinen (and their designees) to manage the project and guide the process; approximately 35 hours of editing and layout/design for template policies, refined drafts, and final policy manual. "Extra services" beyond the scope of these assumptions and those contained in the accountability matrix will be invoiced based on actual time spent at a rate of \$120 per hour. These invoices, if required, will be issued by the 5th of each month. Terms of "extra services" invoices will be net 15.

Rights under copyright

Notwithstanding any terms in the Contract for Purchase of Services to the contrary, the parties agree that any ideas, inventions, works of authorship, know-how, or techniques that were developed by Mr. Percy or Ms Orlik prior to the project effective date shall be and remain their property and that all rights to these materials shall continue to be owned by them. In addition, with regard to work products from this project, Mr. Percy and Ms Orlik retain:

- The right to reproduce, distribute, and publicly display them in any medium for non-commercial purposes
- The right to authorize others to make any non-commercial (e.g., educational) use of them so long as Mr. Percy, Ms Orlik and the Water Utility Board receive credit as originators of these works
- The right to re-use, re-purpose, or prepare derivative works from them
- The right of first refusal with regard to creating versions, updates or derivative works for use by the Water Utility Board, Madison Water Utility, or other City of Madison entity

Timing and next steps

The timelines detailed in this proposal assume a start date no later than February 1. If the terms of this proposal are acceptable, we request that the City of Madison move quickly to issue separate contracts with each of us to accomplish our tasks set forth in the scope and accountability matrix.

If the contract effective date is later in February, activity and payment timelines will be adjusted to assume first reinvention activities at the March Board meeting and wrap-up at the July Board meeting.

Thank you for this opportunity to contribute to the effectiveness and engagement of the Madison Water Utility Board as it pursues its mission.

If you have questions or requests for clarification, please do not hesitate to contact either of us. A.B. Orlik can be reached at 608.334.9097 or abo@writingbarefoot.com. Don Percy is available at 608.824.9196 or depercy@tds.net.