



# BOARD OF DIRECTORS SPECIAL MEETING (WORKSHOP) AGENDA

Wednesday, August 09, 2023 at 10:00 AM

66575 Second St, Desert Hot Springs, CA AND/OR Via Teleconference

NOTICE IS HEREBY GIVEN THAT THE BOARD OF DIRECTORS OF MISSION SPRINGS WATER DISTRICT WILL HOLD ITS REGULAR MEETING(S) ON THE DATE LISTED ABOVE. THE BOARD WILL MEET IN PERSON AT 66575 SECOND STREET, DESERT HOT SPRINGS.

THE PUBLIC IS PERMITTED TO ATTEND THIS MEETING IN PERSON OR VIRTUALTY USING THE ZOOM LINK BELOW.

JOIN ZOOM MEETING:

<https://us02web.zoom.us/j/8220655340?from=addon>

DIAL BY PHONE:

+1 (408) 638-0968

Meeting ID: 822 065 5340

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## ACTION MAY BE TAKEN ON ANY ITEM LISTED ON THIS AGENDA

1. CALL TO ORDER
2. ANNOUNCEMENT AND VERIFICATION OF REMOTE MEETING PARTICIPATION PURSUANT TO AB 2449 OR GC 54953(b)
3. ROLL CALL
4. PUBLIC INPUT  
*This is the opportunity for members of the public to address the Board on matters within the Board's jurisdiction. **Please limit comments to three (3) minutes or less.** State law prohibits the Board from discussing or taking action on any item not listed on the agenda.*

## ITEMS FOR DISCUSSION

5. STRATEGIC PLAN CONSULTANT SUBMITTALS, PRESENTATIONS AND POSSIBLE SELECTION
6. PROPOSED MCL FOR HEXAVALENT CHROMIUM IN DRINKING WATER

## COMMENTS

7. INTERIM GENERAL MANAGER'S COMMENTS
8. DIRECTORS' COMMENTS

**9. ADJOURN**

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***If you need special assistance to participate in this meeting, please contact the Executive Assistant at (760) 660-4403 at least 48 working hours prior to the meeting.***

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**ANY DISCLOSABLE PUBLIC RECORDS RELATED TO AN OPEN SESSION ITEM ON A REGULAR MEETING AGENDA AND DISTRIBUTED BY MISSION SPRINGS WATER DISTRICT TO ALL OR A MAJORITY OF THE BOARD OF DIRECTORS LESS THAN 72 HOURS PRIOR TO THAT MEETING ARE AVAILABLE FOR PUBLIC INSPECTION AT THE DISTRICT OFFICE, 66575 SECOND STREET, DESERT HOT SPRINGS, CALIFORNIA, DURING NORMAL BUSINESS HOURS AND MAY ALSO BE AVAILABLE ON THE DISTRICT'S WEBSITE AT <https://www.mswd.org/meetings>. NOTE: THE PROCEEDINGS MAY BE AUDIO AND VIDEO RECORDED.**

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**CERTIFICATION OF POSTING**

I certify that on or before August 8, 2023, I posted a copy of the foregoing notice near the regular meeting place of the Board of Directors of Mission Springs Water District at least 24 hours in advance of the meeting (Government Code Section 54954.2).



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Arden Wallum  
Secretary of the Board of Directors

# AGENDA STAFF REPORT



**MEETING NAME:** BOARD OF DIRECTORS SPECIAL MEETING -  
WORKSHOP

**MEETING DATE(S):** AUGUST 9, 2023

**FROM:** MARION CHAMPION, GOVERNMENT & PUBLIC  
AFFAIRS MANAGER

**FOR:** ACTION  DIRECTION  INFORMATION

## STRATEGIC PLANNING SERVICES CONSULTANT SUBMITTALS, PRESENTATIONS, AND POSSIBLE SELECTION

### SUMMARY

The District's Strategic Plan was last updated in 2017. Since then, the cost to produce local water and collect and treat wastewater has increased due to inflation and an ever-expanding regulatory environment. Navigating existing challenges and maximizing the organization's capacity to adapt starts with identifying the MSWD Board of Directors' vision, priorities, and philosophy through strategic planning. This process will, in turn, allow the Board and staff to complete the Water and Sewer Master Plans and fully develop a Long Range Financial Plan.

### ANALYSIS

On June 14, 2023, MSWD released a Request for Qualifications on PlanetBids requesting responses from interested and qualified firms through a Statement of Qualifications for Strategic Planning Services. On July 14, 2023, MSWD began reviewing the five (5) submittals it had received. Based on the scoring and ratings made by District staff, the top three (3) firms were asked to participate in an interview process, which includes a short presentation to the Board.

### FISCAL IMPACT

Costs associated with the strategic planning process will be covered through the FY2023-24 Operating Budget as part of outside services.

### ATTACHMENTS

MSWD Strategic Plan 2023\_FINAL RFQ

CV Strategies RFQ Response

Raftelis RFQ Response

Woodard & Curran RFQ Response



**Request for Qualifications  
Strategic Planning Services**

**Proposals Due by 3:00 PM on July 14, 2023**

**Contact Person:**  
**Brian Macy, PE**  
**Assistant General Manager**  
(760) 660-4331 ext. 146  
[bmacy@mswd.org](mailto:bmacy@mswd.org)

Mission Springs Water District / 66575 Second Street / Desert Hot Springs, CA 92240  
(760) 329-6448



### 1.1 PURPOSE

Mission Springs Water District (MSWD or District) seeks proposals from experienced parties qualified to provide Strategic Planning Services. The Strategic Plan is envisioned to establish a long-term vision for MSWD and set a course of action for the next five years by establishing priorities, outlining actions to achieve objectives effectively, and develop a framework for reporting progress to the MSWD Board of Directors. Building upon the existing 2017 Strategic Plan, the plan should provide a summary of key objectives that will allow District departments to develop work plans to implement the Strategic Plan using key performance indicators to measure success.

Proposals will be received by MSWD, via electronic submission through the District’s PlanetBids’ Contractor/Bidding Portal at <https://pbsystem.planetbids.com/portal/39653/bo/bo-search>. Mailed, faxed or hand delivered proposals will NOT be accepted. Proposals must be submitted electronically on the PlanetBids Contractor/Bidding Portal website and accompanied by required forms and attachments to be considered.

All questions regarding this Request for Qualifications (RFQ) must be submitted via the District’s PlanetBids portal (Q&A Section). No questions will be answered that are mailed or emailed to the District.

### 1.2 PROJECT TIMELINE

ITEM	IMPORTANT DATES
RELEASE OF REQUEST FOR PROPOSAL	June 14, 2023
DEADLINE FOR SUBMISSION OF QUESTIONS All questions must be submitted via PlanetBids Contractor Portal	June 26, 2023
DEADLINE FOR PROPOSALS	July 14, 2023 @ 3:00 PM
INTERVIEWS (IF NECESSARY)	August 8, 2023
AWARD DATE	August 21, 2023

### 1.3 PROPOSAL REQUIREMENTS

The firm must submit one (1) electronic copy of the RFQ submittal via the District’s PlanetBids’ Vendor/Bidding Portal at <https://pbsystem.planetbids.com/portal/39653/bo/bo-search> to respond and conform to the overall RFQ requirements.

Proposals should be typed and uploaded on 8 1/2" x 11" size paper. Offerors should not include any unnecessarily elaborate promotional material. Lengthy narrative is discouraged, and the proposal should be brief, clear and concise. Mailed, hand-delivered, or faxed proposals will NOT be accepted.

## 1.4 SCOPE OF SERVICES:

It is understood that there are a variety of models and approaches available to develop a strategic planning document. MSWD encourages proposers to submit their recommended strategy with a work plan and set of deliverables that will enable the District to establish a long-term vision supported by a 5-year strategic plan that incorporates measurable, quantifiable goals, and timetables for achievement. While MSWD seeks the consultant's recommendations regarding the best process to develop an actionable strategic plan, we are seeking a scope of work that will include the following components:

- A. **Community Engagement:** Facilitate a community visioning process consisting of public outreach through stakeholder meetings, online survey(s), or other forums appropriate for outreach and public input. The District envisions using the information received through the community input process to assist the Board in developing the long-term vision for the District that will serve as a framework for the strategic plan and priority-setting process.
- B. **Board Engagement:** Develop a process and approach for gathering input from the Board of Directors including priority and goal-setting workshop(s).
- C. **Employee Engagement and Involvement:** Develop a process and approach for gathering employee input and ongoing engagement at all levels of the organization.
- D. **Performance Monitoring:** Develop methodologies for monitoring performance within the framework of the strategic plan, ensuring that priorities and goals are integrated within budget and performance metrics reporting.

To accomplish the scope requested, the consultant will need to possess the following qualifications:

- A. Experience in successfully developing consensus-based strategic plans.
- B. Experience with government, open public meetings, and working with elected officials.
- C. Strong facilitation skills.
- D. Experience soliciting input from the public, and key stakeholders/individuals from various sectors.
- E. Experience in gathering and utilizing data to inform the strategic planning process.
- F. Experience inspiring others to think innovatively.
- G. Flexibility to develop appropriate dates and timelines for working with various constituencies.
- H. Ability to attend water district board meetings and workshops as scheduled.

## 1.5 SUBMITTAL FORMAT

All respondents must submit qualifications and costs according to the specifications set forth below.

### **Cover Page/ Executive Summary:**

Proposals must be signed and include a letter of introduction along with the individual/firm name, website, address, telephone number, email, and name of the person authorized to submit the proposal, along with the person's title. If the individual/firm operates from more than one location, please specify the office to which this project will be assigned. Identify all sub-contractors that will be involved. Provide an overview of the project approach, including key deliverables, benchmarks, and total cost.

### **Experience and Qualifications of the Individual/Firm:**

Firms must describe the qualifications possessed to perform services under this engagement. Include information about pertinent prior experience, number of years the firm has been in business, and specialized expertise. Experience with California local municipalities should also be identified by

providing three (3) client references for which the proposer has provided similar services. References shall include the date and description of the service, project location, completion dates, organization's name, contact person, title, address, and telephone number.

Identify any consultants/sub-consultants that you would expect to use, noting relevant disciplines. Include resumes and information regarding those firm(s) qualifications.

**Key Personnel/Staffing:**

Please also include the names, education, qualifications, and years of experience of personnel to be assigned to the project during the specified project timeline and indicate what role these individuals will play in the project. Identify the principal and other key personnel and outline the organizational structure of the team and lines of authority. Neither personnel nor subcontractors shall be changed without expressed prior permission of MSWD.

**Service Delivery Approach:**

The proposal should contain a detailed description of the activities to be conducted by the consultant to complete the requested scope of work, including:

- A. The specific activities to be conducted at each stage
- B. A timeline for the activities at each stage
- C. Milestones and deliverables tied to those activities
- D. The proposal should include a summary of strategic planning experience and examples of similar projects. Include at least two (2) sample reports for similar projects prepared other local government agencies.

Describe any attributes that distinguish the firm or professional from others that would help MSWD in the selection process.

**Cost Proposal & Acceptance of Proposed Agreement:**

Provide a proposed schedule of total fees proposed for the components of the scope that you are submitting a proposal for and a listing of estimated other direct costs.

- A. Provide a detailed not-to-exceed cost budget for the entirety of the project, including basic fee structure and break-down of any other charges and hourly compensation rates related to your firm's proposal. The proposal should also include a proposed payment schedule tied to project milestones and/or deliverables.
- B. Include a statement regarding whether the District's Agreement for Professional Services is acceptable as is, or whether any modifications would be proposed (See RFQ ATTACHMENT A).

Proposals must be signed by representatives of the company who have the authority to bind the company to its provisions. The proposal or a letter accompanying the proposal must state that the quote remains valid for a period of at least ninety (90) days.

Proposals shall be prepared and submitted at the respondent's sole expense. All proposals will become the property of MSWD and will not be returned. There will be no public bid opening. Only one Proposal is to be submitted by each Firm. Multiple Proposals will result in rejection of all Proposals submitted by the Proposer. The District reserves the right to negotiate mutually acceptable service-related conditions, including cost.



**Additional Instructions:**

RFQ documents are available on or after the date mentioned herein (see Timeline/Important Dates) PlanetBids’ Vendor/Bidding Portal at <https://pbsystem.planetbids.com/portal/39653/bo/bo-search> to respond and conform to the overall RFQ requirements. Mailed, faxed or hand-delivered proposals will NOT be accepted. Proposals must be submitted electronically on the PlanetBids Vendor/Bidding Portal website and accompanied by required forms and attachments to be considered. If the respondent experiences problems viewing this website, contact PlanetBids support online <http://home.planetbids.com/tech-support> or by phone at (818) 992-1771.

The firm’s fee schedule, reimbursable and overhead costs shall accompany the proposal as Attachment A: Cost Proposal.

By submitting a proposal, the responding firm represents that it has thoroughly examined and become familiar with the work required in this RFQ and that it is capable of performing quality work to achieve the objectives of the RFQ.

**Addenda:**

Any MSWD changes to the requirements will be made by a written addendum to this RFP.

Any written addenda issued pertaining to this RFP shall be incorporated into the terms and conditions of any resulting Agreement. MSWD will not be bound to any modifications or deviations from the requirements set forth in this RFP as the result of oral instructions.

Firms shall acknowledge receipt of the addendum/addenda (if any) within Attachment A (Cost Proposal & Acceptance of Proposed Agreement/Contract) in their proposals. Failure to acknowledge receipt of all addenda may cause a proposal to be deemed non-responsive. All addenda will be available on PlanetBids’ Vendor/Bidding Portal.

**District Contact:**

All questions and /or inquiries regarding this RFQ (post-RFQ submittal deadline (i.e., RFQ selection status, etc.) shall be submitted directed to:

Amanda Lucas, Administrative Assistant - Operations  
Email: [alucas@mswd.org](mailto:alucas@mswd.org)

Questions/inquiries before the submittal deadline must be submitted via the District’s PlanetBids Portal (Q&A Section). No questions will be answered that are mailed or e-mailed to District Staff.

**Clarifications:**

Should a prospective firm require clarifications regarding the RFQ, the firm must submit questions directly via the District’s PlanetBids Portal (Q&A Section). Should it be found that the point in question is not clearly and fully set forth in the RFQ, MSWD will issue a written addendum clarifying the matter(s). The written addendum will be posted via the District’s PlanetBids’ Vender/Bidding Portal.

Please see “Item/Important Dates” found herein for Clarifications request due date.



## 1.6 SELECTION PROCESS

All proposals will be reviewed by a Selection Committee. The various selection criteria are summarized below. MSWD's final selection will not be dictated on any single factor including price. A firm may be eliminated from consideration for failure to comply with any of the requirements of this RFQ, depending upon the critical nature of such requirements. Proposals will be evaluated on the criteria specified below:

- A. Experience/Qualifications of the Firm (20 Points)  
Demonstrated technical experience in performing work of a similar nature; experience working with public agencies; strength and stability of the firm and proposed team. Responses of client references.
- B. Proposed Team and Organization/Staffing (20 Points)  
Qualifications of proposed key personnel; logic of organization; and adequacy of labor commitment and resources to satisfactorily perform the requested services and meet the District's needs. Assigned staff's availability and accessibility, including the location of the office that will be servicing our account.
- C. Project Understanding & Approach (30 Points)  
Thorough understanding of the District's requirements and objectives. Demonstrated facilitation skills in successfully working with city councils, boards, and commissions, city staff, community organizations, businesses, and citizens. Demonstrated knowledge/experience with actual development of strategic plans and implementation of possible strategies.
- D. Cost Proposal (15 Points)  
Reasonableness of pricing and competitiveness of the amount compared with other proposals.
- E. Quality of Responsiveness of Proposal (15 points)  
Completeness of response in accordance with the RFQ instructions.

MSWD reserves the right to accept or reject any or all proposals or to waive any defects or irregularities in the proposals or selection process.

- MSWD will review proposals, check references, and develop a short list of contractors which will be recommended for consideration.
- MSWD will review the short list, interview if necessary, and make a determination.
- Upon composing the contract terms with the firm, the contract will be scheduled (if needed) for Board of Directors' review and approval.

### **Oral Presentation/Interview:**

Respondents who submit a proposal in response to this RFQ may be required to give an oral presentation of their proposal to the Selection Committee. This provides an opportunity for the respondent to clarify or elaborate on the proposal. These are fact-finding and explanation sessions only and do not include negotiation. MSWD will schedule the time and location of these presentations. Oral presentations are an option of MSWD and may or may not be conducted.

### **Standard Agreement:**

MSWD provided a copy of the standard Agreement of Professional Services (Attachment A). Please review this agreement and provide the District with a written statement of your firm's willingness to accept all terms of the agreement. MSWD will require the selected firm to enter into an Agreement

of Professional Services. The firm will be required to provide and maintain all of the insurances required by the Agreement. All insurances and related expenses shall be incorporated into the firm's proposal.

**Pre-Contractual Expenses:**

MSWD shall not, in any event, be liable for any pre-contractual expense incurred by Proposer in the preparation of its proposal. Pre-contractual expenses are defined as expenses incurred by Proposer in:

- Preparing its proposal in response to this RFQ
- Submitting its proposal to MSWD
- Negotiating with the District on any matter related to the proposal
- Any other expenses incurred by Proposer prior to date of award

**Right to Reject All Proposals:**

MSWD reserves the right to reject any or all proposals submitted, and no representation is made hereby that any contract will be awarded pursuant to this RFQ. Receipt of a proposal by the District does not constitute a contract with MSWD.

All costs incurred in the preparation of the proposal and subsequent material will be borne by Proposer. MSWD will provide only the staff assistance and documentation specifically referred to herein and will not be responsible for any cost or obligation of any kind which may be incurred by Proposer. All quotes, inquiries, responses correspondence, proposals, reports, charts, displays, schedules, exhibits, and other documentation or other information submitted to the District in response to this RFQ will become the property of MSWD and a matter of public record.

MSWD retains the right to abandon the proposal process at any time prior to the actual execution of a contract with no financial or other responsibility in the event of such abandonment. The District reserves the right to negotiate all final terms and conditions of any agreement entered into.

**Other:**

Severability: If any terms or provisions of this Request for Qualifications shall be found to be illegal or unenforceable, then such term or provision shall be deemed stricken and the remaining portions of this document shall remain in full force and effect.

Right to Refuse: MSWD reserves the right to retain a proposer it determines to be the most qualified (whether such proposer has submitted a qualifications statement in response to this RFQ or not) without competition if such action is deemed to be in the best interests of the District. There is no guarantee that any proposer deemed qualified through this RFQ will in fact be awarded any services by MSWD.

Assigning/Transferring of Agreement: Any successful firm is prohibited from assigning, transferring, conveying, subletting or otherwise disposing of the resulting agreement or its rights, title, or interest therein or its power to execute such an agreement to any other person, company or corporation without prior consent and approval in writing from MSWD.

**ATTACHMENTS:**

- A. MSWD Agreement for Professional Services



**ATTACHMENT A**  
**AGREEMENT FOR PROFESSIONAL SERVICES**



**Agreement for Professional Services**  
**Mission Springs Water District**  
**66575 Second Street**  
**Desert Hot Springs, CA 92240**  
**Telephone (760) 329-6448 - FAX (760) 329-2482**

**For your protection, make sure that you read and understand all provisions before signing. The terms on pages 2 - 7 are incorporated in this document and will constitute a part of the agreement between the parties when signed.**

TO: XXXXXXXXXXXX  
XXXXXXXXXXXX  
XXXXXXXXXXXX

DATE: \_\_\_\_\_

TITLE: XXXXXXXXXXXXXXXXXXXX

The undersigned Consultant agrees to furnish the following:  
**All Work/Services per the attached Exhibit A – Scope of Work and in accordance with Exhibit B – Proposal provided by CONSULTANT, and per Exhibit C – Term, Early Termination & Notice**

Contract price \$: Not to Exceed \$XXXXX

Term: XXXXX (xx) days from the effective Agreement DATE above

Instructions: Sign and return via email. Upon acceptance by Mission Springs Water District, a copy will be signed by its authorized representative(s) and promptly returned to you. Insert the names of your authorized representative(s) below.

Accepted:  
Mission Springs Water District

Consultant:  
XXXXXXXXXXXXXXXXXXXX  
(Business Name)

By: \_\_\_\_\_  
Arden Wallum  
Title General Manager

By: \_\_\_\_\_  
XXXXXXXXXXXX  
Title XXXXXXXXXXXX

Other authorized representative(s):  
\_\_\_\_\_  
XXXXXXXXXXXXXXXXXXXX  
XXXXXXXXXXXXXXXXXXXX  
\_\_\_\_\_

Other authorized representative(s):  
\_\_\_\_\_  
\_\_\_\_\_

Consultant agrees with the Mission Springs Water District that:

- a. When the law establishes a professional standard of care for Consultant’s services, to the fullest extent permitted by law, Consultant will immediately defend, indemnify and hold harmless Mission Springs Water District, its directors, officers, employees, and authorized volunteers from all claims and demands of all persons that arise out of, pertain to, or relate to the Consultant’s negligence, recklessness, or willful misconduct in the performance (or actual or alleged non-performance) of the work under this agreement. Consultant shall defend itself against any and all liabilities, claims, losses, damages, and costs arising out of or alleged to arise out of Consultant’s performance or non-performance of the work hereunder and shall not tender such claims to Mission Springs Water District nor to its directors, officers, employees, or authorized volunteers, for defense or indemnity.
- b. Other than in the performance of professional services, to the fullest extent permitted by law, Consultant will immediately defend, indemnify and hold harmless Mission Springs Water District, its directors, officers, employees and authorized volunteers from all claims and demands of all persons arising out the performance of the work or furnishing of materials; including but not limited to, claims by the Consultant or Consultant’s employees for damages to persons or property except for the sole negligence or willful misconduct or active negligence of Mission Springs Water District, its directors, officers, employees, or authorized volunteers.
- c. By his/her signature hereunder, Consultant certifies that he/she is aware of the provisions of Section 3700 of the California Labor Code which requires every employer to be insured against liability for workers’ compensation or to undertake self-insurance in accordance with the provisions of that code, and that Consultant will comply with such provisions before commencing the performance of the professional services under this agreement. Consultant and sub-consultants will keep workers’ compensation insurance for their employees in effect during all work covered by this agreement.
- d. Consultant will file with Mission Springs Water District, before beginning professional services, a certificate of insurance satisfactory to Mission Springs Water District evidencing professional liability coverage of not less than \$1,000,000 per claim and \$2,000,000 annual aggregate, that coverage shall not be cancelled except with notice to Mission Springs Water District. Coverage is to be placed with a carrier with an A.M. Best rating of no less than A-: VII, or equivalent, or as otherwise approved by Mission Springs Water District. The retroactive date (if any) is to be no later than the effective date of this agreement. Consultant shall maintain such coverage continuously for a period of at least five (5) years after the completion of the contract work. Consultant shall purchase a five-year extended reporting period i) if the retroactive date is advanced past the effective date of this Agreement; ii) if the policy is canceled or not renewed; or iii) if the policy is replaced by another claims-made policy with a retroactive date subsequent to the effective date of this Agreement. In the event that the Consultant employs other consultants (sub-consultants) as part of the work covered by this agreement, it shall be the Consultant’s responsibility to require and confirm that each sub-consultant meets the minimum insurance requirements specified above.

- e. Consultant will file with Mission Springs Water District, before beginning professional services, certificates of insurance (Acord Form 25 or equivalent) satisfactory to Mission Springs Water District evidencing

**Coverage** – Coverage for commercial general liability and automobile liability insurance shall be at least as broad as the following:

1. Insurance Services Office (ISO) Commercial General Liability Coverage (Occurrence Form CG 0001)
2. Insurance Services Office (ISO) Business Auto Coverage (Form CA 0001), covering Symbol 1 (any auto)

**Limit** – The consultant shall maintain limits no less than the following

1. General liability - coverage of not less than two million (\$2,000,000) per occurrence or the full per occurrence limits of the policies available, whichever is greater for bodily injury, personal injury and property damage; (\$4,000,000 general and products-completed operations aggregate (if used)).
2. Auto liability - One million dollars \$1,000,000 for bodily injury and property damage each accident limit.
3. Workers' compensation (statutory limits) and employer's liability (\$1,000,000) (if applicable).

**Required Provisions –**

- The general liability coverage shall give Mission Springs Water District, its directors, officers, employees (collectively the District), and authorized volunteers insured status (via ISO endorsement at least as broad as CG 2010 1185 or **both** CG 20 10 plus CG 20 37 if a later editions is used) specifically naming the Mission Springs Water District, its directors, officers, employees, or authorized volunteers; or using the language that states "as required by written contract."
- The general liability coverage is to state or be endorsed (with as broad as ISO endorsement CG 20 01 04 13) to state "such insurance shall be primary, and any insurance, self-insurance or other coverage maintained by Mission Springs Water District, its directors, officers, employees, or authorized volunteers shall not contribute to it".
- Coverage is to be placed with a carrier with an A.M. Best rating of no less than A- VII, or equivalent, or as otherwise approved by Mission Springs Water District.
- The coverage shall contain no special limitations on the scope of protection afforded to Mission Springs Water District, its directors, officers, employees, or authorized volunteers.

- In the event that the Consultant employs other consultants (sub-consultants) as part of the work covered by this agreement, it shall be the Consultant’s responsibility to require and confirm that each sub-consultant meets the minimum insurance requirements specified above.
  
- f. If any of the required coverages expire during the term of this agreement, the Consultant shall deliver the renewal certificate(s) to Mission Springs Water District at least ten (10) days prior to the expiration date.
  
- g. Consultant shall not accept direction or orders from any person other than the General Manager or the person(s) whose name(s) is (are) inserted on Page 1 as “other Authorized Representative(s).”
  
- h. Payment, unless otherwise specified on Page 1, is to be within thirty (30) days after acceptance by Mission Springs Water District.
  
- i. Professional permits required by governmental authorities will be obtained at Consultant’s expense, and Consultant will comply with applicable local, state and federal regulations and statutes including but not limited to Cal/OSHA requirements.
  
- j. Any change in the scope of the professional services to be done, method of performance, nature of materials or price thereof, or to any other matter materially affecting the performance or nature of the professional services will not be paid for or accepted unless such change, addition or deletion is approved in advance, in writing by a supplemental agreement executed by Mission Springs Water District. Consultant’s “Authorized Representative(s)” has (have) the authority to execute such written change for Consultant.
  
- k. Unless otherwise agreed upon in writing, all reports, documents, or other written material, including any documents, images, photographs, video files, or other media created or developed by Consultant as part of the services required hereunder (“Written Products”) shall be considered to be “works made for hire”, and all Written Products and any and all intellectual property rights arising from their creation, including, but not limited to, all copyrights and all other proprietary rights, shall be and remain the property of Mission Springs Water District without restriction or limitation upon their use, duplication or dissemination by Mission Springs Water District, except as otherwise provided herein. Consultant shall not obtain or attempt to obtain copyright protection as to any of the Written Products.
  
- l. Consultant hereby assigns to Mission Springs Water District all ownership and any and all intellectual property rights to the Written Products that are not otherwise vested in Mission Springs Water District pursuant to section above.
  
- m. Consultant shall not disclose, publish, or authorize others to disclose or publish, design data, drawings, specifications, reports, or other information pertaining to the projects assigned to the Consultant by the Mission Springs Water District or other information to which the Consultant has had access during the term of this Agreement without the prior written approval of an Authorized

Representative during the term of this Agreement. Consultant’s covenant under this section shall survive the termination of this Agreement.

- n. Consultant shall maintain complete and accurate records with respect to sales, costs, expenses, receipts, and other such information required by the Mission Springs Water District or the Authorized Representative. The Consultant shall maintain adequate records on services provided in sufficient detail to permit an evaluation of service. All such records shall be maintained in accordance with generally accepted accounting principles and shall be clearly identified and readily accessible. At all times during regular business hours, Consultant shall provide access to such books and records to the Authorized Representative or his or her designees, and shall give the Authorized Representative or his or her designees the right to examine and audit such books and records and to make transcripts as necessary, and shall allow inspection of all work, data, documents, proceedings, and activities related to this Agreement.
- o. This Agreement is personal to the Consultant. Any attempt to assign or subcontract any right or obligation hereunder by the Consultant shall be void unless approved in writing in advance by the Authorized Representative. Consultant's services pursuant to this Agreement shall be provided by the representative or directly under the supervision of the representative and Consultant shall not assign another to supervise the Consultant's performance of this Agreement without the prior written approval of the Mission Springs Water District, by and through the Authorized Representative.
- p. Consultant shall not maintain, commit, or permit the maintenance or commission of any nuisance in connection with the performance of services under this Agreement.
- q. Consultant agrees to be familiar with and comply with all applicable federal, state, and local conflict of Interest laws, including, but not limited to, the Political Reform Act (California Government Code Sections 81000, et seq.) and California Government Code Section 1090. During the term of this Agreement, Consultant shall retain the right to perform similar services for other clients, but Consultant and its officers, employees, associates and subcontractors shall not, without the prior written approval of the Authorized Representative, perform work for another person or entity for whom Consultant is not currently performing work that would require Consultant or one of its officers, employees, associates or subcontractors to abstain from a decision under this Agreement pursuant to a conflict of interest statute.
- r. A waiver by the Mission Springs Water District of any breach of any term, covenant, or condition contained in this Agreement shall not be deemed to be a waiver of any subsequent breach of the same or any other term, covenant, or condition contained in this Agreement whether of the same or different character.
- s. The Consultant shall commence, carry on, and complete all required tasks with all practicable dispatch, in a sound, economical, and efficient manner in accordance with all applicable laws and generally accepted industry standards.



- t. No Third-Party Beneficiaries. The Mission Springs Water District shall not be obligated or liable under this Agreement to any party other than the Consultant.
- u. In no event shall the making by the Mission Springs Water District of any payment to the Consultant constitute or be construed as a waiver by the Mission Springs Water District of any breach of covenant, or any default which may then exist, on the part of the Consultant, and the making of any such payment by the Mission Springs Water District while any such breach or default shall exist shall in no way impair or prejudice any right or remedy available to the Mission Springs Water District with regard to such breach or default.
- v. If any legal action is necessary to enforce any provision of this Agreement or for damages by reason of an alleged breach of any provisions of this Agreement, the prevailing Party shall be entitled to receive from the losing Party all costs and expenses in such amount as the courts may determine to be reasonable. In awarding the cost of litigation, the court shall not be bound by any court fee schedule, but shall, if it is in the interest of justice to do so, award the full amount of costs, expenses, and attorneys' and experts' fees paid or incurred in good faith.
- w. In the performance of the work required by this Agreement, Consultant shall abide by and conform with and to any and all applicable laws of the United States and the State of California, and with the local County and Municipal Code, ordinances, regulations and policies.
- x. If any part, term, or provision of this Agreement shall be held illegal, unenforceable, or in conflict with any law of a federal, state, or local government having jurisdiction over this Agreement, the validity of the remaining portions or provisions shall not be affected by such holding.
- y. The terms of this Agreement shall be interpreted according to the laws of the State of California. Should litigation occur, venue shall be the Superior Court of Riverside County, California.
- z. This Agreement represents the entire Agreement between the Mission Springs Water District and Consultant with respect to the subject matter hereto and supersedes all prior oral or written negotiations, representations or agreements. No verbal agreement or implied covenant shall be held to vary the provisions of this Agreement. This Agreement shall bind and inure to the benefit of the parties to this Agreement and any subsequent successors and assigns. In the event of any inconsistency between the provisions of this Agreement and Consultant's proposal or Quote, and Exhibits hereto, the provisions of this Agreement shall control.
- aa. Precedence of Exhibits. All documents referenced as exhibits in this Agreement are hereby incorporated in this Agreement. In the event of any material discrepancy between the express provisions of this Agreement and the provisions of any document incorporated herein by reference, the provisions of this Agreement shall prevail.
- bb. Consultant will act hereunder as an independent contractor. This agreement shall not and is not intended to constitute Consultant as an agent, servant, or employee of the Mission Springs Water



District and shall not and is not intended to create the relationship of partnership, joint venture or association between the Mission Springs Water District and Consultant.

- cc. Each of the signatories herein hereby represents that he or she has the authority to execute the Agreement on behalf of his or her contracting party.

REQUEST FOR QUALIFICATIONS

# MISSION SPRINGS WATER DISTRICT

for Strategic Planning Services



SUBMITTED FRIDAY, JULY 14, 2023, BY:

Erin LaCombe  
President, CEO & Founder, CV Strategies  
erin@cvstrat.com | 760.641.0739

CV STRATEGIES

PRECISION IN PERCEPTION<sup>SM</sup>

July 14, 2023

Brian Macy, PE  
Mission Springs Water District  
66575 Second Street  
Desert Hot Springs, CA 92240

Dear Mr. Macy,

It is our privilege to present the attached proposal to the Mission Springs Water District. We understand your agency seeks to retain a consulting firm and professional partner to update your strategic plan and support its implementation, and we are well-qualified to assist you with this task.

To help the District establish a long-term vision and develop a five-year strategic plan, we acknowledge the need for community engagement through stakeholder meetings and an online survey. Additionally, we recognize the importance of Board engagement through a priority and goal-setting workshop, as well as employee engagement by gathering input from all levels of the organization.

CV Strategies is eager to collaborate with MSWD to identify goals, priorities and objectives and develop a strategic plan incorporating measurable, quantifiable goals and timetables for achievement. The team at our Palm Desert, California office will manage the project at a cost of \$35,000.

Our firm is well-prepared to lead this effort. We are a comprehensive communication and public engagement firm with extensive experience creating strategic plans for agencies such as yours. We are actively involved in ongoing planning and communications initiatives with more than 100 public agencies throughout the state, in addition to serving clients in the private, nonprofit, education and renewable energy sectors.

We look forward to your review of the attached proposal and are eager to get started on your strategic plan.

Sincerely,



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Erin LaCombe  
President, CEO & Founder  
CV Strategies  
73700 Dinah Shore Drive  
Palm Desert, CA 92211

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erin@cvstrat.com | 760.641.0739

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Establishing a strategic plan is essential for any well-run organization. The effort allows for a close examination of the mission and vision statements and core values, priorities and goals.

As part of the strategic planning process, CV Strategies will gather information in interviews and at workshops to identify internal strengths and weaknesses. This will involve looking ahead at potential challenges and opportunities. Our firm will garner feedback from executive management, the Board of Directors, staff and customers to guide the development of priorities and determine where to focus energy and resources.

The resulting multi-year strategic plan will strengthen operations, ensure employees are working toward common goals and inform decision-making. The plan will include timelines and benchmarks to keep Mission Springs Water District focused and on track for meeting the stated goals. It will address issues of key importance, including operations, finances, communications, public outreach, government relations, management, staffing and leadership.



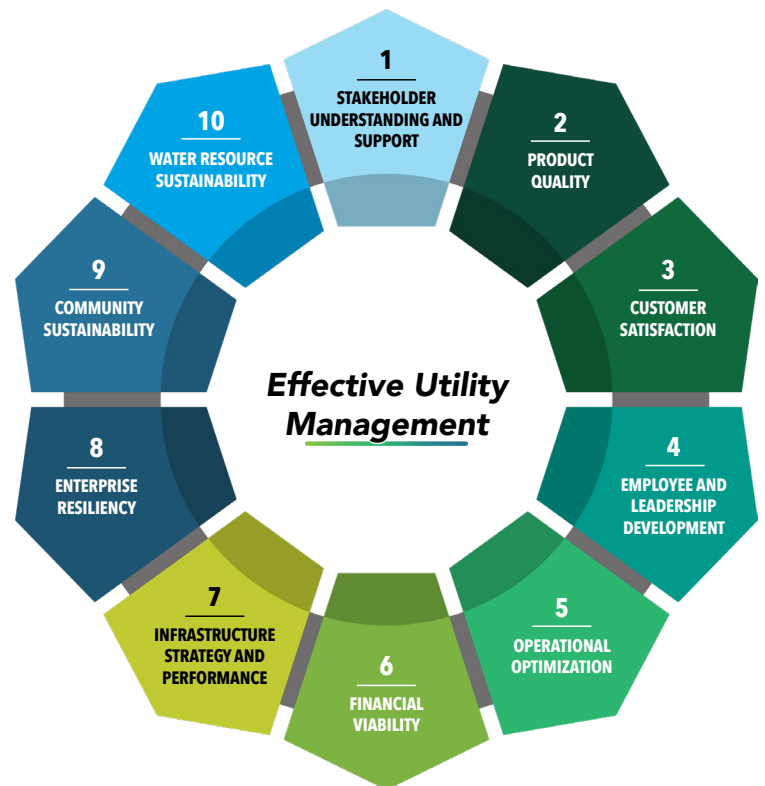
The end goal: to strengthen operations and develop tools that allow for achievement of organizational objectives.

## BEST PRACTICES

As part of the process of crafting a strategic plan, CV Strategies considers industry best practices. For water and wastewater utilities, the Effective Utility Management (EUM) framework is a proven and widely used platform for assessing how well a utility organization is carrying out its core service mission. The EUM framework was developed over nearly a decade, with input from national utility organizations such as the American Water Works Association (AWWA), Water Environment Federation (WEF), National Association of Clean Water Agencies (NACWA) and the federal Environmental Protection Agency (EPA).

CV Strategies will incorporate attributes of the EUM framework to assess MSWD's effectiveness and efficiency as an organization. The framework will provide a comprehensive and balanced review of how well MSWD is doing, identify gaps between actual and preferred conditions, and narrow the focus to what actions must be taken to ensure the organization is highly functioning across the full spectrum of critical success factors.

The EUM Ten Attributes of Effectively Managed Water Sector Utilities attributes provide a clear set of reference points to help utilities proactively maintain a balanced focus on all operational areas rather than solely responding reactively to issues that arise.



# Background



# FIRM'S QUALIFICATIONS

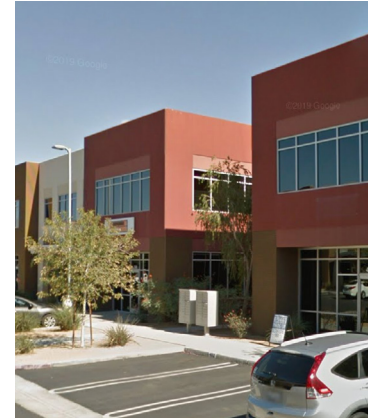
Item 5.

CV Strategies is a communications and community engagement firm that leverages expertise, influence and instincts to enhance the way public agencies tell their stories. Founded in 2007 by former television news director Erin LaCombe, CV Strategies helps clients blend media, messaging and audiences to connect with communities and drive support on the issues that matter. CV Strategies' staff of 14 is made up of former journalists, news executives, marketing experts and designers who use their storytelling skills to provide value to clients.

The firm is currently involved in active, ongoing communications initiatives with more than 100 public agencies across California. Our strategists provide support on issues as diverse as branding, website design, strategic planning, crisis communications, public education campaign architecture, and tactical outreach implementation. Our extensive experience makes us adept at crafting effective messaging for organizations with varying stories to tell.

The firm has developed conservation, education and engagement campaigns for clients across California. With offices in Palm Desert, Los Angeles, and Sacramento, our team members leverage their diverse expertise, contacts and skill sets to support water industry, energy and government clients. Our firm is deadline-oriented and driven to deliver updates and results that identify measurable targets and achieve progress throughout a project's scope.

We provide our clients with a diverse set of tactics to help them meet their outreach objectives with a wide variety of audiences. Through careful research, planning and strategic implementation, our specialists work closely with staff to create effective and innovative solutions to communication challenges. CV Strategies unites these elements to fulfill the organization's vision and ensure achievement of communication goals.







## WE UNDERSTAND PUBLIC AGENCIES.

With more than 100 current public agency clients across the state, CV Strategies consultants have an intimate knowledge of municipalities and special districts, and are well versed in the tactics that enhance customer engagement and messaging success.



## WE KNOW THE REGION.

We understand the unique relationships, communities, and issues of the region, as well as the messages that resonate with stakeholders. Additionally, our extensive portfolio of strategic communication initiatives for public sector clients throughout the state has fostered a deep understanding of the issues that impact California communities.



## WE ARE SKILLED STORYTELLERS.

Our backgrounds in journalism, advertising, design, film production and social media marketing have honed keen storytelling instincts that help create dynamic visuals and compelling copy.



## WE THINK HOLISTICALLY.

Our professionals are experienced in gathering and analyzing information in pursuit of a comprehensive and holistic strategic approach. The guidance and counsel we provide are engineered out of an in-depth understanding of client nuance and need.



## WE DO ALL OUR WORK IN-HOUSE.

CV Strategies offers a full suite of in-house creative services - concepting, copywriting, design, web production, photography, videography, social and digital media. This combined-services approach improves control of costs and deadlines, while close interaction between designers, copywriters and account coordinators results in deliverables that are cohesive, targeted and harmonious.



# References



## JURUPA COMMUNITY SERVICES DISTRICT

11201 Harrel Street, Jurupa Valley, CA, 91752

**CONTACT** Chris Berch, General Manager | [jberch@jcsd.us](mailto:jberch@jcsd.us) | 951.685.7434

JCSD partnered with CV Strategies in 2017 to develop a consensus-based strategic plan incorporating feedback from the Board of Directors, employees and the community. The five-year plan was delivered in June 2018.

## ROWLAND WATER DISTRICT

3021 Fullerton Road, Rowland Heights, CA 91748

**CONTACT** Tom Coleman, General Manager | [TColeman@rwd.org](mailto:TColeman@rwd.org) | 562.697.1726

When Rowland Water District entered the final stages of its third strategic plan in 2021, it turned to CV Strategies to facilitate and create its fourth strategic plan. Since the District was familiar with the process, CV Strategies inspired all stakeholders to think innovatively to create a vision that improved upon past successes. The latest strategic plan was adopted in March 2022.

## WEST COUNTY WASTEWATER

2910 Hilltop Drive, Richmond, CA 94806

**CONTACT** Andrew Clough, General Manager | [aclough@wccd.org](mailto:aclough@wccd.org) | 510.837.6221

CV Strategies worked with WCW starting in November 2019 to update its existing strategic plan and support implementation, delivering a five-year strategic plan in April 2020. As part of the process of crafting its Strategic Vision, West County Wastewater considered industry best practices. The plan relied on the Effective Utility Management (EUM) framework, a proven and widely used platform for assessing how well water and wastewater utilities carry out core services.



# Personnel



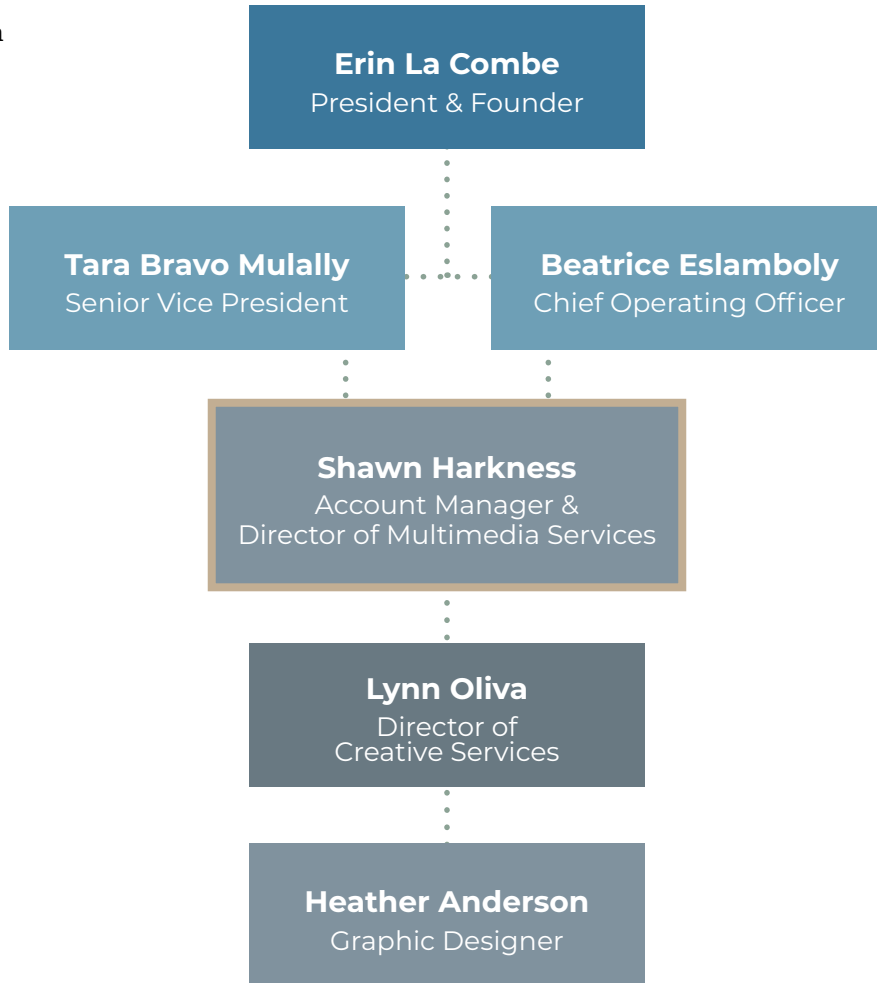
# PROJECT ORGANIZATIONAL STRUCTURE

**Key Contact/Project Manager:**

Shawn Harkness

Ph: 727.631.7639

Email: shawn@cvstrat.com



## ABOUT THE PROJECT TEAM

CV Strategies President and Founder Erin LaCombe will serve as project director to ensure all objectives of the proposal are satisfied. Senior Vice President Tara Bravo provides guidance on execution and strategy while Shawn Harkness takes a hands-on approach as project manager, coordinating all team members to drive the project forward. Director of Creative Services Lynn Oliva will conceptualize and design the layout of the plan, with graphics support by Graphic Designer Heather Anderson.

The team and their percentage of time devoted to this project:

- **Project Director:** Erin La Combe, 10%
- **Project Advisor:** Tara Bravo Mulally, 30%
- **Project Manager:** Shawn Harkness, 40%
- **Creative Director:** Lynn Oliva, 40%
- **Graphics Support:** Heather Anderson, 20%

# ERIN LA COMBE

## PRESIDENT, CEO & FOUNDER

## EDUCATION

### University of Southern California

Los Angeles, California

Bachelor of Arts Degree //  
Broadcast Journalism

## CAREER HIGHLIGHTS

**Kiner Communications // 2006-2007,**  
Vice President, Public Relations

**CBS 2 // 2002 -2006, News Director**

**KESQ TV, KUNA TV, KDFX TV //**  
1996 - 2002, News Director

**KESQ TV //**  
1995 - 1996, Assignment Manager/  
Managing Editor

**KESQ TV // 1995 - 1996, Assignment**  
Manager/Managing Editor

**KFWB AM // 1993 - 1995, News**  
Editor

## AFFILIATIONS

**The California Club //**  
Board Member

**FIND Food Bank //**  
Board Member

**California Utility Executive**  
**Management Association //**  
Board Member

**Jim Murray Memorial Foundation //**  
Board Member

## SELECT AWARDS

**Pacific Southwest Chapter Emmy //**  
June 2003  
Best Newscast Winner

**Pacific Southwest Chapter Emmy //**  
June 2004  
Best Newscast Winner

**Communicator Award Winner //**  
January 2006  
Breaking News

**Bill Stout Memorial Award of**  
**Excellence Winner //** March 2006

**Best Spot News Coverage Winner //**  
March 2006

An Emmy Award-winning journalist with over 25 years in the communications industry, Erin LaCombe is the President and Founder of CV Strategies, a Southern California strategic communications and public engagement firm serving corporate, government and non-profit clients.

Erin has led the communications and public affairs support team and overseen graphics development for myriad cities, water districts, and nonprofit organizations across the state for more than a decade. A talented mediator, she has provided guidance to numerous government agencies through the strategic planning process, leading workshops and providing key messaging strategies to gain positive public perception. Her insights into the minds of reporters and editors are often one step ahead of the story of the day, offering a highly valuable service that is difficult to match.

## PROJECT EXPERIENCE

**Coachella Valley Water District** – Chromium-6 Outreach, Palm Desert, California. Crafted direct mail pieces, quarterly updates and factsheets to educate customers about new state reporting threshold for drinking water. Facilitated community meetings, prepared public presentations and directed videos.

**Elsinore Valley Municipal Water District** – Variable Rates Outreach, Lake Elsinore, California. Led an extensive educational campaign for the District's move to variable sewer rates. The project included online content, FAQs, infographics, newsletter articles, bill inserts, mailers, social media and more.

**Desert Healthcare District** – COVID-19 Outreach, Palm Springs, California. Directs and manages a comprehensive educational effort that includes creation of an online Coachella Valley COVID-19 Resource Center, news releases, newsletter content, social media and media coverage.

**Hi-Desert Water District** – Sewer Assessment District, Yucca Valley, California. Guided the Hi-Desert Water District Water Reclamation Facility and sewer system outreach effort, securing a voter turnout of more than 50% and overwhelming total assessment voter approval of more than 70%. Tactics included designed ads and billboards, media ad buys, legislative document development, microsite creation and video production.

**Turlock Irrigation District** – FERC Relicensing, Turlock, California. Created a successful campaign to engage media, the community and ultimately the State Water Resources Control Board to support a science-based approach for relicensing Don Pedro Dam. The project involved a media-focused website, videos, factsheets and press relations.

**Byron-Bethany Irrigation District** – Water Rights Protection, Byron, California. Spearheaded a campaign that resulted in the protection of water rights for farming communities in the San Joaquin Valley. Work included video production, media relations, website creation and event organization to influence state decision-makers.

**College of the Desert** – State of the College, Palm Desert, California. Directed all outreach and strategic planning related to the president/superintendent's annual State of the College event for more than 200 regional thought leaders and influencers. The project involved advertising, content and design of a 60-page annual report, event planning, speech writing and numerous videos for the event presentation.

# TARA BRAVO MULALLY

## SENIOR VICE PRESIDENT

EDUCATION

**California State University, East Bay**  
Hayward, California  
Bachelor of Science // Business Administration  
*Graduated Cum Laude*

**Cogswell Polytechnical College**  
Sunnyvale, California  
*Computer Arts Focus*

AFFILIATIONS

**Association of California Water Agencies //**  
Communications Committee

**Friends of the Desert Mountains //**  
Board of Directors

SELECT AWARDS

**ABA Stevie Award //**  
iEfficient  
*Water Conservation Website*

**PRSA Capella Award //**  
Elsinore Valley Municipal Water District  
*Notice of Public Hearing*

**PRSA Capella Award //**  
iEfficient  
*Water Conservation Campaign*

**CAPIO Award of Distinction //**  
East Valley Water District  
*Transitioning to Budget Based Rates*

**CAPIO Award of Merit //**  
Rowland Water District  
*Strategic Plan*

**CAPIO Award of Distinction //**  
Elsinore Valley Municipal Water District  
*Variable Sewer Outreach Plan*

Tara leads the staff at CV Strategies, where she guides the development and execution of communications and outreach campaigns for public agencies, nonprofits and corporations. She has served as the architect of multiple, complex outreach efforts that include enhanced website design, branding, strategic planning, water and wastewater rates outreach, video direction and communications training.

Tara's background in graphic design gives her a unique skill set and the ability to convey highly technical information in a visual format that provides added value to her work with clients. Since joining CV Strategies in 2010, Tara has proven herself as a skilled leader who helps clients successfully overcome their communications challenges.

### PROJECT EXPERIENCE

**United Water Conservation District** – Water Sustainability Summit 2020, Oxnard, California. Organized and facilitated a regional sustainability summit to foster collaboration in Ventura County. Speakers included Dorene D'Adamo, State Water Resources Control Board; Vic Nguyen, California Department of Water Resources; Assemblymember Jacqui Irwin (D-Thousand Oaks) and Catherine Freeman, Chief Consultant to the California State Assembly Water, Parks and Wildlife Committee. CV Strategies designed the event materials and presentations, as well as produced the historical and event recap videos.

**San Bernardino County Superintendent of Schools** – Rebrand and Website, San Bernardino, California. When one of the largest educational providers in California needed a new look, it turned to CV Strategies. Tara led the effort to rebrand the organization starting with employee focus groups and progressing to a new website, logo, collateral material templates and a style guide.

**West County Wastewater District** – Strategic Planning, Richmond, California. Led the strategic planning process, which included in-depth work sessions with executive staff and board members to identify priorities and initiatives. Those strategic elements were later incorporated into all district communications, including videos, newsletter articles and community events.

**Mission Springs Water District** – Assessment District, Desert Hot Springs, California. Implemented multiple successful assessment district outreach campaigns. Created “meeting-to-go” video, door hangers, bill inserts and surveys.

**California Special Districts Association** - Video Production and Outreach Plan, Sacramento, California. Directed a series of videos titled “What are Special Districts?” The educational segments were based on scripts and video shoots highlighting the work of special districts in the community.

**Helix Water District** – Rates & COVID-19 Outreach, La Mesa, California. Developed campaign framework elements including key messages, infographics and board talking points, provided media engagement strategies and campaign outreach plan, adjusting to current events with agility and alacrity.

**SCV Water** – Creation of a New Water Agency, Santa Clarita, California. Developed and facilitated community outreach regarding a potential merger and eventual dissolution of four agencies, creating a new larger agency in the process. Tactics included a microsite, townhall meetings with individualized workstations, branded campaign and surveys. This led to a complete branding process, including a new logo, website, letterhead, etc.

# SHAWN HARKNESS

## ACCOUNT MANAGER

## EDUCATION

**Mansfield University**  
Mansfield, Pennsylvania

Bachelor of Arts //  
Communication

*With an emphasis in  
broadcasting and a  
minor in music*

**Rhode Island College**  
Providence, Rhode Island

*Received college credits*

## AFFILIATIONS

**American Ground Water  
Trust //**  
Board of Directors

**American Red Cross of  
Montana //**  
*Board of Directors 2004*

## SELECT ACCOMPLISHMENTS

**2017 Southern California  
RTNA Golden Mike Award //**  
*Best Newscast*

**Poynter Institute, St.  
Petersburg, FL //**  
*"Leadership for TV & Radio  
News Directors" March 2003*

**RTNDA Communicator //**  
*"Tough Calls" opinion piece  
published June 2001*

**West Virginia Associated  
Press Broadcasters Award //**  
*"Best News Operation" 2000*

Shawn Harkness draws upon more than 25 years of experience in the communications industry to develop relatable and easy-to-understand messages. As a veteran television producer and manager with multiple top-rated broadcast stations, he offers a deep understanding of how to translate messages to achieve the greatest impact while utilizing video, print, web, social media and in-person communications.

Possessing an acute sense of narrative style and focused, targeted messaging that is adaptable to multiple industries, Shawn's high level of professionalism is reflected in his work. He an expert storyteller, giving clients an edge in communications development and outreach. Shawn is a results-oriented, natural leader who thrives in fast-paced environments and is committed to personal and organizational success.

## PROJECT EXPERIENCE

**City of Coachella** – Produced the State of the City presentation to residents and community leaders to highlight achievements and future goals of the City of Coachella. This project included speech writing, the supporting visual presentation, writing and field producing videos, coordinating production on the day of the event, pre- and post- event news releases and arranging media interviews for city leaders.

**Pico Water District** – Led PFAS outreach campaign to educate customers about water safety following changes to state water quality standards regarding PFOA and PFOS levels. Outreach included development of news releases, website updates, social media posts and direct mailings to residents to correct misinformation and provide accurate facts from credible outside sources.

**Leeward Renewable Energy / First Solar** – Serving as the public contact to maintain positive community relations before, during and after construction of utility scale solar projects in Rosamond, California. Community engagement effort includes face-to-face interactions to address neighbors about their concerns and in-person attendance at local government meetings to monitor public perceptions and respond as needed to project questions.

**Riverside Community College District** – Created LAUNCH program content for website and printed collateral to promote a new apprenticeship program for a group of community colleges. The work required presentation of complex information in a manner that was easy to understand and providing relevant information to potential students and local businesses that could benefit through participation in the program.

**City of Coachella** – Established social media as a primary means of interactive communication between the city and its residents. Through a regular schedule of creating and posting relevant content and by providing prompt responses to visitors' questions, the city's organic efforts more than doubled the number of social media followers in 2 years.

**College of the Desert** – Wrote the annual speech delivered by College of the Desert Superintendent/President Joel L. Kinnamon to campus and community leaders. The speech highlighted achievements of the past year while focusing on specific projects. The content and tone was carefully crafted to address an audience that included the Board of Trustees, local elected officials, key donors and community leaders.

**Zone 7 Water Agency** – Produced a series of educational videos to promote the services provided by this wholesale water district. This included field producing a multiple-day video shoot and writing scripts that resulted in visually compelling presentations.



# LYNN OLIVA

## DIRECTOR OF CREATIVE SERVICES

## EDUCATION

**Art Institute of California**  
Inland Empire, California  
Bachelor of Science //  
*Graphic Design*

## TECHNOLOGY

<b>Adobe Creative Suite //</b>	<b>Microsoft Office //</b>
<i>After Effects</i>	<i>Access</i>
<i>Audition</i>	<i>Excel</i>
<i>Flash</i>	<i>PowerPoint</i>
<i>Illustrator</i>	<i>Word</i>
<i>InDesign</i>	
<i>Photoshop</i>	
<i>Premier Pro</i>	
<b>Website Design //</b>	
<i>HTML/CCS</i>	
<i>Wix/Squarespace</i>	

## SELECT ACCOMPLISHMENTS

**PRSA Capella Award //**  
Elsinore Valley Municipal  
Water District  
*Notice of Public Hearing*

**PRSA Polaris Award //**  
Elsinore Valley Municipal  
Water District  
*Water Quality Report*

**CAPIO Award of Excellence //**  
Elsinore Valley Municipal  
Water District  
*Water Quality Report*

**CAPIO Best in Show //**  
Rowland Water District  
*Newsletter*

With a deep understanding of the graphic design industry, Lynn combines professionalism and creativity to tap into her clients' visions and help them realize their goals. Working closely with various public agencies has helped Lynn develop an understanding of the intricacies of diverse communications techniques. With attention to detail and deadlines, Lynn's expertise flourishes in a communications environment.

A graduate of the Art Institute of California, Lynn is skilled in Photoshop, Illustrator, InDesign and After Effects, among others. Lynn understands the aesthetic value and care that must be put into print and web design to maximize business and customer satisfaction.

## PROJECT EXPERIENCE



**City of Banning** – Designed logo and branded outreach materials for the “Inspire Banning” city beautification campaign; created new logo for revamp of city transit system; designed outreach materials for several ballot measures that included presentations, ads, flyers and lobby posters.



**Coachella Water Authority & Sanitary District** – Led visual rebranding effort for newly combined agencies, including new logo, collateral and stylesheet, calendars that doubled as a consumer confidence report, and annual report concepts and design; also provided Spanish translation.



**College of the Desert** – Advanced the 2018 and 2019 annual reports, creating a themed design thread to pull the audience through the piece. Crafted a marketing campaign look behind “Create Tomorrow” to bridge the reflective Annual Report with the forward focused State of the College event collateral and invites, harmonizing a look that allows the audience to look to the past while envisioning the future.



**Elsinore Valley Municipal Water District** – Creates graphics and overall look for numerous ongoing projects, including redesign of the district's Integrated Resources Plan, supporting collateral and graphics, conservation website graphics, quarterly newsletters and bill inserts. Provides Spanish translation as needed.



**City of Rancho Cucamonga** – Designed a 106-page strategic communications plan for the City that included a detailed brand style guide directing use of approved colors, typography, logos and imagery. The guide helped employees deliver a consistent message to stakeholders and the work led to an updating of the City's logo design and colors.



**Website Design** – Designs web pages in close collaboration with project teams, creates infographics and iconography, provides photo editing services, and assists with layouts and assets for websites, such as [wcd.org](http://wcd.org), [UnitedWater.org](http://UnitedWater.org) and [northcountytransportationcoalition.org](http://northcountytransportationcoalition.org)

# HEATHER ANDERSON

## GRAPHIC DESIGNER

EDUCATION

**Northeastern Illinois University**

Chicago, Illinois

Bachelor of Arts // *Graphic Design*

**Ball State University**

Muncie, Indiana

Bachelor of Science // *Fashion Merchandising/Marketing*

TECHNOLOGY

**Adobe Creative Suite //**

*Illustrator  
InDesign  
Photoshop*

**Website Design //**

*HTML/CCS*

**MailChimp**

**Microsoft Office //**

*Excel  
PowerPoint  
Word*

With a decade of experience and a wealth of print, digital and social media skills, Heather is a vital member of the CV Strategies team. This Chicago native took her talents abroad, returning to the States after several years of living and learning in the United Kingdom. Heather's experience, which includes an extensive background in fashion and household consumer product development, along with her multidisciplinary approach and abilities, makes her a unique and valuable addition to the CV Strat crew.

She upholds each client's vision by generating creative ideas and refining design elements until an exceptional product is achieved. Having worked with a variety of brand types in both B2B and B2C verticals, Heather understands how to visually communicate each message tastefully and effectively with specific attention to the client's needs and brand identity.

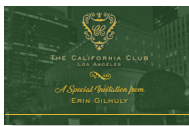
### PROJECT EXPERIENCE



**City of Indio** – Created branded ads for numerous City campaigns and events, including Second Saturdays, Farmers Market and Day of the Dead, as well as City Hall directional and door signs, pop up canopies and Coming Soon banners for downtown.



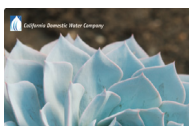
**Civil Rights Institute of Inland Southern California** – Designed all outreach materials for the grand opening event, including the save-the-date, invitation, social media frames, flyers, digital ads, billboards, rack cards, board cards and eblasts. Successful outreach drew more than 1,000 people to the celebration.



**California Club** – Updated communications for this historic and exclusive social club in downtown Los Angeles. The challenge included modernizing the look of all materials for members and prospective members while maintaining a sense of sophistication and tradition. Branded materials ranged from a membership guide and wedding events brochure to social media frames and a coffee table book about the club.



**College of the Desert** – Advanced the 2020 annual report, creating a themed design thread to pull the audience through the piece. Crafted a marketing campaign look behind “Create Tomorrow” to bridge the reflective Annual Report with the forward focused State of the College event collateral and invites, harmonizing a look that allows the audience to look to the past while envisioning the future. Designed a number flyers, banners, catalogs, signage, maps, reports, billboards and other collateral based on institutional brand guidelines.



**Cal Domestic Water Company** – Created the layout, curated photography and designed the company's 2021 Annual Report, as well as an in-depth salary survey report presented to the Board of Directors. Other work for this client includes design of shareholder outreach materials and the strategic plan.

# Scope of Services



## GATHERING INPUT AND EVALUATING CURRENT DOCUMENTS TO ESTABLISH A FRAMEWORK FOR THE STRATEGIC PLAN

CV Strategies will initiate the process by reviewing and analyzing District policies, plans and strategies to identify current and emerging issues. We prioritize a comprehensive understanding of these elements as a necessary component of developing workshop topics and stimulating engaging dialogue.

This information will provide the core details essential to crafting a purposeful strategic plan with realistically achievable goals. Ultimately, we will identify opportunities to help MSWD fulfill its mission to provide, protect, and preserve our most valuable resource... water.

### Deliverables:

- » Kickoff meeting
- » Project timeline
- » Materials audit
- » Site visit
- » Stakeholder list
- » Meeting attendance

### Goals:

- » Evaluate foundational elements of MSWD's mission, vision and guiding principles
- » Ascertain strategic issues to address
- » Pinpoint short- and long-term goals
- » Set priorities
- » Lay groundwork for strategic plan development

SUBTASK	APPROACH
Kickoff Meeting	CV Strategies will meet with District leadership to determine expectations, collect materials, set a timeline, analyze recent strategies and identify stakeholders and workshop participants.
Site Visit	Tour MSWD facilities to gain an understanding of properties and services offered as well as future plans.
Materials Audit	Review and analyze the mission and vision statements, projects, initiatives, policies, reports, etc.
Meeting Attendance	CV Strategies will attend at least one regularly scheduled meeting of the MSWD Board of Directors.



# TASK 2 // STRATEGIC PLAN WORKSHOPS AND INTERVIEWS

Item 5.

## PLANNING AND EXECUTING WORKSHOPS AND INTERVIEWS TO IDENTIFY CRITICAL ISSUES, PRIORITIES AND FUTURE GOALS

CV Strategies will meet with key staff to analyze information obtained in Task 1. This session will provide feedback on the findings to determine specific goals and initiatives and how they fit into the overall objectives of the District.

The feedback will be used to develop topics and questions for three strategic planning workshops for Directors, administrative staff and select employees. These interactive sessions will identify the challenges facing the District and draw out the best ideas to overcome them. The workshops will promote a comprehensive assessment of current initiatives that are working well and look at ways to continue and improve that success.

The workshops will focus on the mission and vision statements, strategic goals, core values, priorities, objectives, action steps and annual performance indicators. The information gathered will create the initial framework for a strategic plan that will provide direction to guide the District on a path toward future success.

### Goals:

- » Identify strengths and potential areas of improvement
- » Inspire creative and critical thinking among process participants
- » Identify common themes across all stakeholder groups
- » Establish District goals and needs
- » Establish agreement around intended outcomes/results

### Deliverables:

- » Brainstorming session
- » Stakeholder interviews
- » Strategic planning workshops
- » Public Engagement
- » Workshop framework
- » Workshops planning
- » Summary of findings
- » Online Survey

SUBTASK	APPROACH
Brainstorming Session	CV Strategies will meet with executive staff and Board members to articulate the findings identified through the strategic assessment and policy audit in Task 1. The session will be designed to generate in-depth discussion of strategic goals.
Workshop/ Interview Framework	Based on District input and materials review, develop questions and topics for discussion at staff workshops and one-on-one or small group interview sessions with stakeholders.
Stakeholder Interviews	Conduct interviews with and gather information from key stakeholder groups to be identified by the General Manager.
Workshop Planning and Facilitation	CV Strategies will organize workshops and develop the agenda and activities to provide an interactive strategic framework for participants.
Strategic Planning Workshops	Conduct workshops for Directors and administrative and cemetery staff to generate discussion regarding goals and strategies based on a presentation of foundational aspects of strategic planning and discussion of critical projects, actions and initiatives by CV Strategies.
Key Findings	Synthesize information gathered in stakeholder interviews and MSWD workshops to develop key points and set priorities and objectives for the draft plan.
Public Engagement	Conduct an online survey and host a listening session inviting the public to provide input on District services and prioritize goals.

# TASK 3 // STRATEGIC PLAN DEVELOPMENT

## ENGINEERING A TARGETED, COMPREHENSIVE PLAN TO GUIDE MSWD'S FUTURE OPERATIONS

CV Strategies will analyze the results of the strategic planning workshops, taking into account the concerns and suggestions of all stakeholders. With our staff's decade-long experience in assisting public agencies in this arena, we will utilize our expertise to develop an effective strategic plan that will guide operations at the district over the next five years.

We will consult with MSWD leaders on the results of the workshops and incorporate all of these components into a draft version of the Strategic Plan for review and input. Our team will provide regular updates to management and staff on the progress of the draft and will be available for consultation by phone or in person as needed.

### Deliverables:

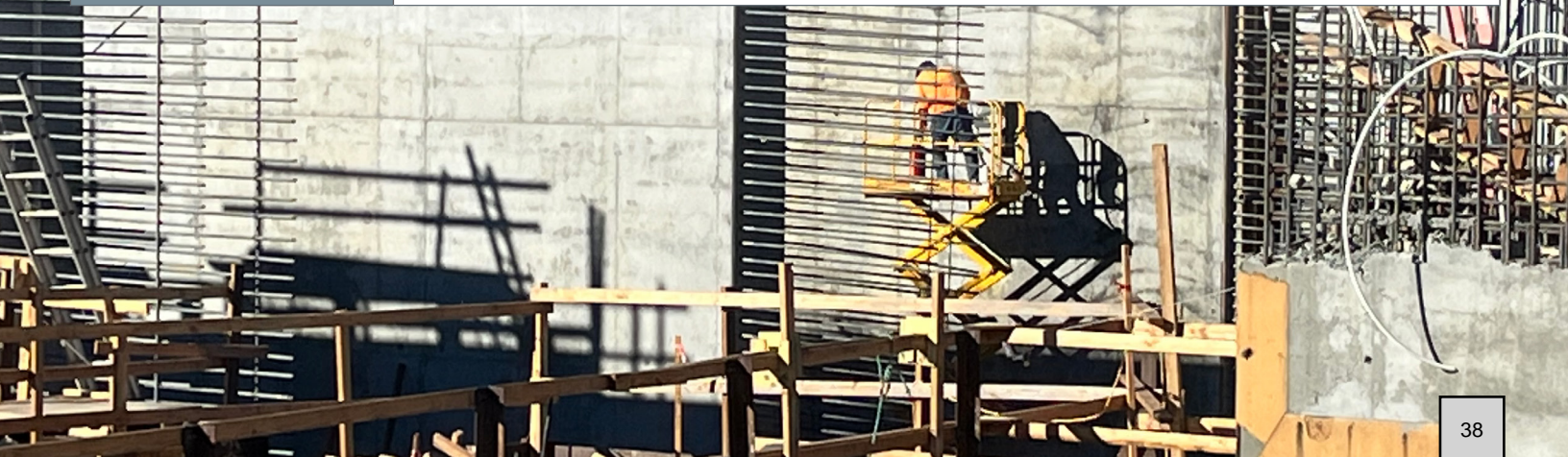
- » Update meeting
- » Draft Strategic Plan
- » Implementation Plan
- » Board presentation



### Goals:

- » Identify action steps for implementing core strategies
- » Define strategic goals for the District's programs and services
- » Verify goals with District leadership and ensure they align with MSWD's overarching mission and vision
- » Develop a plan that articulates objectives, strategies and related execution methods
- » Provide tactical recommendations
- » Establish a timeframe and success metric

SUBTASK	APPROACH
Update Meeting	Meet with the General Manager to review findings from interviews and workshops and discuss the preliminary direction of strategic plan.
Draft Plan	Write and design a strategic plan based on stakeholder feedback and best practices. The document will include the District's goals as defined through the planning process, as well as objectives and strategies to reach those goals. The plan will be provided to leadership for feasibility review.
Implementation Plan	The blueprint for plan execution will focus on tactics to reach specified goals and coordinate planning efforts throughout the agency.
Board Presentation	The draft strategic plan will be presented to the Board of Directors for review and discussion.



# TASK 4 // FINAL STRATEGIC PLAN

Item 5.

## SYNTHESIZE EDITS AND FEEDBACK TO CREATE A FINAL PLAN THAT SERVES AS A BLUEPRINT FOR DISTRICT OPERATIONS OVER THE NEXT FIVE YEARS

In conjunction with MSWD leaders, the draft plan will be reviewed and updated as necessary to create the final strategic plan. An execution timeline will be included as part of the final plan to identify priorities, provide action steps and include key performance indicators to measure success.

CV Strategies will make an in-person presentation of the final plan to the Board of Directors.

### Deliverables:

- » Final Strategic Plan document
- » Board presentation
- » Implementation timeline

### Goals:

- » Provide clear direction for the District
- » Ensure that staff is working toward common goals
- » Identify methods to monitor and track success
- » Establish a smart, forward-thinking road map for the District

SUBTASK	APPROACH
Final Plan	CV Strategies will incorporate any additional feedback from the District and deliver a final strategic plan that thoroughly describes strategic goals, core values, priorities, objectives, action steps, and Key Performance Indicators.
Implementation Timeline	A step-by-step timeline will be developed to guide the District through implementation of the strategic plan. The schedule will outline an approach to monitoring, managing and anticipating issues that may require action.
Key Performance Indicators	Identify benchmarks and milestones based on the strategies crafted in the plan and resources available to achieve initiatives. These points will distinguish priorities and low-hanging fruit that can be affected immediately.
Board Presentation	CV Strategies will deliver the final plan in person at a meeting of the MSWD Board of Directors, complete with visuals and response to questions on the planning process.



# PROJECT SCHEDULE

Item 5.

SUBTASK	MONTH 1				MONTH 2				MONTH 3				MONTH 4				MONTH 5			
	Wk 1	Wk 2	Wk 3	Wk 4	Wk 1	Wk 2	Wk 3	Wk 4	Wk 1	Wk 2	Wk 3	Wk 4	Wk 1	Wk 2	Wk 3	Wk 4	Wk 1	Wk 2	Wk 3	Wk 4

## TASK 1 // STRATEGIC ASSESSMENT

Kickoff Meeting	█																			
Site Visit	█	█																		
Materials Audit		█	█																	
Meeting Attendance				█	█															

## TASK 2 // STRATEGIC PLAN WORKSHOPS AND INTERVIEWS

Brainstorming Session					█	█														
Workshop/Interview Framework					█	█														
Stakeholder Interviews							█	█												
Workshop Planning and Facilitation							█	█												
Strategic Planning Workshops							█	█												
Public Listening Session							█	█												
Key Findings								█												

## TASK 3 // STRATEGIC PLAN DEVELOPMENT

Update Meeting										█										
Draft Plan										█	█	█	█							
Implementation Plan													█	█	█					
Board Presentation																			█	

## TASK 4 // FINAL STRATEGIC PLAN

Final Plan																			█	█
Implementation Timeline																			█	█
Key Performance Indicators																			█	█
Board Presentation																				█



## Jurupa Community Services District



**Click to view plan**  
[www.bit.ly/44oSPGu](http://www.bit.ly/44oSPGu)

## West County Wastewater



**Click to view plan**  
[www.bit.ly/3Df2kMw](http://www.bit.ly/3Df2kMw)

# Appendix



One of the things that differentiates CV Strategies from our competitors is that we maintain a fully staffed and equipped video department, which enables us to produce TV-quality videos for our clients. We offer a comprehensive range of video services, including concepting, script writing, interviews, field producing, drone shots, animation, voiceovers and editing. Our in-house approach allows us to closely control project quality and costs.



## EQUIPMENT AVAILABLE:

- 1 TB SSD Card
- 24-105 Canon Lens
- Angler Softbox
- Black Large Tripod
- **Black Magic Pocket Cinema 4K Camera**
- Black Sandbags
- **Brinno Portable Camera**
- Brinno Time Lapse Grip
- C-Stand
- Camvate Shoulder Stand
- **DJI Mavic 2 Drone**
- DJI Mavic 2 Controller
- **Feel World F6 Plus Monitor for Canon Camera**
- **Glide Gear Teleprompter**
- GVM Portable Lightpanel
- **Indi-Pro**
- **Ipad**
- Litepanels Astra 6X LED Panel
- Metal Light Stand
- Orange Output Extender
- Outlet Splitter
- Portable Light Stand(s)
- **PowerDewise Lav Mic**
- Rode Wireless GO II
- SD Cards
- Smartphone Vlogging Kit
- Tripod for Brinno Camera





# Mission Springs Water District

## Strategic Planning Services

STATEMENT OF QUALIFICATIONS / JULY 14, 2023



# Table of Contents

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## Making our world better

The Raftelis Charitable Gift Fund allocates profits, encourages employee contributions, and recognizes time to charitable organizations that support:

- Access to clean water and conservation
- Affordability
- Science, technology, and leadership

Raftelis is investing in improved telecommunication technologies to reduce the firm's number one source of carbon emissions—travel.



## Diversity and inclusion are an integral part of Raftelis' core values.

We are committed to doing our part to fight prejudice, racism, and discrimination by becoming more informed, disengaging with business partners that do not share this commitment, and encouraging our employees to use their skills to work toward a more just society that has no barriers to opportunity.

**EXECUTIVE SUMMARY**

July 14, 2023

Mr. Brian Macy, PE  
Assistant General Manager  
Mission Springs Water District  
66575 Second Street  
Desert Hot Springs, CA 92240

**Subject: Statement of Qualifications for Strategic Planning Services**

Dear Mr. Macy:

Raftelis is pleased to submit this proposal to provide the Mission Springs Waster District (MSWD or District) with strategic planning services. Our firm's focus is to help local government and utility clients solve their financial, management, and technology challenges, and we have extensive experience with strategic planning facilitation for utilities and special districts. We appreciate the opportunity to submit our proposal, which has been developed to provide MSWD with concise, yet thorough, information that introduces our approach to strategic planning.

We believe our firm offers MSWD some distinct advantages for this work:

- **A workable and insightful approach:** Our team's approach specifically addresses the MSWD's needs and will help develop a best practice-level strategic planning process and updated five-year strategic plan. Our proven methods of engagement and facilitation lead to a sustainable plan, which will provide the District with a vision, mission, and measurable goals appropriate to its unique operating context. Our process includes engagement and input from MSWD staff and Board members, stakeholders, and the public.

Our project approach, detailed later in this proposal, is comprised of five project activities: 1) project kick-off, 2) stakeholder engagement, 3) strategic planning retreat, 4) strategies and metrics, and 5) draft and finalize deliverables. This scope is offered to MSWD at a total fixed-fee cost of \$74,575, including all fees and expenses.

- **Use of unique and innovative tools and techniques:** We are passionate about strategic planning, which drives us to use innovation and creativity throughout the project, from engagement to preparation of the final plan. We encourage future-focused discussions and action-oriented approaches to building the District's plan. Our deliverables are useful and engaging, and unique and creative graphics are used to keep documents concise with a focus on internal and external communication. Our visual facilitator will transform conversations into graphic form live, before participants even leave the room or log off.
- **Personal service from senior-level consultants:** You appreciate it when deadlines are met, phone calls are returned, and your challenges are given in-depth, out-of-the-box thinking. While some firms may assign your business to junior-level people, we offer exceptional service from senior-level consultants. Because we

possess the in-house qualifications, no subconsultants will be used. Our staff work regularly in utilities and special districts, and we speak your language.

Raftelis was incorporated 30 years ago in 1993. Our headquarters information is provided here:

Raftelis  
227 W. Trade Street, Suite 1400  
Charlotte, NC 28202  
P: 704.373.1199

This project will be served by staff in both our Cincinnati and Los Angeles offices:

19 Garfield Place, Suite 500  
Cincinnati, OH 45202  
P: 513.221.0500

445 S. Figueroa Street, Suite 1925  
Los Angeles, CA 90071  
P: 213.262.9300

Our proposal is firm for a 90-day period from submission. Raftelis will provide insurance and indemnification required per the professional services agreement.

We are proud of the resources that we can offer and welcome the opportunity to assist MSWD with this engagement. We have had significant success working with community members, elected officials, department leadership teams, and staff to identify priorities for an organization or community and achieve consensus.

If you have any questions, please do not hesitate to contact our Organizational Assessment Practice Lead, who is authorized to bind the firm, using the following contact information:

Michelle Ferguson, Vice President – Organizational Assessment  
Phone: 828.777.6588 / Email: [mferguson@raftelis.com](mailto:mferguson@raftelis.com)

Sincerely,



**Julia Novak**  
*Executive Vice President*

**EXPERIENCE AND QUALIFICATIONS OF THE INDIVIDUAL FIRM**

# Who We Are

Local government and utility leaders partner with Raftelis to transform their organizations by enhancing performance, planning for the future, identifying top talent, improving their financial condition, and telling their story. We’ve helped more than 600 organizations in the last year alone. We provide trusted advice, and our experts include former municipal and utility leaders with decades of hands-on experience running successful organizations. People who lead local governments and utilities are innovators—constantly seeking ways to provide better service to the communities that rely on them. Raftelis provides management consulting expertise and insights that help bring about the change that our clients seek.

**We believe that Raftelis is the *right fit* for this project. We provide several key factors that will benefit MSWD and help to make this project a success.**

**RESOURCES & EXPERTISE:** Our project team is passionate about strategic planning. Each member of our team specializes in strategic planning and has devoted their careers to the industry and assisting with strategic and organizational challenges in particular. This passion is exemplified in several ways:

- Our experience with very successful public utilities of all sizes.
- Our book entitled, *Water and Wastewater Finance and Pricing: The Changing Landscape*, which includes chapters on public utility management and a chapter on strategic planning.
- The development of comprehensive materials that have been helpful to the industry related to different elements of the strategic planning process. For example, we have developed and delivered an innovative workshop that addresses stakeholder engagement and setting community values, which has been presented for several years at various conferences.

**DECADES OF COLLECTIVE EXPERIENCE:** We have the best team in the industry. Our consultants and subject matter experts have decades of experience in strengthening local municipalities and utilities. They’ve served in a wide range of positions, from city manager to utility director, and they have led dozens of strategic planning initiatives for organizations like yours across the country.

**PERSONAL SERVICE FROM SENIOR-LEVEL CONSULTANTS:** You appreciate it when deadlines are met, phone calls are returned, and your challenges are given in-depth, out-of-the-box thinking. While other firms may assign your business to junior-level people, our approach provides exceptional service from senior-level consultants.

**PROVEN PROCESS:** We will implement a proven and unique facilitation process that engages internal and external stakeholders, links strategy to performance, and sets the organization up for effective implementation. We will use several techniques, some of which are innovative and others that are more classic approaches. The end result will be a high-quality five-year strategic plan that includes vision, goals, and strategies for MSWD over the next five years.



**30** years  
serving local  
governments  
and utilities

## How we stack up

### OUR TEAM INCLUDES

**160+** consultants focused on  
finance/management/communication/  
technology for local governments and utilities

### RAFTELIS HAS PROVIDED ASSISTANCE FOR

**1,200+** local governments  
and utilities

that serve more than

**25%** of the  
U.S. population

including the agencies serving

**38** of the nation's  
50 largest cities

in the past year alone, we worked on

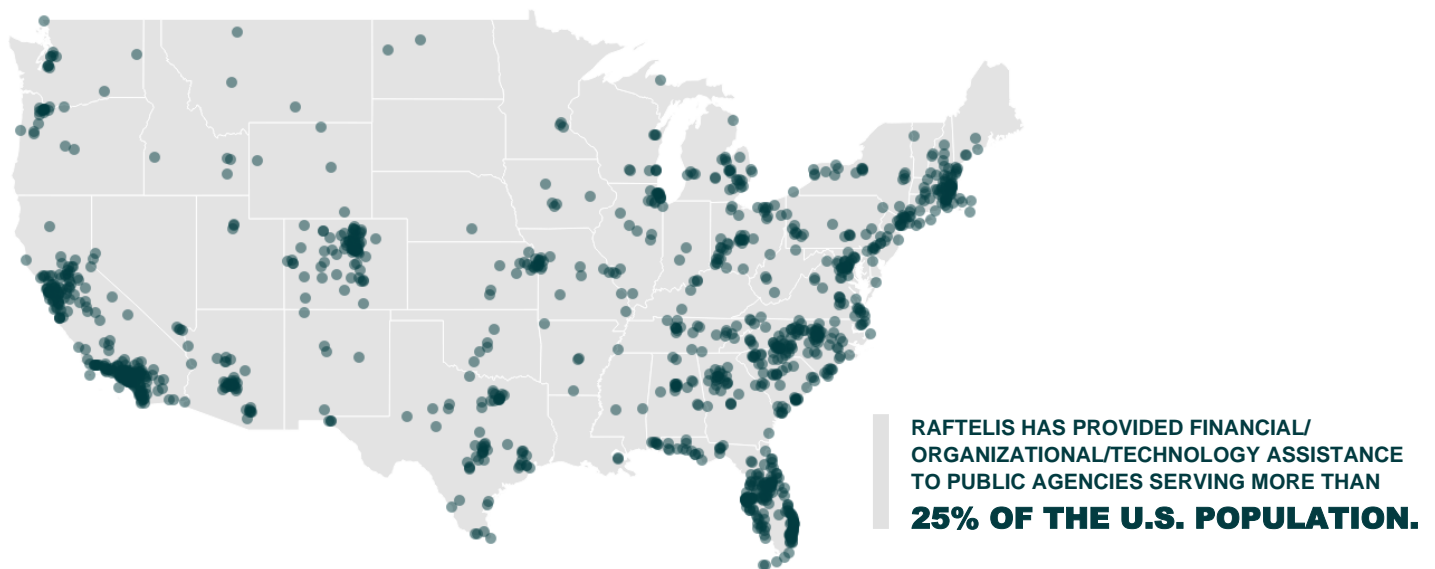
**1,000+** projects for **600+** agencies in **46** states

# Experience and References

## RAFTELIS HAS THE MOST EXPERIENCED UTILITY FINANCIAL AND MANAGEMENT CONSULTING PRACTICE IN THE NATION.

Our staff has assisted more than 1,200 utility and local government organizations across the U.S., including some of the largest and most complex agencies in the nation. In the past year alone, Raftelis worked on more than 1,200 strategic planning, financial, management, and/or technology consulting projects for over 600 local government agencies in 46 states, the District of Columbia, and Canada. Our team has extensive experience with strategic planning throughout the country. Our clients tell us we are more than just consultants—we are trusted advisors.

We point to a strong repeat customer base as part of the evidence, as well as the many clients who have hired us numerous times to do vital work for their organizations. Other clients have told us that our contacts are “enthusiastic” when providing a reference to potential clients, and they point to actionable and practical solutions. In the Appendix, we have included a list of clients across the U.S. who we have helped with strategic planning projects.



### Stockton East Water District CA

**Reference:** Justin Hopkins, General Manager

6767 E. Main Street, Stockton, CA 95215 / P: 209.948.0333 / E: jhopkins@sewd.net

**Project Dates:** January 2023 – May 2023

In early 2023, the firm was engaged to provide strategic planning services to the Stockton East Water District (SEWD). The firm held a kick-off meeting with the General Manager and key staff to identify project goals and desired outcomes, as well as to review the process and timeline. Our team interviewed each member of the SEWD Board of Directors, as well as the management team, to learn their perspectives about the process and to develop and understanding of SEWD strengths, challenges, opportunities, and threats. Given the many partnerships and

external impacts to the agency, Raftelis also interviewed some key partners such as staff in the City of Stockton, for whom SEWD provides water and with whom they partner on regional legislative and other efforts.

In March, our team facilitated a retreat with the Board of Directors and key staff to develop the new strategic planning framework and to review SEWD’s mission, vision, and key goal areas. Large and small group activities ensured dialog and conversation between Directors and staff. Following the retreat, SEWD staff further outlined specific strategies to achieve the Board’s goals. Raftelis is currently finalizing the resulting strategic planning document with SEWD staff.

## City of Roseville CA

**Reference:** Sean Bigley, Assistant Environmental Utilities Director  
 2005 Hilltop Circle, Roseville, CA 95747 / P: 916.774.5513 / E: sbigley@roseville.ca.us

**Project Dates:** August 2020 – July 2021

In 2020, the City of Roseville’s Water Utility (Water Utility) initiated a process to conduct an organizational assessment based on the Effective Utility Management (EUM) framework, and to use the results of the assessment to inform and develop a new strategic business plan for the Water Utility. This process was facilitated by Raftelis and driven by members of the Water Utility’s leadership team. Stakeholder engagement and employee involvement are at the core of both phases of this project and includes involving subject matter experts on the Attribute and Goal Teams, soliciting employee feedback through an online survey, and conducting interviews and focus groups with key stakeholders.

The organizational assessment was designed to evaluate the presence of best practices at the Water Utility using the framework in the EPA’s EUM initiative. Current performance as well as the Water Utility’s organizational targets were identified for each of the EUM’s attributes of an effectively managed utility. The assessment also reviewed the Water Utility’s performance relative to industry benchmarks and other organizations that have undergone similar exercise. The strategic business planning process was designed to ensure a shared vision for the future of the Water Utility and a collective understanding of the resource needs to make progress towards the vision. Based on the results of the organizational assessment and the strategic planning work, the Water Utility will identify a set of goals and a desired future state for the organization. The strategic business plan will drive the Water Utility towards this vision over the course of the next five years.

## City of Oceanside CA

**Reference:** John McKelvey, Senior Management Analyst  
 300 North Coast Highway, Oceanside, CA 92054 / P: 760.435.5832 / E: jmckelvey@oceansideca.org

**Project Dates:** September 2019 – July 2020

The services delivered to the community by the Oceanside Water Utility Department (Department) are vitally important—they support a thriving downtown, a vibrant agricultural area as well as meet the needs of the many residents and businesses that call Oceanside home. With that in mind, the Department engaged Raftelis to initiate a strategic planning process in September 2019 for updating its organizational vision and developing a framework for guiding the organization into the future. Using techniques from appreciative inquiry, Raftelis worked with a core team of employees to review feedback from stakeholders and evaluate organizational strengths, identify opportunities, discuss compelling aspirations, and agree on results and measures of strategic progress.

The Department’s strategic planning process was designed to ensure:

- A shared vision of the Department’s ultimate goals. Organizations driven by clear purposes and shared values have a greater capacity to succeed than those that are not.
- A collective understanding of the available resources, the environment, and the principles upon which strategies will be based.
- Acceptance of the direction and urgency of the strategic and operating plans, which will be integrated into the way the Department is operated on a day-to-day basis.

**I wanted to thank you and your team for the very positive experience in developing the plan – this is my second go-around with developing a Strategic Plan for the Department and this was easy and engaging from my perspective (and most importantly, it was fun!)**

*John McKelvey,  
Senior Management Analyst*

To achieve these conditions for success, the Department’s strategic planning process involved input from a broad group of internal and external stakeholders and consistent communications of the Department’s vision, mission, and overall strategic plan, both internally and externally. Major elements of the process included:

- Stakeholder Input: Input was obtained from the Department’s leadership team, employees, and external stakeholders through a combination of interviews, an online employee survey with more than 75 responses, and focus groups.
- Foundation Workshop: A Core Strategic Planning Team (Core Team), consisting of members of the Department’s senior management, met to consider the stakeholder input and to draft the organization’s vision, values, mission, and goals.
- Strategy Workshop: The Core Team reviewed the strategy and measure input from the stakeholder engagement exercises and then made preliminary decisions concerning the content to be included in the final plan.
- Core Team Review: After documentation of the Strategy Workshop results, the Goal Teams and the Core Team reviewed and revised, as necessary, the elements of the Department’s strategic plan.

Based on this process, the Department has elected to focus on workforce, finance, communication and outreach, infrastructure, sustainable resource management, and technology in its updated strategic plan. The strategic framework developed will help guide investment, allocate resources, and provide a structure for annual strategy reviews to ensure that long-term goals and objectives are achieved.

## Metro Water Services of Nashville and Davidson County TN

**Reference:** Scott Potter, Director

1700 3<sup>rd</sup> Avenue N, Nashville, TN 37208 / P: 615.862.4505 / E: scott.potter@nashville.gov

**Project Dates:** January 2016 – Present

Developing priorities and strategies during a strategic planning process is relatively easy; everyone has ideas about what needs to be improved and how the organization can be made better. Holding people accountable for making progress toward achieving those priorities and strategies, however, is considerably more difficult. Several reasons exist for this difficulty, some of which include an absence of the right data at the right point in the strategic planning process, unrealistic targets for the given timeframe, organizational cultural barriers, and a lack of meaningful outcome measures. Metro Water Services of Nashville and Davidson County (MWS) addressed these challenges in part by conducting a two-part strategic planning process. MWS began an organizational assessment prior to initiating its strategic planning process. The assessment results helped to ensure that the organization’s leadership had a strong strategic and informational baseline for its future activity.

MWS initiated its organizational assessment and strategic planning process in 2016 with the overarching goal of assessing the utility’s current performance, creating an organizational vision, and developing a framework for guiding the utility toward achieving that vision. The resulting strategic plan was designed to assure:

- A shared vision of MWS’ ultimate goals. Organizations driven by clear purposes and shared values have a greater capacity to succeed.
- A common understanding of the available resources, the environment, and the principles upon which strategies will be based.
- Acceptance of the direction and urgency of the strategic and operating plans, which will be integrated into the way MWS is operated on a day-to-day basis.

Prior to initiating its strategic planning process, Raftelis conducted an organizational assessment for MWS based on EUM, which provided a strong strategic and informational baseline for its future activity.

The MWS strategic planning process involved input from a broad group of internal and external stakeholders, deep involvement of more than 60 employees in the assessment process and as participants on Priority Teams, and consistent communications both internally and externally.

The strategic plan now serves as a blueprint for future MWS decision making. Furthermore, the plan provides a structure by which annual reviews can be accomplished to assure that goals and objectives retain their relevance over time.

Upon completion of the strategic plan, MWS extended the engagement to include implementation assistance and an organizational culture assessment.

KEY PERSONNEL/STAFFING

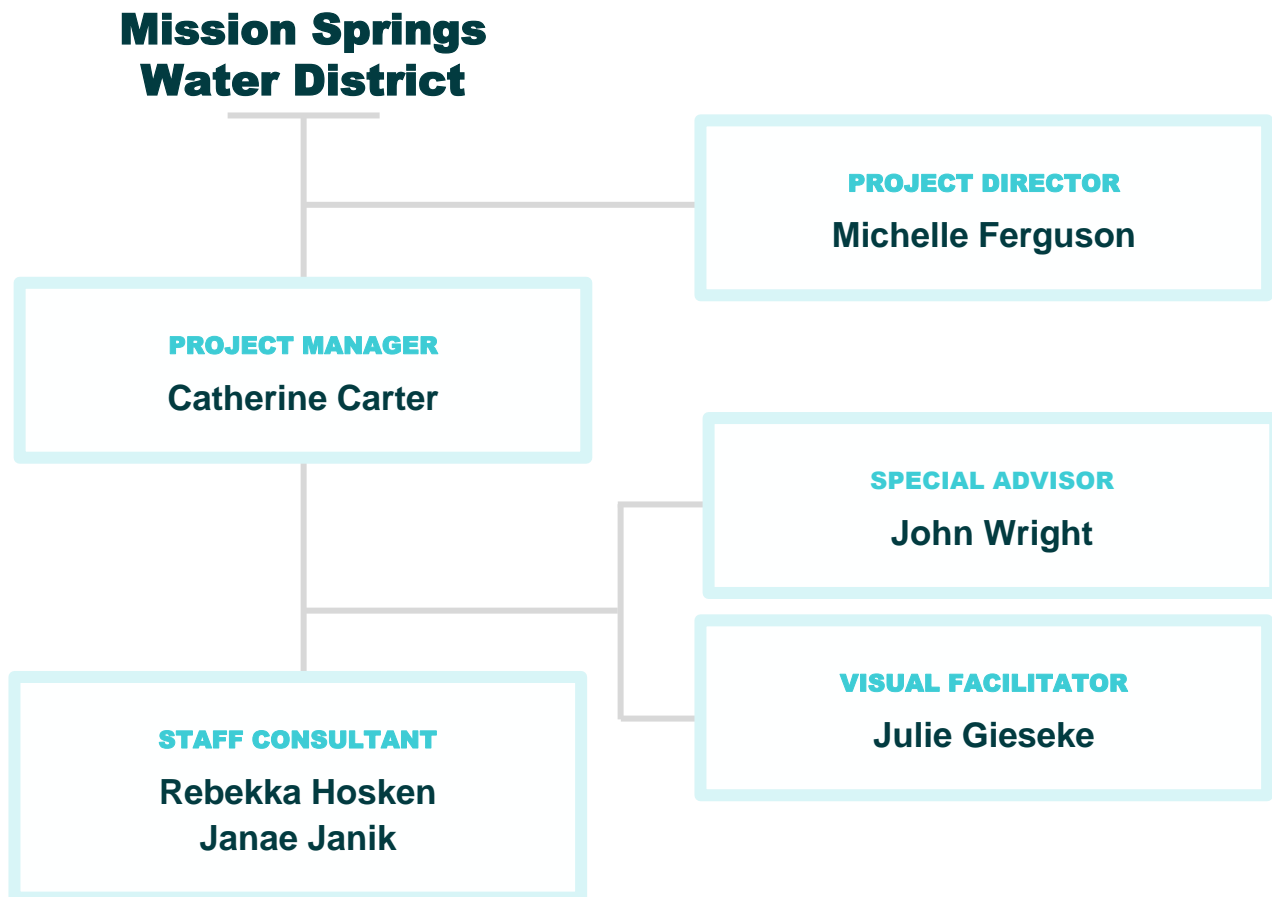
# Key Personnel/Staffing

**WE HAVE DEVELOPED A TEAM OF CONSULTANTS WHO SPECIALIZE IN THE SPECIFIC ELEMENTS THAT WILL BE CRITICAL TO THE SUCCESS OF MSWD’S PROJECT.**

Our project team is made up of senior-level consultants with direct utility and local government experience. What sets our project team apart is our ability to explore and relate to local community values while at the same time, investigating realistic approaches for cost-effective solutions.

An organizational chart of our project team is shown here. Detailed resumes for each of our project team members, including roles, can be found on the following pages.

Raftelis will not be including any subconsultants on our team for this engagement. Based on our extensive experience and current availability, we are fully confident in our ability to complete this project with in-house staff to the satisfaction of the MSWD.



# Michelle Ferguson

## PROJECT DIRECTOR

Vice President



### ROLE

Michelle will be responsible for overall project accountability and will be available to provide quality assurance and control, industry perspective, and insights into the project.

### PROFILE

Michelle has nearly 25 years of management experience with and for local governments across the country. As organizational assessment practice leader for The Novak Consulting Group, Michelle spearheaded the work of nearly 200 local government reviews in some of the foremost governments across the country. Michelle has completed detailed organizational reviews of entire jurisdictions and recommended improvements to the structure, staffing, and processes within departments of all sizes. Specific department reviews have included development review, parks and recreation, public works, human services, human resources, capital budgeting, and finance.

As a Lean certified professional, Michelle excels at helping local governments continuously improve and rely on data to make informed choices about services to the public. Additionally, she has provided customized training in the development and use of performance measures to assist numerous organizations continuously improve service delivery.

Michelle is also a skilled facilitator, able to bring diverse groups of people together to articulate shared visions and priorities. She has led strategic planning engagements at the community, organizational, and department levels, and she has facilitated numerous staff and governing body retreats.

Michelle began her consulting career in 2005 following ten years of direct experience in local government management, which included serving as assistant county manager in Arlington County, Virginia. During her tenure with Arlington County, Michelle oversaw the daily management and implementation of the County's capital program. She also led the organization-wide performance measurement initiative establishing their Balanced Scorecard. Before Arlington County, Michelle served as assistant city manager in Overland Park, Kansas.

Michelle earned a bachelor's degree in political science from Loyola University-Chicago and a master's degree in public administration from the University of Kansas. She is a member of the International City/County Management Association. She also served as the president of the Metropolitan Association of Local Government Assistants in Washington, D.C, and has presented at state and national conferences on topics such as strategic planning, effective governing bodies, and council-staff relations.

### Specialties

- Organizational assessment
- Staffing analysis
- Process improvement
- Performance management
- Capital planning
- Strategic planning
- Facilitation
- Community engagement

### Professional History

- Raftelis: Vice President (2021-present), Senior Manager (2020-2021); Organizational Assessment Practice Leader, The Novak Consulting Group (2009-2020)
- Management Partners: Senior Management Advisor (2005-2009)
- Arlington County, Virginia: Assistant County Manager (2002-2005)
- City of Overland Park, Kansas: Assistant City Manager (1996-2002)

### Education

- Master of Public Administration - University of Kansas (1998)
- Bachelor of Arts in Political Science - Loyola University, Chicago (1996)

### Certifications

- Lean Certified

### Professional Memberships

- International City/County Management Association (ICMA)
- Engaging Local Government Leaders (ELGL)

# Catherine Carter

## PROJECT MANAGER

Senior Manager



### ROLE

Catherine will manage the day-to-day aspects of the project ensuring it is within budget, on schedule, and effectively meets MSWD objectives. She will also lead the consulting staff in conducting analyses and preparing deliverables for the project. Catherine will serve as the District’s main point of contact for the project.

### PROFILE

Catherine has a background in public administration and environmental management and possesses extensive research and analytical skills. Her expertise lies in the areas of strategic planning, conducting assessments of organizational effectiveness practices, facilitation and engagement, compiling and analyzing data, and benchmarking.

Catherine has participated in numerous strategic planning engagements, including those outlined below:

- City of Aurora (CO) - City-wide strategic plan
- City of Avondale (AZ) - City-wide strategic plan
- City of Bend (OR) – Strategic planning retreat
- City of Bellevue (WA) – Strategic planning and governance retreat
- Central Arizona Project (AZ) – Strategic plan
- Town of Hilton Head (SC) – Strategic planning and governance retreat
- Jefferson County (CO) – County-wide strategic plan
- City of Lafayette (CO) - Strategic planning and governance retreat, Management team retreat, Planning Commission retreat
- League City (TX) – Strategic planning retreat
- City of Lowell (NC) - Strategic planning retreat
- Town of Nantucket (MA) - Strategic planning retreat, Facilities master planning support
- The Port (OH) – Organization-wide strategic plan
- Town of Timnath (CO) - Strategic planning retreat

Catherine has also worked on numerous financial and management studies for water, wastewater, and stormwater utilities and other public sector organizations across the country. Catherine is active in the water and wastewater utility industry, having presented at several conferences and co-authored two recent articles on long-term rate increases in *Journal AWWA*. Catherine also co-authored a chapter entitled “Public Outreach and Gaining Stakeholder Commitment” for the Fourth Edition of the industry guidebook, *Water and Wastewater Finance and Pricing: The Changing Landscape*. Prior to working at Raftelis, Catherine was a senior fellow at the Institute for Sustainable Development.

### Specialties

- Strategic planning
- Facilitation
- Organizational assessment
- Staffing analysis
- Strategy monitoring and implementation
- Risk and resiliency assessment
- Business process improvement
- Comparative industry analyses

### Professional History

- Raftelis: Senior Manager (2022-present); Manager (2019-2021); Senior Consultant (2016-2018); Consultant (2013-2015); Associate Consultant (2011-2012)
- Mecklenburg County Waste Management Advisory Board (appointed term: 2019-2021)
- The Institute for Sustainable Development (2009-2011)

### Education

- Master of Public Administration - University of North Carolina Charlotte (2017)
- Master of Environmental Management - Duke University (2011)
- Bachelor of Science in Business/Economics, Biology, Environmental Studies - Randolph-Macon College (2009)

### Certifications

- Change Management & Leadership Certification - Cornell University (2019)
- American Water Works Association Risk & Resiliency Certification (2019)

### Professional Memberships

- AWWA
- Solid Waste Association of North America



# John Wright CPA

**SPECIAL ADVISOR**  
Senior Manager



## ROLE

John is already familiar with MSWD through his recent rate work and will provide advice and input from his project work to assist the strategic planning team.

## PROFILE

John has more than 25 years of utility industry financial management and economic analysis experience. He has provided consulting services to numerous complex utility clients including the City of San Diego, Austin Water, the Portland Water Bureau, Milwaukee Water Works, the City of Calgary, and the Puerto Rico Aqueduct and Sewer Authority.

Prior to joining Raftelis in 2010, John was the Manager of Rate Administration at Denver Water where he was responsible for the annual financial planning, cost-of-service, and capacity fee studies. He also served as a Senior Economist for the City of Portland Oregon’s Bureau of Environmental Services where he was responsible for the annual wastewater and stormwater cost-of-service and capacity fee studies.

In addition to his direct utility experience, John was a Senior Analyst at the both the Colorado and Oregon Public Utility Commissions. His work at the Colorado PUC included testifying as an expert witness in electric power and natural gas utility rate cases. At the Oregon PUC, John specialized in telecommunications utility issues and served as an expert witness in regulatory proceedings.

## REPRESENTATIVE LIST OF PROJECT CLIENTS

- City of Long Beach Water Department (CA)
- San Bernardino Municipal Water Department (CA)
- City of San Diego (CA)
- Irvine Ranch Water District (CA)
- Eastern Municipal Water District (CA)
- City of Coronado (CA)
- City of Pico Rivera (CA)
- City of Solana Beach (CA)
- Rancho California Water District (CA)
- Santa Clara County Water District (CA)
- Metropolitan Water District of Southern California (CA)
- Portland Water Bureau (OR)

## Specialties

- Cost-of-service studies
- Capacity fee studies
- Financial & economic analysis
- Public speaking and presentations
- Expert witness testimony
- Litigation support

## Professional History

- Raftelis: Senior Manager (2020-present); Manager (2017-2019); Senior Consultant (2010-2016)
- Denver Water: Manager of Rate Administration (2006-2009)
- Portland Bureau of Environmental Services: Senior Economist (2004-2006)
- Public Utility Commission of Oregon: Senior Utility Analyst (2002-2004)
- Positions in the Competitive Telecommunications Industry (1997-2002)
- Colorado Public Utilities Commission: Senior Financial Analyst (1991-1997)

## Education

- Master of Science in Finance - University of Colorado, Denver
- Bachelor of Science in Accounting - Metropolitan State University of Denver

## Certifications

- Certified Public Accountant, State of Colorado #11959
- Series 50 Municipal Advisor Representative

## Professional Memberships

- AWWA - Rates & Charges Committee, Finance Accounting & Management Controls Committee, Asset Management Committee
- WEF Utility Management Committee

# Rebekka G. Hosken

## STAFF CONSULTANT

Senior Manager



### ROLE

Rebekka will work at the direction of Catherine in conducting interviews, directing research and analysis, preparing recommendations, and drafting deliverables.

### PROFILE

Rebekka joined Raftelis in 2020 with 16 years of direct service to local governments and 10 years of management consulting experience. As an experienced consultant, Rebekka has led organizational assessments for a broad range of operating departments and offices in cities, counties, universities, and special districts, including community development, public works, police, administration, and city attorney departments. With direct operational experience in municipal administration, public works, and finance departments, Rebekka’s breadth of knowledge makes her skillful in quickly identifying organizational strengths and opportunities, analyzing operations through creation of process maps and workflows, preparing actionable recommendations for improvement, and communicating findings to a wide variety of audiences. She has consulted for over 125 clients throughout the United States and Canada.

Rebekka served as finance director for the City of La Cañada Flintridge, California, a contract city north of Los Angeles, responsible for accounts payable, receivable, budget, audit, and payroll. She automated several previously manual operations, including business licensing and payroll processing, coordinated acceptance of credit cards from customers for the first time, and implemented a new financial software system. During her tenure, she identified and successfully obtained a State loan for the financing of the City’s new city hall and played a key leadership role in successfully moving all operations and staff, as well as communicating all financial impacts of the project to management and City Council.

Previously, Rebekka was the budget officer for the City of Simi Valley, California, a full-service community in the Los Angeles region. She prepared the City’s \$196 million annual budget and \$160 million capital improvement program, as well as the City’s cost allocation plan. She managed the budget and capital projects module training and setup for a comprehensive citywide enterprise resource planning (ERP) system implementation across nine operating departments.

Rebekka earned a master’s degree in Business Administration with a Certificate in Local Government and Non-Profit Management from Boston University, and a Bachelor of Arts from the University of Michigan – Ann Arbor. She has published articles in Public Management magazine and served as a trainer in sessions at International City/County Management Association (ICMA) conferences.

### Specialties

- Organizational assessment
- Budgeting and financial analysis
- Business process improvement
- Strategic planning
- Staffing analysis

### Professional History

- Raftelis: Senior Manager (2023-present); Manager (2020-2022)
- City of La Cañada Flintridge, California; Finance Director (2017-2020)
- City of Simi Valley, California; Budget Officer (2012-2017)
- City of Burbank, California; Senior Management Analyst (2010-2012)
- Management Partners; Senior Consultant (1999-2010)
- Village of La Grange Park, Illinois; Assistant Village Manager (1996-1999)
- City of Appleton, Wisconsin; Assistant to the Mayor (1994-1996)
- Town of Lexington, Massachusetts; Management Intern (1992-1993)

### Education

- Master of Business Administration – Boston University (1993)
- Certificate in Local Government and Non-Profit Management – Boston University (1993)
- Bachelor of Arts in Russian Studies – University of Michigan (1989)

### Professional Memberships

- Government Finance Officers Association
- California Society of Municipal Finance Officers

# Janae Janik

## STAFF CONSULTANT Consultant

### ROLE

Janae will work at the direction of Catherine in conducting interviews, directing research and analysis, preparing recommendations, and drafting deliverables.

### PROFILE

Janae began her consulting career following 12 years of service with the City of San Diego Superior Court. Her expertise lies in the areas of process improvement, strategic planning, program implementation, and workforce planning and support. She is an innovative problem solver who maximizes the usage of technological solutions.

As a Budget and Finance Analyst with the City of San Diego, Janae assisted in the development of a \$200-million-dollar annual budget, developed forecasting models for future revenue and expenditures, and conducted financial trend analysis of payroll and benefit costs for over 1,200 employees.

Janae is well-versed in the creation of strategic plans and managing high visibility projects with cross-functional impacts. During her tenure as a Court Operations Supervisor, she managed the transition to virtual court proceedings during the COVID-19 pandemic to allow remote access to justice for community members. Other notable projects included re-allocating available resources to maintain services following staffing reductions, authoring standard operating procedures to share best practices throughout the organization, and developing a new electronic system for filing documents to reduce case processing times and improve customer experience. Janae was instrumental in identifying continuous process improvement opportunities that drove operational efficiencies and reduced costs.

Janae began her career at the Superior Court working in various customer service and administrative roles aimed at improving case processing times and providing quality service to members of the San Diego community.

Janae earned a master's degree in business administration and strategic management from Western Governors University and a bachelor's degree in television and film from San Diego State University.



### Specialties

- Organizational assessment
- Process improvement
- Strategic planning
- Program implementation
- Performance management
- Forecasting
- Data analysis

### Professional History

- Raftelis: Consultant (2022-present)
- Wells Fargo: Senior Technology Business Systems Consultant -- Contractor (2022)
- San Diego Superior Court: Budget & Finance Analyst (2021-2022); Court Operations Supervisor (2018-2021); Courtroom Clerk (2016-2018); Court Administrative Clerk (2013-2016); Court Operations Clerk (2010-2013)

### Education

- Master of Business Administration – Western Governors University (2015)
- Bachelor of Science in Television, Film & New Media – San Diego State University (2010)

### Professional Memberships

- Engaging Local Government Leaders (ELGL)

# Julie Gieseke

## VISUAL FACILITATOR Visual Facilitator

### ROLE

Julie will use visual facilitation to capture participants' dialogue, discussion, and ideation by drawing large visual maps in real time, which helps connect ideas, track content, and synthesize their work.

### PROFILE

Julie Gieseke is a visual facilitator, working in the realm of group facilitation, strategic planning and strategic communications for over fifteen years. She creates visuals that bring ideas and people together through image and story.

Julie collaborates on projects utilizing the tools of group process and design, such as visual facilitation, creative engagement, and storytelling, to bring strategy and tactics into clear focus. She also incorporates change methodologies such as Appreciative Inquiry, Positive Psychology, StrengthsFinder, and Neurolinguistics.

Julie's unique skill set combines facilitation, active listening, and visual facilitation to bring sense-making, consensus, energy, and vibrancy to each engagement. As a consultant with The Novak Consulting Group and now Raftelis, Julie has worked on a variety of strategic planning and facilitation projects.

Julie developed her group process design through a broad range of experience. She received her master's degree in Organizational Development and Management from Fielding Graduate University, is certified as a professional coach through The Coaches Training Institute, and is a certified Master Practitioner of Neurolinguistics. Julie also received professional training through The Grove Consultants International and has been mentored by leaders in the fields of visual facilitation, facilitation, organizational development, coaching, storytelling, and performance. The result is a wide range of exposure to various approaches that culminates in a unique style that is customizable for each engagement.



### Specialties

- Visual Facilitation
- Strategic Visioning/Planning
- Executive Coaching
- Facilitation
- Team Development

### Professional History

- Raftelis: Visual Facilitator (2020-present); Visual Facilitator, The Novak Consulting Group (2011-2020)
- Map the Mind: Principal (2008-present) Visual Facilitation, Coaching, Consulting, Teaching

### Education

- Master of Arts in Organizational Development and Management - Fielding Graduate University (2008)
- Professional Coaching Certification - Coaches Training Institute (2008)
- Bachelor of Arts in Film and Video Production/Theater Arts - University of California, Santa Cruz (1988)

### Certifications

- Master Practitioner of Neurolinguistics
- Certified Professional Co-Active Coach

### Professional Memberships

- International Forum of Visual Practitioners

**SERVICE DELIVERY APPROACH**

# Service Delivery Approach

At its best, strategic planning engages individuals and strengthens a sense of community that undergirds strong civic engagement. Tapping individuals who are content and engaging them to think about the future energizes people in a positive way. We believe that organizations function best when there is engagement during good times, not just when there is conflict or opposition. By creating constructive dialogue and by focusing together on shared goals, an organization is much more likely to be successful and productive.

Raftelis is passionate about strategic planning for local governments and special districts like MSWD. We encourage future-forward and innovative conversations and understand the unique roles of each stakeholder. Each participant in this process comes with a different perspective and, perhaps, conflicting priorities. Each of these viewpoints is important and valuable. It is our responsibility to work in partnership with MSWD to synthesize this information and facilitate a process that does the following:

- Honors and respects the diversity of opinions of participants
- Honors and respects work undertaken as part of the prior 2017-2021 strategic planning process
- Promotes group communication and collaboration through inclusivity and community building
- Provides useful information and direction for decision making and priority setting

We are leaders in utilities and local government management and would be honored to assist the MSWD in updating its strategic plan. Effective and efficient project management will be critical for ensuring the successful completion of this engagement. Therefore, our approach is to work collaboratively with MSWD to ensure all expectations are articulated from the start. We remain in close contact with our clients throughout all phases of each engagement to ensure these expectations are met. This also allows us to quickly address any contingencies that may arise. Our experience with similar work enables us to hit the ground running.

Our graphic facilitator is able to convert conversations into graphic form, live, as the discussion occurs and before participants leave the room. Her work adds excitement to our engagements and is included in our deliverables.

A strategic planning process involves several steps:

- Articulating a clear vision and mission for the organization
- Preparing a “Sense of Stakeholders” that identifies the factors affecting the community and organization
- Establishing goals
- Identifying priority strategies
- Creating implementation plans that become the focus of activity and engagement long after the process itself has finished

Raftelis is confident we can provide an innovative, creative process and updated strategic plan for the MSWD that accomplishes its objectives.

**WORK PLAN / SCOPE OF WORK**

# Work Plan / Scope of Work

**THE FOLLOWING OUTLINES OUR PROPOSED SCOPE OF WORK FOR DEVELOPING A STRATEGIC PLAN WITH MSWD.**

## Activity 1: Project Kick-off

A successful process will benefit from a collaborative relationship between the consulting team and MSWD from the very beginning of the process. This task is intended to begin building that relationship, and to gather the stakeholder input necessary to ensure a successful strategic planning process.

At the start of this engagement, we will request and review all background information, including all other planning documents, resource materials, and other relevant data. During this stage, we will kick off the project with the Board of Directors (Board) and meet with MSWD’s Management Team to gain a clear picture of what implementation of the District’s previous strategic plan looked like, and what the District hopes to accomplish over the next five-year cycle. We will develop a project charter with the management team and discuss communication and engagement strategies for the project. Ultimately, we want to ensure that we have a shared understanding of how to develop the plan and successfully integrate the learnings from the District’s previous planning efforts. We will review the project plan, and we will finalize the timelines and schedule. We will provide at least monthly project updates to the District’s project team.

### DELIVERABLES:

- Kick-off meeting agenda
- Data/document request
- Draft and final project schedule



**A sample of the work of our graphic facilitator, who will transform conversations into graphic form live, as the conversation occurs.**

## Activity 2: Stakeholder Engagement

The strategic plan is best when touched by as many people as possible. We will work collaboratively with MSWD to engage internal and external stakeholders and build a collective understanding of the District’s strengths, opportunities, and aspirations. The District’s existing strategic plan was created with considerable thought and engagement, and we want to honor the work of previous employees and Board members, and maintain forward momentum through this iteration.

As part of this process, we will:

- Conduct individual meetings with each member of the District’s Board of Directors and Management Team to hear their perspective about the strategic plan and to develop an understanding of the District’s processes and operations. We’re also interested in learning about the process and results of prior implementation efforts – what work is still ongoing? What priorities shifted? How was progress monitored and reported?
- Engage employees through an online survey to ensure involvement in the planning effort and, ultimately, support for the plan’s implementation.
- Engage external customers and stakeholders through either an online survey or short interviews to better understand their needs for the future and how MSWD can support shared goals.
- Engage external customers and stakeholders through an online stakeholder forum, facilitated by Raftelis, to provide an interactive discussion about their thoughts on the District’s five-year strategic plan and their service level expectations.

We will summarize everything learned in a comprehensive “Sense of Stakeholder” document for review with the District.

### DELIVERABLES:

- Draft and final employee and stakeholder surveys, as appropriate
- Sense of Stakeholders document

## Activity 3: Strategic Planning Retreat

Once the stakeholder information has been gathered and analyzed in a Sense of Stakeholders document, Raftelis will structure a one-day retreat for the Board of Directors and Management Team. The retreat agenda will be developed based on conversations with the MSWD project team, and we will share a draft agenda and preparation packet to be reviewed by the District prior to the retreat.

We will then facilitate a strategic planning retreat with the Board of Directors and key staff to review and, as necessary, update the existing strategic framework of mission, vision, values, and areas of focus (goals) for the desired future for the MSWD. The Sense of Stakeholders document will be reviewed to provide context for the update to the MSWD’s vision, mission, and values, and for the development of five-year strategic areas of focus.

The session will include activities with the entire group, as well as small group breakout sessions that will allow everyone to actively participate and engage in the process. During the session, the primary role of the facilitator is to ensure that the environment is respectful and conducive to open and constructive dialogue so that the established objectives are ultimately met. While the agenda provides the structure to accomplish the tasks, we also know how important it is to pay attention to the group and make sure that conversations that need to happen actually happen, so we are flexible and in tune with the group during the process. Our visual facilitator will summarize the discussions in graphic form to provide excitement and a shared understanding.

**DELIVERABLES:**

- Draft and final retreat agenda
- Draft strategic plan framework

**Activity 4: Defining Strategies and Metrics**

While the high-level strategic framework will be drafted during the retreat, it is staff’s role to determine how each strategic area of focus will be achieved and implemented. Therefore, we will host a half-day session with key District staff to identify appropriate strategies (projects, programs, and/or initiatives that support achievement of the District’s strategic areas of focus) and key performance metrics in each strategic area of focus. Agreement on these activities and metrics will allow the organization, the Board of Directors, and the District’s customers to track forward progress.

**DELIVERABLES:**

- Draft strategies and performance metrics for each focus area

**Activity 5: Draft and Finalize Deliverables**

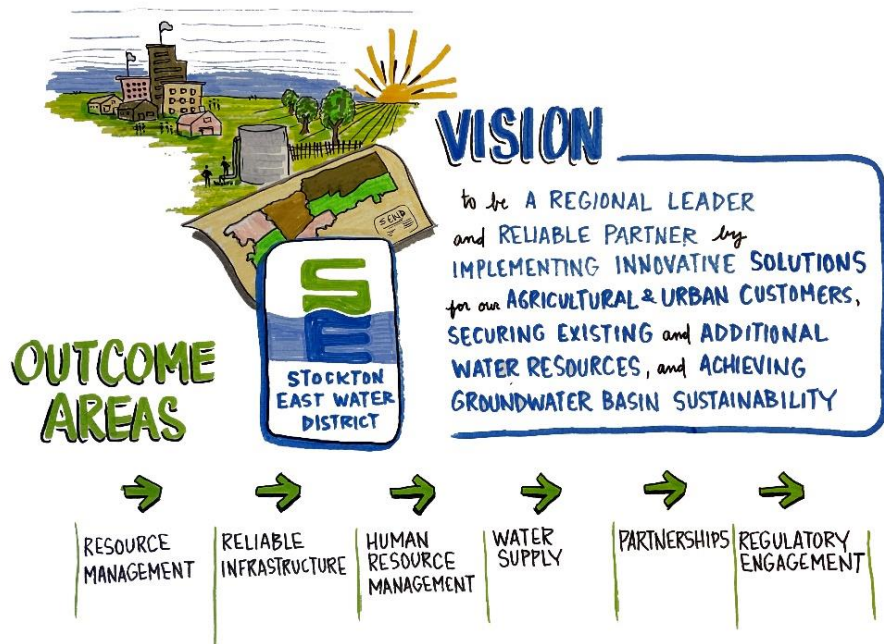
After developing appropriate strategies and metrics in Activity 4, Raftelis will meet once more with the Board of Directors and Management Team to review and finalize the new strategic plan framework.

Once finalized, Raftelis will prepare an engaging and graphics-oriented strategic plan document that includes the full strategic framework and the results of the planning and engagement processes. We will review the draft deliverables with the District and make any necessary changes or modifications before finalization.

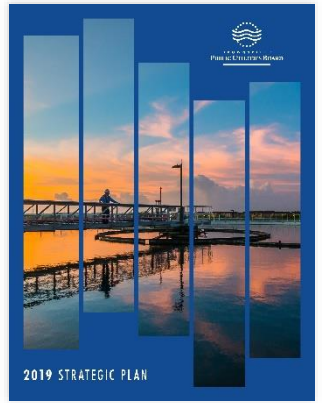
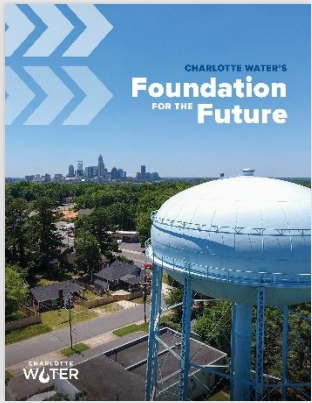
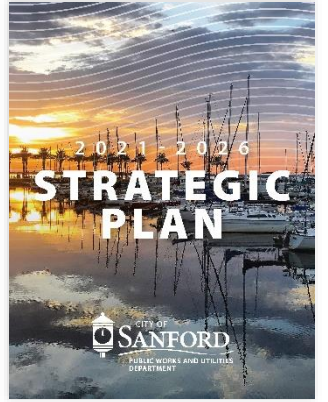
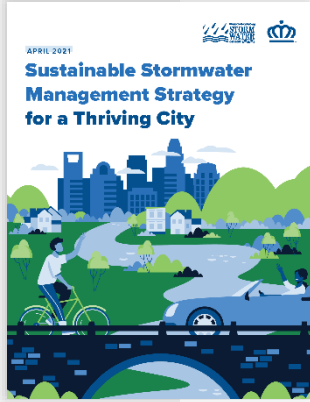
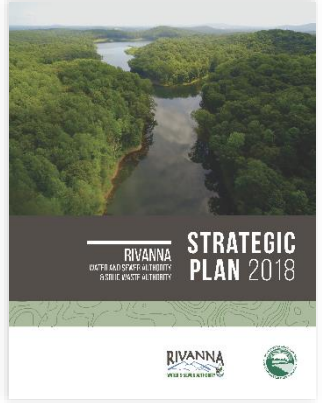
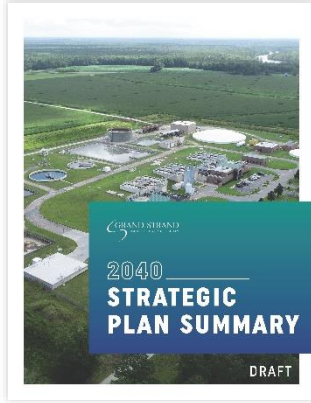
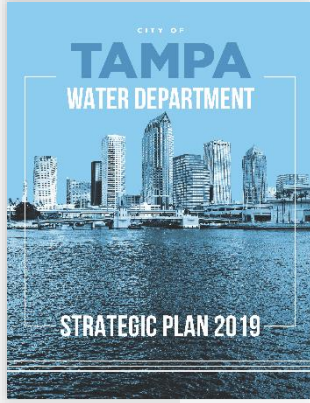
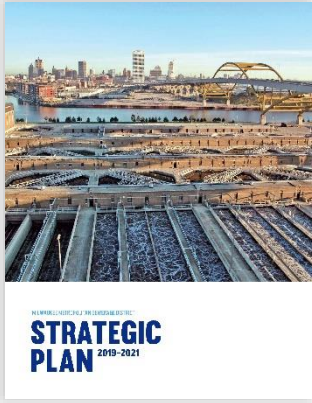
Upon plan finalization, Raftelis will provide customized implementation templates to assist the District in aligning their activities with the strategic areas of focus and strategies included in the strategic plan.

**DELIVERABLES:**

- Final strategic plan document
- Implementation templates







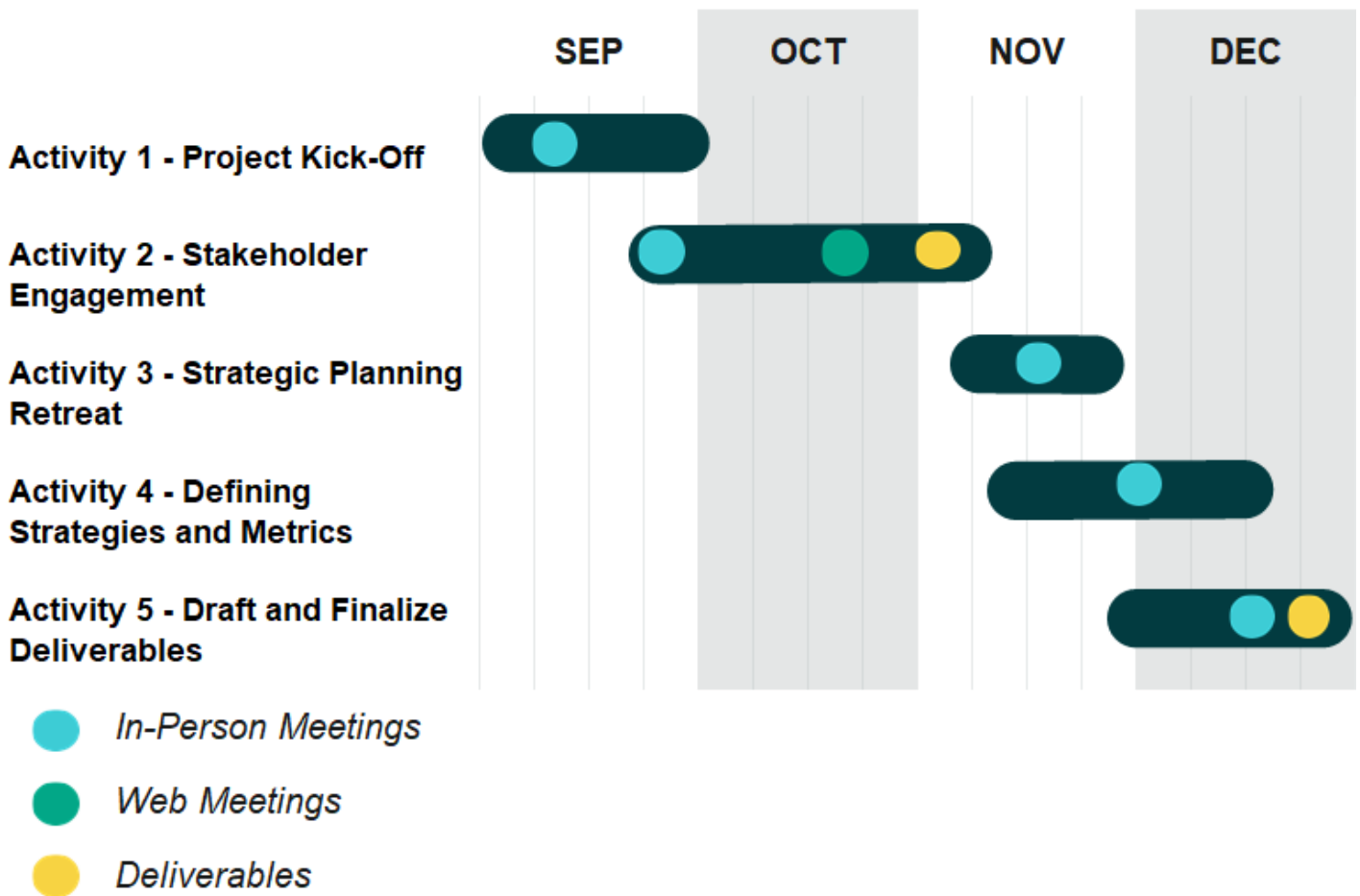
The strategic plan that we will develop for MSWD won't be just another report to sit on your shelf. Our team of strategic planning experts and graphic designers develop plans that serve as tools to graphically communicate the organization's vision to both internal and external stakeholders.

Shown here are the front covers of several strategic plans that Raftelis has recently developed and designed.

# Project Schedule

A proposed schedule breakdown by project activity is provided in the table below. We expect to refine and finalize this with the MSWD during Activity 1.

In our experience, a process as described in the District’s RFP requires a minimum of four months to complete; however, we will work with MSWD to adjust and refine the schedule to ensure your timeline needs are met.



**COST PROPOSAL & ACCEPTANCE OF PROPOSED AGREEMENT**

# Cost Proposal

The total fee for completion of the proposed scope of work is \$74,575 including all professional fees and expenses.

A breakdown of costs by project activity is provided in the table below.

Activity	Description	Cost
1	Project Kick-Off	\$11,400
2	Stakeholder Engagement	\$21,025
3	Strategic Planning Retreat	\$15,175
4	Defining Strategies and Metrics	\$8,850
5	Draft and Finalize Deliverables	\$18,125
<b>TOTAL</b>		<b>\$74,575</b>

It is our practice to invoice clients monthly based on work completed.

A schedule of hourly rates by team member classification is provided below.

Title	Hourly Rate
Vice President	\$325
Senior Manager	\$285
Consultant	\$195
Visual Facilitator	\$175

Because Raftelis has the internal capabilities to perform this work, no subconsultants will be used; all team members are Raftelis employees.

We have reviewed PlanetBid and there was no addendum issued.

# Exceptions

We request that the MSWD consider making the following modifications, shown in red below, to the Agreement for Professional Services. Please contact us if you have any questions or concerns about these modifications.

**10. Ownership of Work Product.** All ~~copy, writings, drawings, images, logos, artwork, design or other~~ work product of Consultant prepared pursuant to this Agreement constitute “Work Product.”

- a. All Work Product shall be delivered and assigned to Client upon completion of the services authorized hereunder, and shall become the property of Client, ~~and Client shall be the copyright holder thereof.~~ Client shall have the right to make and retain copies and use all Work Product; provided, however, the use shall be limited to the intended use for which the services and Work Products are provided under this Agreement. Client agrees to indemnify and hold Consultant harmless if Work Product is used for other than its original intended purpose.
- ~~b.—Consultant retains no independent rights to use the Work Product and agrees not to challenge the validity of Client’s rights or ownership in the Work Product. Consultant may retain copies of the Work Product for its files and internal use. Consultant’s publication or release of any information directly derived from work performed or data obtained in connection with services rendered under this Agreement must first be approved in writing by Client. Nothing contained here shall be deemed a transfer, assignment of divestiture by Consultant of its trade secrets, know-how or intellectual property.~~
- ~~c.—If any rights to the Work Product cannot be assigned to Client, (a) Consultant unconditionally and irrevocably waives the enforcement of such rights, including all claims and causes of action of any kind against Client with respect to such rights, and agrees, at Client’s request and expense, to consent to and join in any action to enforce such rights, and (b) Consultant unconditionally and irrevocably grants to Client during the term of such rights, an exclusive, irrevocable, perpetual, worldwide, fully paid and royalty free license, with rights to sublicense through multiple levels of sublicensees, to reproduce, create derivative works of, distribute, publicly perform, and publicly display by all means now known or later developed, such rights.~~

**11. Indemnification.** Consultant, by execution of this Agreement, specifically agrees to hold harmless, defend and indemnify District, its officers, agents, and employees from and against ~~any and all~~ actions, claims, loss, liability, damage and expense ~~arising out of, pertaining to, or relating to~~ proximately caused by the negligent, reckless, or willful misconduct of Consultant, Consultant’s employees or subconsultants engaged by Consultant in connection with the work of Consultant pursuant to the terms of this Agreement, excepting only such injury and harm as may be caused ~~solely and exclusively~~ by Client’s sole negligence, willful misconduct or active negligence. In no event shall the cost to defend charged to Consultant exceed Consultant’s professional’s proportionate percentage of fault. Such indemnity shall extend to claims, demands, or liabilities, of every kind or nature whatsoever including, but not limited to, personal injury, wrongful death, and property damage occurring during and/or after completion of the Work. ~~Notwithstanding the foregoing provisions of this paragraph, if Consultant is a design professional, as defined by Section 2782.8(b)(2) of The Civil Code of the State of California, or its successor, then such design professional shall, to the fullest extent permitted by law, indemnify, and hold Client harmless from and against any and all~~

~~liabilities, losses or damages, arising out of or encountered in connection with this Agreement or the prosecution of work under it to the extent such, liabilities, losses or damages, are actually caused by the negligence of such design professional or its agents, employees, or subcontractors, or their agents or employees. Consultant's obligation to indemnify shall not be restricted to insurance proceeds, if any, received by Client, its directors, officers, employees, or authorized volunteers.~~

**12. Insurance.**

**4. Subrogation.** ~~Consultant shall~~ The parties shall waive all rights of subrogation against Client ~~the other party.~~

**13. Confidentiality.** Consultant shall not, either during or after the term of this Agreement, disclose to any third party, any confidential information relative to the work of Client without the prior written consent of Client ~~or as required by court order, subpoena, legal process or applicable law.~~

**15. Financial Records.** Consultant shall retain all financial records ~~relating to Consultant's billings under this Agreement, including, but not limited to, documents, reports, books and accounting records which pertain to any work or transaction performed pursuant to this Agreement~~ for four (4) years after the expiration of this Agreement. Either District or any duly authorized representative of Client shall, with reasonable notice, have access to and the right to examine, audit and copy such records.

**16. Compliance With Laws; Labor Code Provisions.** It is the responsibility of the Consultant and any subconsultant to comply with all ~~applicable~~ federal, state and local laws and regulations applicable to Consultant and any subconsultant, including provisions of DIVISION 2, PART 7 of the California Labor Code, and those provisions governing the payment of prevailing wages, working hours, overtime, the employment of apprentices and record keeping requirements. Copies of the prevailing rate of per diem wages are available at District's principal office and will be made available to any interested party on request. The following sections of the California Labor Code are incorporated into and made a part of this Agreement and will be made available by District upon request: Section 1771 (prevailing wage requirement,) Section 1810 (eight hour workday,) Section 1813 (penalty for failure to pay overtime,) Section 1777.5 (apprenticeship requirements); Section 1776 (recordkeeping requirements) and Section 1771.4 (job site posting).

APPENDIX: WORK SAMPLES

# Appendix: Work Samples





CITY OF ROSEVILLE WATER UTILITY

# Sense of Stakeholders

MAY 11, 2021



# Contents

## **Overview of Stakeholder Engagement Activities**

### **Content Summaries**

- Aspirations
- Strengths
- Opportunities

### **Stakeholder Input by Group**

- Employee Survey
- Core Team
- Attribute Team Employees
- Elected Officials
- Municipal Stakeholders
- External Stakeholders



# Overview of Stakeholder Engagement Activities

**Employee Survey:** 40 responses

**Core Team Interviews:** 11 total

**Attribute Team Interviews:** 10 total

**External Stakeholder Interviews:** 14 total

- Elected Officials
  - Mayor
  - City Council
  - Public Utilities Commission
- Municipal Stakeholders
  - City Manager
  - Assistant City Manager
  - Roseville Fire Department
  - Parks, Recreation, and Libraries Department
- External Stakeholders
  - Roseville Chamber of Commerce
  - Kaiser Roseville
  - Roseville Galleria
  - Placer County Water Agency



# Content Summary:

## Aspirations

*What would make you proud of the Water Utility in the next 5 years?*

*What would you like the Water Utility to be known for?*

### EMPLOYEE SURVEY:

- Continuing to invest in its employees, recognize accomplishments, and provide opportunities for training and advancement
- Being considered an advanced water utility that enhances services through technology and innovation
- Maintaining high service levels and water quality through proactive programs and improvements
- Continuing to build a healthy work environment and promote division crossover and teamwork
- Becoming a leader in water efficiency strategies and decreasing water waste

### CORE TEAM:

- Continuing to be good fiscal stewards, providing superior service quality, reliability, and excellent customer service
- Leading efforts to ensure regional water sustainability
- Being a highly resilient service provider that is well-prepared and positioned to handle future conditions
- Recognition as a top performing utility that values its motivated employees

### ATTRIBUTE TEAM EMPLOYEES:

- Providing excellent customer service and the best quality water at a competitive rate
- Continuously improving and keeping up with new technology and innovations
- Operating proactively in all areas of the utility
- Being a role model for other utilities and communities

### ELECTED OFFICIALS:

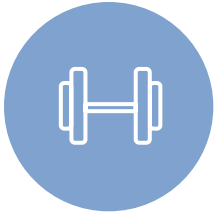
- Becoming a resource for the community to assist residents in reducing and optimizing water usage
- Recognized Statewide for excellence
- Staying as well-run, reliable, affordable, and forward-thinking as the Water Utility is now
- Positioned to continue providing the same service levels to all residents of Roseville in the future

### MUNICIPAL STAKEHOLDERS:

- Viewed as the best water utility in the State of California
- Striving for efficiency and effectiveness through continuous improvement
- Being the most affordable utility in the region
- Approaching future needs proactively, flexibly, and creatively

### EXTERNAL STAKEHOLDERS:

- Partnering with large customers to increase water conservation using smart practices and new technology
- Continuing to be a high-performing water utility providing excellent service
- Being more regionally connected and sharing supply sources through interconnected infrastructure



# Content Summary:

## Strengths

*What is true today that you hope will still be true in five years? What are the greatest strengths?*

### EMPLOYEE SURVEY:

- Knowledgeable employees and strong leadership
- Customer service oriented
- Positive culture and work environment
- Teamwork and collaboration
- Strong finances

### CORE TEAM:

- Professional, high-functioning, and passionate employees dedicated to public service
- Collaborative, unified, and inclusive environment
- Fiscally responsible and efficient operations, providing stable and cost-effective rates
- Customer service oriented and high customer satisfaction
- Forward-thinking utility focused on reliability and resiliency for the future

### ATTRIBUTE TEAM EMPLOYEES:

- Very knowledgeable and hardworking staff and strong leadership throughout the organization
- Collaborative, supportive, and inclusive work environment
- Customer service-focused
- Provides high-quality water
- Operations are focused on planning for future needs

### ELECTED OFFICIALS:

- A forward-thinking utility focused on developing plans and capabilities for the future
- Affordable and dependable
- Strong leadership and management of the utility
- Good community perception and trust

### MUNICIPAL STAKEHOLDERS:

- Professional, knowledgeable, and forward-thinking employees
- Strong reputation in the community and with stakeholders
- Developed good regional partnerships
- Proactive long-term water supply planning

### EXTERNAL STAKEHOLDERS:

- Competent, professional, and visionary employees
- Ability to consistently deliver high-quality water and with reasonable rates
- Annual meter program and backflow programs are strong
- Public communications are best in class



# Content Summary:

## Opportunities

*What are the Water Utility's greatest opportunities?*

*What is not true today that you hope will be true in five years?*

### EMPLOYEE SURVEY:

- Increase employee training and growth opportunities
- Implement technology improvements
- Ensure adequate resources for operations and growth
- Plan for future needs and improve future water supply resiliency
- Strengthen, maintain, and replace infrastructure to ensure reliability
- Encourage additional collaboration and teamwork
- Enhance recruitment efforts and strategies
- Improve processes and develop innovative approaches to providing service
- Proactively approach future water conservation guidelines

### CORE TEAM:

- Enhance the Utility's capability to attract, develop, and retain its passionate and dedicated team of employees
- Provide sustainable and resilient services by planning for and responding to challenges and risks such as growth, climate change, water efficiency mandates, and regulations
- Increase proactive maintenance activities and continue rehabilitation of infrastructure
- Expand community and stakeholder engagement to maintain trust and increase understanding
- Develop data management and analytics capabilities to optimize operations and drive decision-making
- Continue fostering collaboration, teamwork, and open communication

### ATTRIBUTE TEAM EMPLOYEES:

- Continue proactive water resource and infrastructure planning to address growth, climate change, and drought
- Monitor and prepare for regulations and continue government relations practices
- Expand employee growth opportunities within the organization and develop succession plans
- Optimize operations further by reviewing processes and considering technology improvements
- Increase water efficiency practices, mandates, and outreach

**ELECTED OFFICIALS:**

- Continue diversifying the available water supply to prepare for future growth and droughts
- Expand outreach and education to increase community awareness of the Water Utility's efforts in water sustainability and conservation
- Enhance employee retention and succession planning
- Proactively address aging infrastructure
- Develop a strong advocacy team for rate changes to increase public knowledge, communication about the changes, and involvement of elected officials

**MUNICIPAL STAKEHOLDERS:**

- Balance water scarcity with growth, considering the regional water availability
- Expand employee development and formalize succession planning
- Continue efforts to communicate with and educate the public, especially about water conservation
- Be well-prepared to replace aging infrastructure

**EXTERNAL STAKEHOLDERS:**

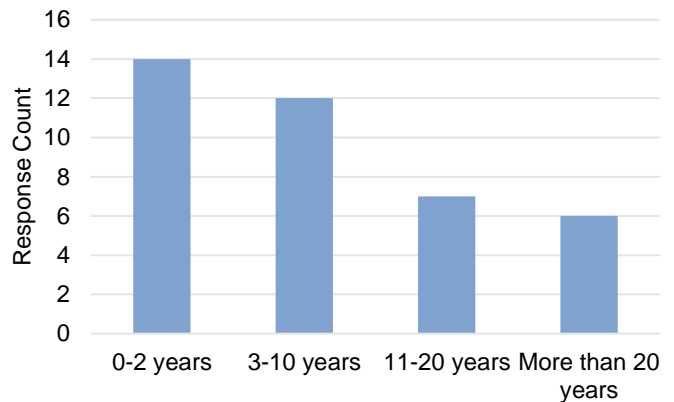
- Develop regular communication with major customers
- Partner with and provide proactive support for large customers to improve water efficiency and conservation measures
- Communicate and celebrate the water utility's successes and how well it has planned for growth
- Expand regional collaboration and consider consolidation of unincorporated areas
- Continue planning for future needs of the community, including diversifying the water supply and building the workforce
- Stay active in the regulatory environment

# Stakeholder Input by Group: Employee Survey

Approximately 40 individuals from the Water Utility completed the employee survey. The figure to the right shows a breakdown of participation by tenure of respondents.

The survey included a series of questions about the strategic direction of the utility, summarized in this document, and the Ten Attributes of an Effectively Managed Utility (EUM), summarized within the EUM Assessment Report.

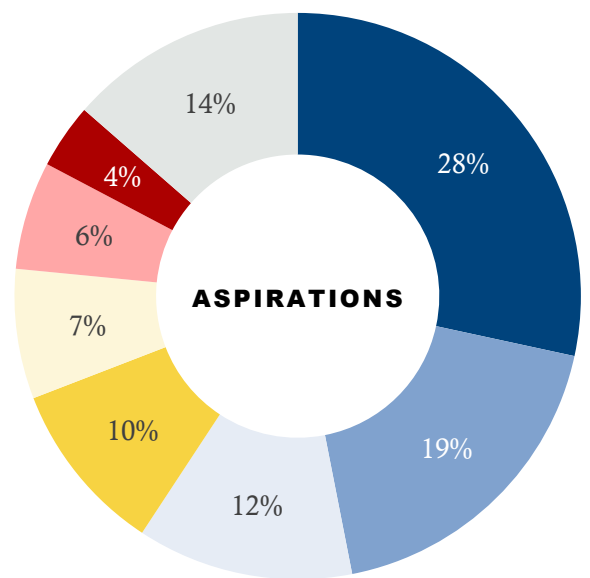
**Tenure of Survey Respondents**



## ASPIRATIONS

Participants were asked to describe what elements of the Water Utility they would like to be proud of in five years as a way of determining priorities for organizational direction. Responses were grouped by theme, shown below.

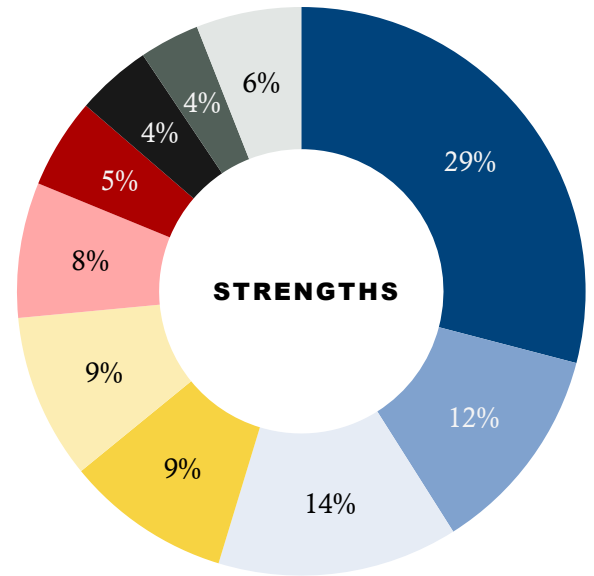
- Continues to invest in its employees, recognize accomplishments, and provide opportunities for training and advancement.
- Is considered an advanced water utility that enhances services through technology and innovation
- Maintains high service levels and water quality through proactive programs and improvements
- Continues to build a healthy work environment and promote division crossover and teamwork
- Becomes a leader in water efficiency strategies and decreases water waste
- Improves water source resiliency and sustainability
- Maintains a strong community relationship and trust in our water quality
- Other



## STRENGTHS

Participants were asked to describe what they believed to be the greatest strengths of the Water Utility. Responses were grouped by theme, shown below.

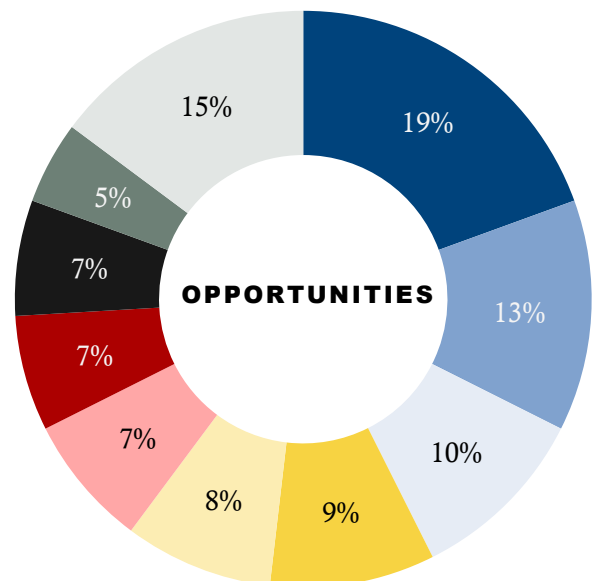
- Knowledgeable Employees and Strong Leadership
- Customer Service Oriented
- Positive Culture and Work Environment
- Teamwork and Collaboration
- Strong Finances
- Training Opportunities and Support
- Communication
- Affordable and High-Quality Water
- Long-Term Planning
- Other



## OPPORTUNITIES

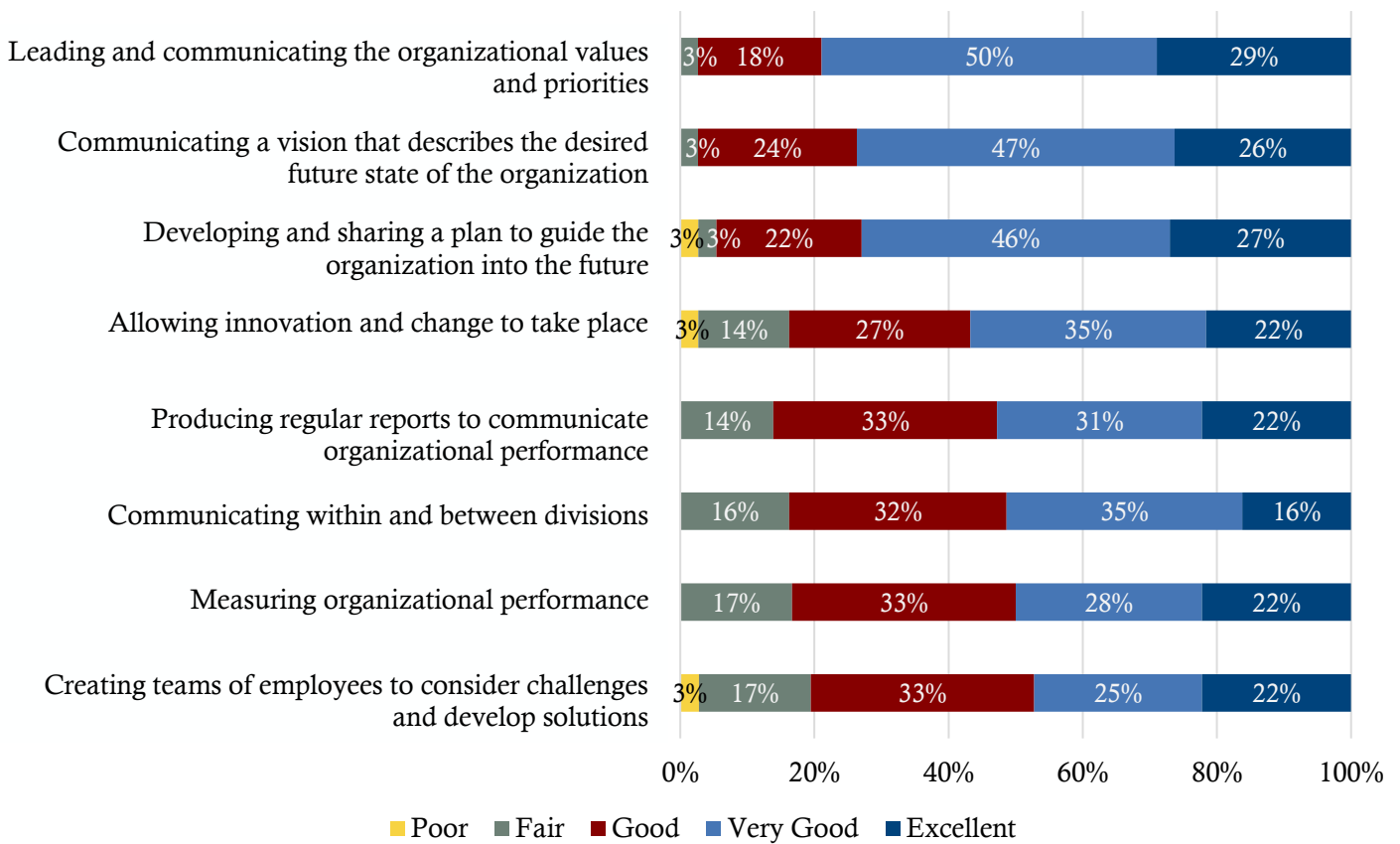
Participants were asked to describe what they believe to be the three most significant actions that the Water Utility can take to move forward in the next five years. Responses were grouped into broader themes to identify opportunities at a high level; below are the themes.

- Increase employee training and growth opportunities
- Implement technology improvements
- Ensure adequate resources for operations and growth
- Plan for future needs and improve future water supply resiliency
- Strengthen, maintain, and replace infrastructure to ensure reliability
- Encourage additional collaboration and teamwork
- Enhance recruitment efforts and strategies
- Improve processes and develop innovative approaches to providing service
- Proactively approach future water conservation guidelines
- Other



### FIVE KEYS TO MANAGEMENT SUCCESS

Finally, employees were asked to rate the Water Utility’s performance in terms of several different management techniques, and their effectiveness for the organization. According to respondents, the Water Utility does well at leading and communicating the organizational values and priorities, communicating a vision that describes the desired future state of the organization, and developing and sharing a plan to guide the organization into the future. Areas where performance was rated at a lower level include creating teams of employees to consider challenges and develop solutions and measuring organizational performance. The following chart shows the percentage of responses for each management technique.





# Stakeholder Input by Group:

## Core Team

### ASPIRATIONS

- Continuing to be good fiscal stewards, providing superior service quality, reliability, and excellent customer service
- Leading efforts to ensure regional water sustainability
- Being a highly resilient service provider that is well-prepared and positioned to handle future conditions
- Recognition as a top performing utility that values its motivated employees
- Successful in executing the core mission in a way that best serves the community

### STRENGTHS

- Professional, high-functioning, and passionate employees dedicated to public service
- Collaborative, unified, and inclusive environment
- Fiscally responsible and efficient operations, providing stable and cost-effective rates
- Customer service oriented and high customer satisfaction
- Forward-thinking utility focused on reliability and resiliency for the future

### OPPORTUNITIES

- Enhance the Utility's capability to attract, develop, and retain its passionate and dedicated team of employees
- Provide sustainable and resilient services by planning for and responding to challenges and risks such as growth, climate change, business continuity, water efficiency mandates, and regulations
- Increase proactive maintenance activities and continue rehabilitation of infrastructure
- Expand community and stakeholder engagement to maintain trust and increase understanding
- Develop data management and analytics capabilities to optimize operations and drive decision-making
- Continue fostering collaboration, teamwork, and open communication

# Stakeholder Input by Group:

## Attribute Team Employees

### ASPIRATIONS

- Providing excellent customer service and the best quality water at a competitive rate
- Continuously improving and keeping up with new technology and innovations
- Operating proactively in all areas of the utility
- Being a role model for other utilities and communities

### STRENGTHS

- Very knowledgeable and hardworking staff and strong leadership throughout the organization
- Collaborative, supportive, and inclusive work environment
- Customer service-focused
- Provides high-quality water
- Operations are focused on planning for future needs

### OPPORTUNITIES

- Continue proactive water resource and infrastructure planning to address growth, climate change, and drought
- Monitor and prepare for regulations and continue government relations practices
- Expand employee growth opportunities within the organization and develop succession plans
- Optimize operations further by reviewing processes and considering technology improvements
- Increase water efficiency practices, mandates, and outreach

# Stakeholder Input by Group:

## Elected Officials

### ASPIRATIONS

- Becoming a resource for the community to assist residents in reducing and optimizing water usage
- Recognized Statewide for excellence
- Staying as well-run, reliable, affordable, and forward-thinking as the Water Utility is now
- Positioned to continue providing the same service levels to all residents of Roseville in the future

### STRENGTHS

- A forward-thinking utility focused on developing plans and capabilities for the future
- Affordable and dependable
- Strong leadership and management of the utility
- Good community perception and trust

### OPPORTUNITIES

- Continue diversifying the available water supply to prepare for future growth and droughts
- Expand outreach and education to increase community awareness of the Water Utility's efforts in water sustainability and conservation
- Enhance employee retention and succession planning
- Proactively address aging infrastructure
- Develop a strong advocacy team for rate changes to increase public knowledge, communication about the changes, and involvement of elected officials

# Stakeholder Input by Group:

## Municipal Stakeholders

### ASPIRATIONS

- Viewed as the best water utility in the State of California
- Striving for efficiency and effectiveness through continuous improvement
- Being the most affordable utility in the region
- Approaching future needs proactively, flexibly, and creatively

### STRENGTHS

- Professional, knowledgeable, and forward-thinking employees
- Strong reputation in the community and with stakeholders
- Developed good regional partnerships
- Proactive long-term water supply planning

### OPPORTUNITIES

- Balance water scarcity with growth, considering the regional water availability
- Expand employee development and formalize succession planning
- Continue efforts to communicate with and educate the public, especially about water conservation
- Be well-prepared to replace aging infrastructure

# Stakeholder Input by Group:

## External Stakeholders

### ASPIRATIONS

- Partnering with large customers to increase water conservation using smart practices and new technology
- Continuing to be a high-performing water utility providing excellent service
- Being more regionally connected and sharing supply sources through interconnected infrastructure

### STRENGTHS

- Competent, professional, and visionary employees
- Ability to consistently deliver high-quality water and with reasonable rates
- Annual meter program and backflow programs are strong
- Public communications are best in class

### OPPORTUNITIES

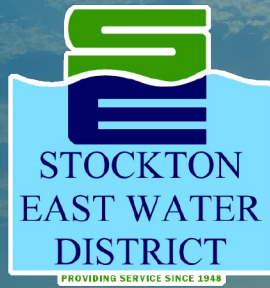
- Develop regular communication with major customers
- Partner with and provide proactive support for large customers to improve water efficiency and conservation measures
- Communicate and celebrate the water utility's successes and how well it has planned for growth
- Expand regional collaboration and consider consolidation of unincorporated areas
- Continue planning for future needs of the community, including diversifying the water supply and building the workforce
- Stay active in the regulatory environment

# Contact

**DARIN THOMAS**

dthomas@raftelis.com, 336-209-13470





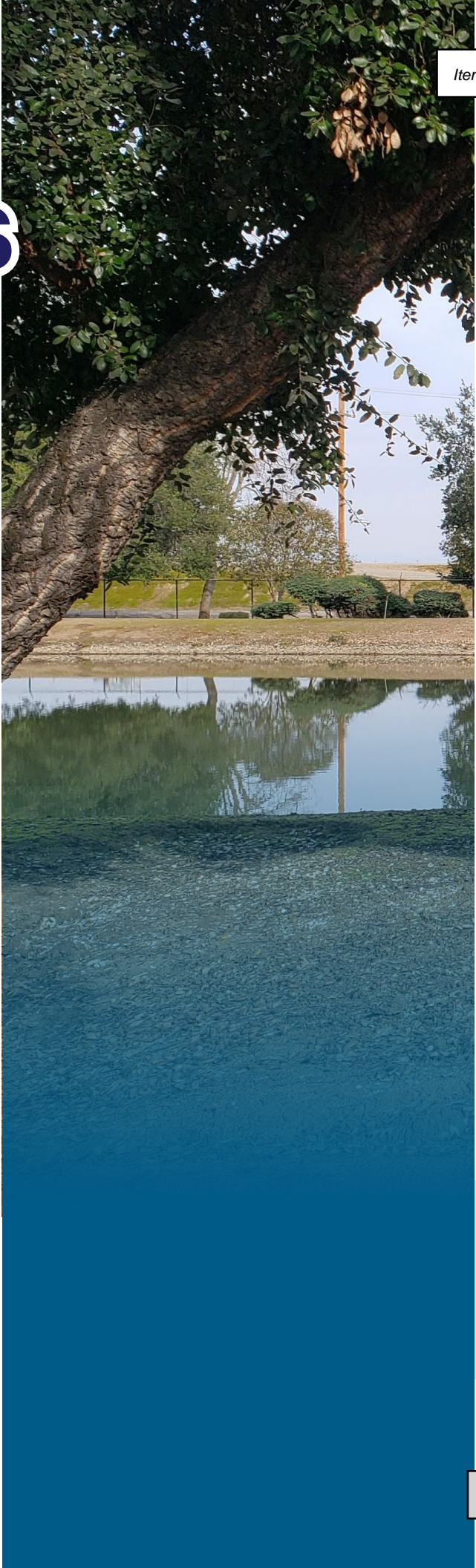
# Strategic Plan

2023

# Contents

- Charting a Course Toward a Sustainable Water Future **1**
- Strategic Planning Process **2**
- Community Profile **4**
- About the District **6**
- District Governance **7**
- Strategic Framework **8**
- Strategic Outcomes **10**
- Implementation and Next Steps **12**

Strategic plan facilitation by:





# Charting a Course Toward a Sustainable Water Future

## A Message from the Directors

The Stockton East Water District (District) was created to ensure proper management of our groundwater basin and provide supplemental surface water supplies. When our mission was established in 1948, the then Stockton & East San Joaquin Water Conservation District had to rely on big ideas, regional collaboration, and unwavering fortitude to achieve the overarching goal. Through visionary foresight and tireless progression towards the District's mission, prior constituents, directors, and staff have contributed more to the groundwater basin than any other local conservation agency.

In 2014, the District was presented with a new challenge to our mission and accomplishment thereof – the Sustainable Groundwater Management Act (SGMA). The SGMA requires the District to accomplish the mission of sustainable groundwater basin management by 2040. Achievement of the District's mission and SGMA requirement was further complicated in 2019 by approval of Bay-Delta Plan Amendments, which have the potential to reduce availability of necessary surface water supplies that previous generations of District Boards worked arduously to secure. Current threats to the District's water supplies warranted realignment of constituents, directors, and staff through a strategic plan process to ensure everyone was flowing in the same direction.

The Strategic Plan was developed through an engaging and collaborative process that included vision and feedback from the District's talented employees, management team, Board of Directors, and valued constituents: domestic well owners, agricultural customers, and the urban contractors. The Board of Directors appreciates the time and thoughtful input of all those involved. The resulting Strategic Plan provides valuable guidance for the District's path forward, maintaining focus on the most important strategic areas, such as our employees, while refining objectives for new strategic areas such as water supply reliability.



**Richard Atkins**

President, Stockton East Water District Board of Directors

**I look forward to working with staff to turn our new vision into a reality. The path forward will be full of new challenges, but nothing is beyond our reach and I am certain the District's talented team is up for the challenge. The Board and I are ready to support staff and constituent efforts to make implementation of this Strategic Plan a success.**



**Justin Hopkins**

General Manager, Stockton East Water District



# Strategic Planning Process

**The Stockton East Water District (District) initiated a strategic planning process in 2023, using a process designed to ensure:**

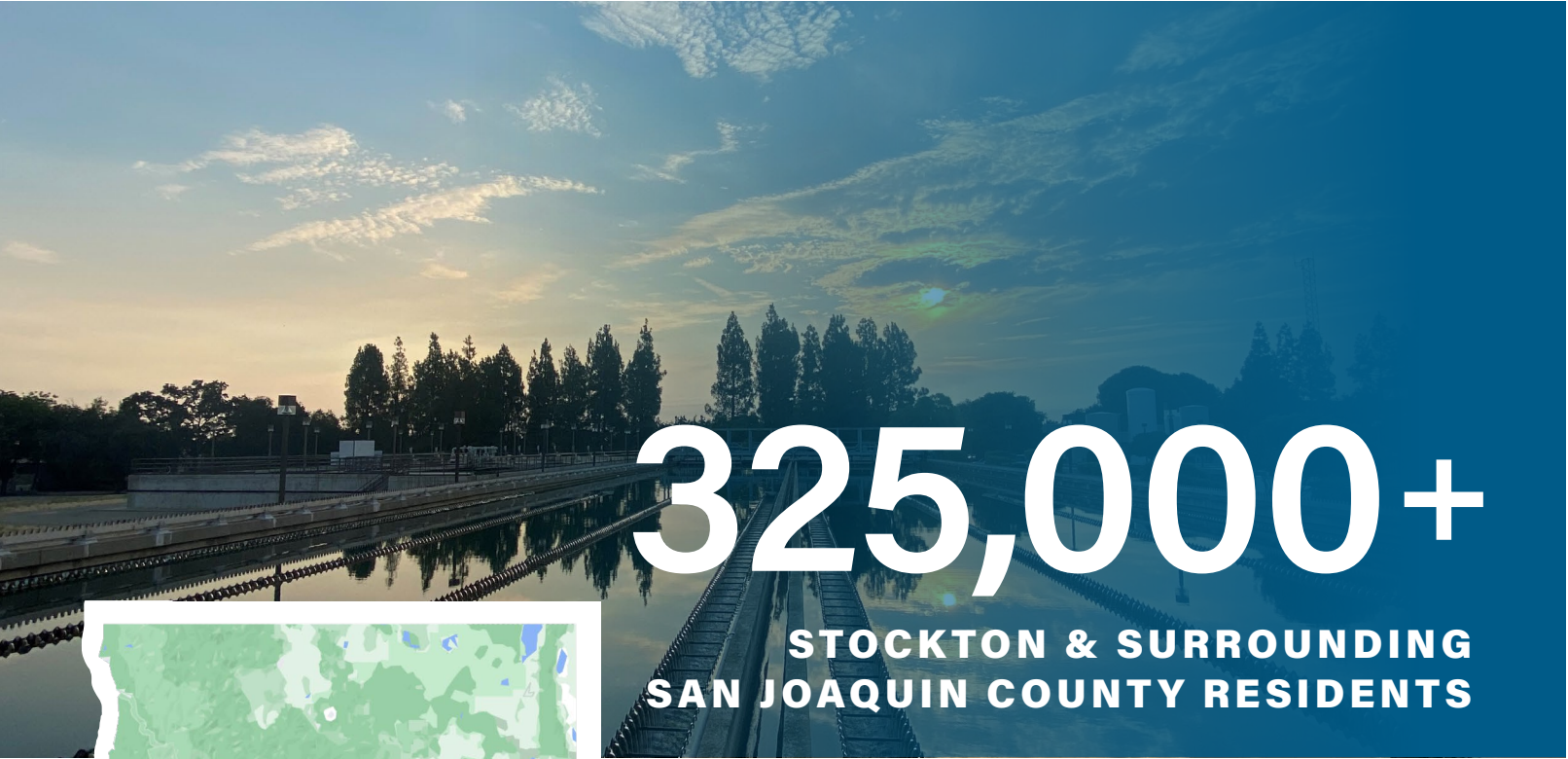
- + A shared vision of the outcomes that the District sought to create. Organizations driven by clear purposes and shared values have a greater capacity to succeed than those that are not.
- + A collective understanding of the available resources, the operating context, and the principles upon which desired outcomes and strategies are based.
- + Acceptance of the direction and urgency of the strategic plan, which will be integrated into the way the District is operated on a day-to-day basis.



**To achieve these conditions for success, the District’s strategic planning process involved input from a broad group of internal and external stakeholders. Major elements of the engagement process included:**

- + Interviews and work sessions with the District’s Board of Directors
- + Interviews and work sessions with the General Manager and leadership team
- + A survey distributed to all District employees
- + Interviews with key stakeholders and a survey of the District’s agricultural customers

**Input was used to develop the utility’s six strategic outcome areas, as well as the associated strategies for implementation over the next five years.**

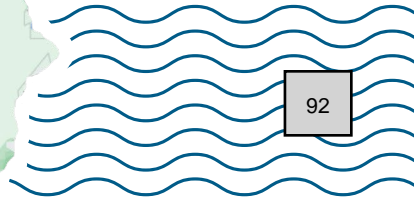
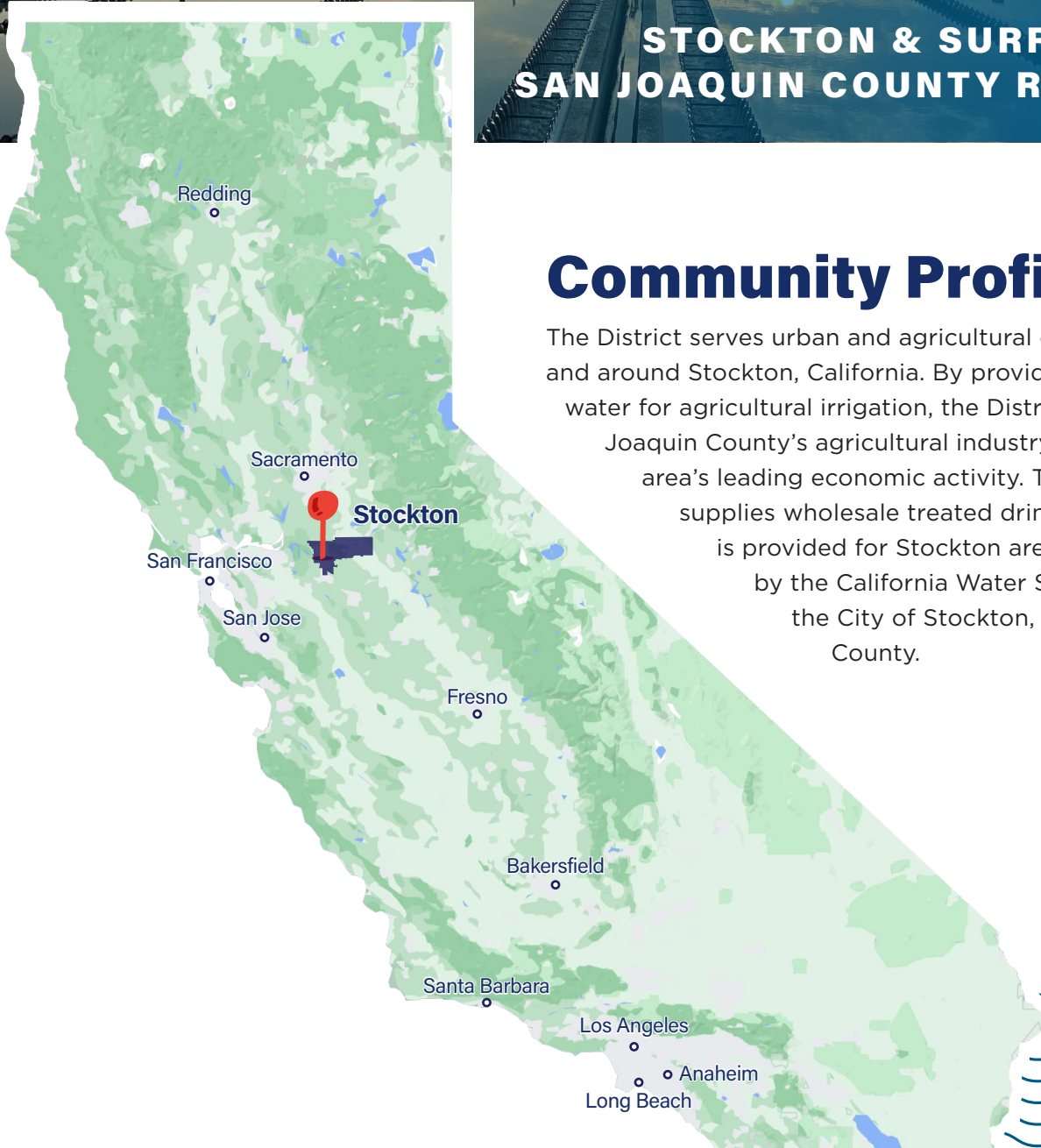


# 325,000+

## STOCKTON & SURROUNDING SAN JOAQUIN COUNTY RESIDENTS

### Community Profile

The District serves urban and agricultural customers in and around Stockton, California. By providing surface water for agricultural irrigation, the District supports San Joaquin County’s agricultural industry, which is the area’s leading economic activity. The District also supplies wholesale treated drinking water, which is provided for Stockton area retail customers by the California Water Service Company, the City of Stockton, and San Joaquin County.





# 7,000+

## AGRICULTURAL CUSTOMERS

With a population of almost 325,000 people, the City of Stockton is the 11th largest in California and the 58th largest in the United States. Founded in 1849 as part of the California Gold Rush, Stockton is located on the San Joaquin River and served as an important inland seaport for ocean-going vessels and supply stop for prospectors. Thousands of miles of waterways in and around Stockton make up the California Delta, which sees approximately half of the total river flows in the state. The County seat for San Joaquin County, Stockton was the most diverse city in the United States in 2020, according to U.S. News and World Report. The City's median household income is \$63,916,

compared to \$84,097 in the State of California, according to the U.S. Census Bureau.

In addition to providing drinking water for the City of Stockton and San Joaquin County, the District has approximately 250 agricultural surface water, 1,900 agricultural groundwater, and 6,000 domestic well accounts. San Joaquin County, with 920,000 acres of agriculturally productive land, is California's 7th-largest agricultural producer, generating approximately \$3 billion for the region in 2020. Top crops and agricultural products include almonds, milk, grapes, walnuts, and cherries. Approximately 4,000 farms are located in San Joaquin County, with an average size of 202 acres.

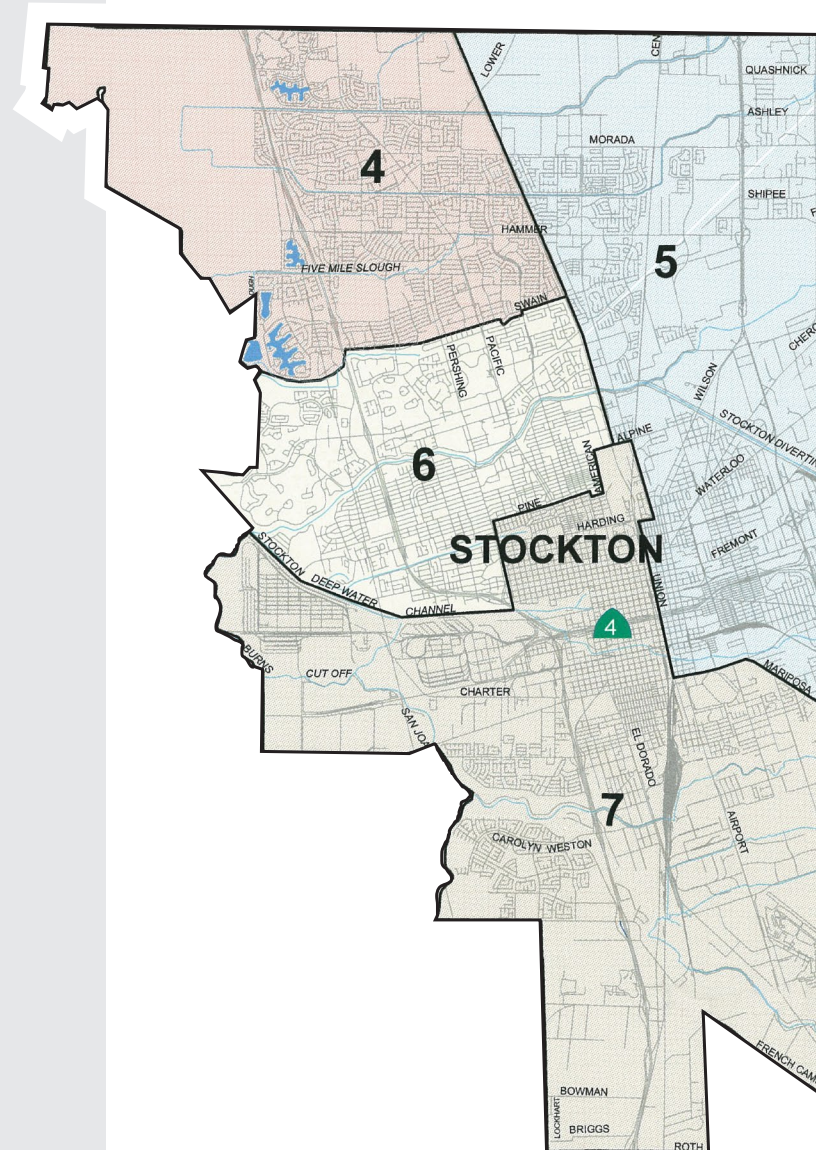


# About the District

**The District was formed in 1948 under the 1931 Water Conservation Act of the State of California, and was originally organized as the Stockton and East San Joaquin Water Conservation District, an independent political subdivision of the state government.**

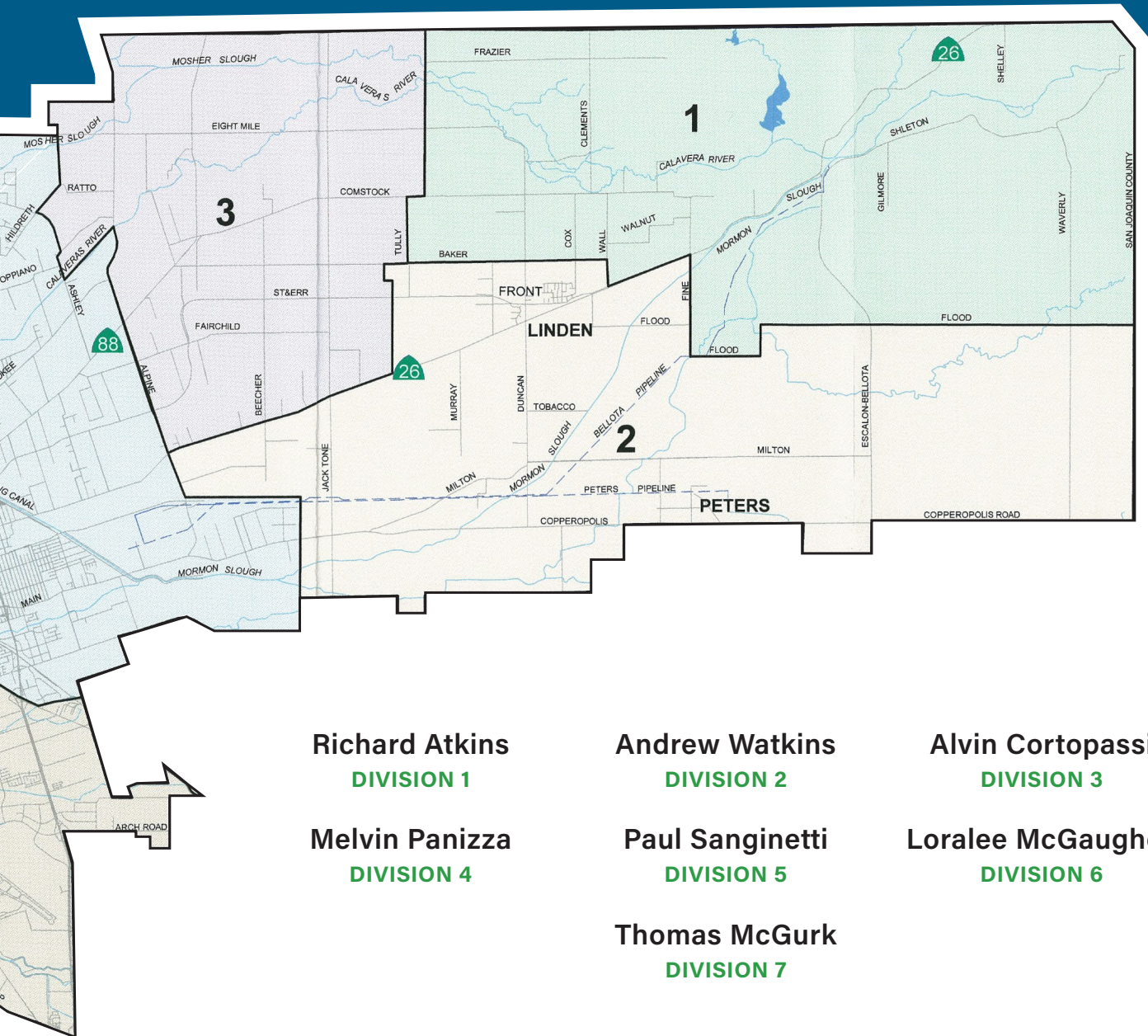
The District was responsible for acquiring a supplemental water supply and developing water use practices that would secure a balance between the District's surface water and its customer's groundwater supplies. From 1948 to 1963, the District focused its efforts on water resource planning by evaluating groundwater conditions and determining requirements for supplemental water. These intensive efforts by the District and other local agencies resulted in the construction of New Hogan Dam in 1964.

In 1971, District boundaries were expanded to include the entire Stockton urban area, and plans were initiated for a 30 million gallon per day (MGD) drinking water treatment plant. The plant has since been upgraded to 65 MGD, in recognition of increased demand from urban customers. After further expansion to encompass additional agricultural users, the District's service area now includes more than 143,000 acres.



# District Governance

From a governance perspective, the District is divided into seven divisions, each of which is represented by an elected Director. Though each division's candidate for Director must reside within that division, every voter in the District's service area is eligible to vote on any and all contests, so Directors are elected by division but voted on at-large.



# Creating a Vision for the Future

On March 14 2023, the District’s Board of Directors and leadership team met to articulate a strategic direction for the organization. The resulting framework includes the District’s vision, updated mission, and strategic outcome areas, thereby setting the course for future activities.

In looking to the future, each Director was asked to share what they believe to be true about the future of the District. Responses are captured in the following graphic.

**THEMES...**

**THIS I BELIEVE**

**STAY FOCUSED on OUR GOALS**  
THERE IS a LOT HAPPENING in WATER in the STATE

**GOOD STAFF and PEOPLE**  
OPERATIONALLY WE are in GOOD SHAPE  
NEED to BE PROACTIVE to ACQUIRE WATER  
WE OWN SOME WATER

**WE NEED to COMMUNICATE OUR NEEDS...**

**STOCKTON is GROWING...**  
GETTING PEOPLE to UNDERSTAND the FUTURE  
WE ARE DOING WELL!

**WORK with OUR PARTNERS to USE MORE SURFACE WATER**

**BUILD to BEING REGIONAL LEADERS**

**DELIVERING on our MISSION**  
BEING a DIRECTOR is MEANINGFUL to ME  
IT TAKES a TEAM

**WE ARE MOVING AHEAD**  
and OUR ISSUE is MONEY  
EXPAND WHAT we HAVE...  
IT COSTS MONEY to COMPLY, WE NEED FUNDING

**GOOD STAFF and MANAGEMENT**  
as a BOARD, OUR MAIN FOCUS:  
BE FORWARD LOOKING and IMAGINATIVE and TAKE SOME RISKS



# Strategic Framework



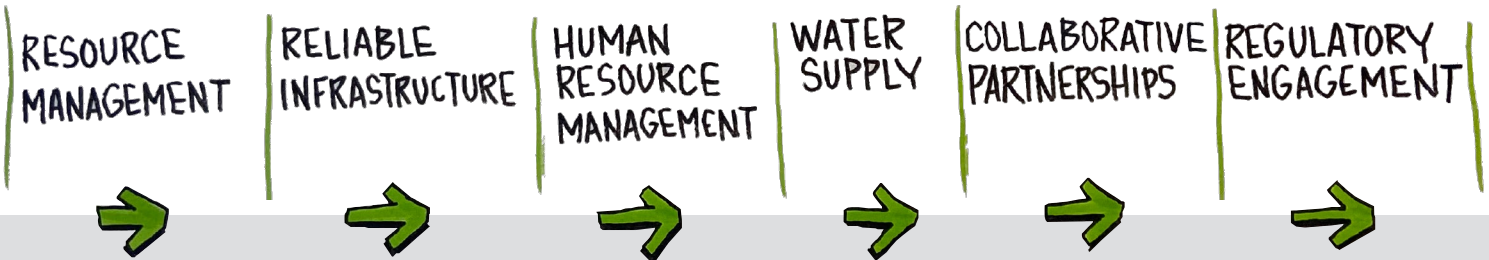
## MISSION

STOCKTON EAST WATER DISTRICT ENSURES SUSTAINABLE GROUNDWATER, HIGH-QUALITY DRINKING WATER, and SUPPLEMENTAL SURFACE WATER for AGRICULTURAL USE

## VISION

to be A REGIONAL LEADER and RELIABLE PARTNER by IMPLEMENTING INNOVATIVE SOLUTIONS for our AGRICULTURAL & URBAN CUSTOMERS, SECURING EXISTING and ADDITIONAL WATER RESOURCES, and ACHIEVING GROUNDWATER BASIN SUSTAINABILITY

## OUTCOME AREAS



# Strategic Outcomes

## Resource Management

Facilitating successful financing and grants for high-value projects through execution of thoughtful policies, long-term plans, and reasonable rates.

### Strategies:

- + Review, update, and streamline District policies
- + Conduct long-term financial planning, to include grants, rate setting, and financing strategies
- + Review and optimize diversification of District investments

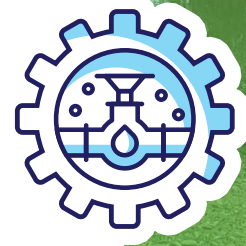


## Reliable Infrastructure

Implementing plans to fully address aging infrastructure, promote technology enhancements, and provide reliable water supply for customers.

### Strategies:

- + Develop and implement Master Plans for water supply, and water treatment
- + Apply efficient and proven technology enhancements to meet the changing needs of our customers and operations
- + Proactively address infrastructure maintenance and rehabilitation through asset management



## Human Resources Management

Attracting, developing, and retaining exceptional employees through professional development, employee recognition programs, and competitive compensation packages.

### Strategies:

- + Promote a forward-looking and collaborative organizational culture
- + Identify and address knowledge and training gaps and institute incentive programs to support employee development
- + Develop and implement a holistic onboarding process



## Water Supply

Ensuring groundwater sustainability by maximizing the use of surface water with agricultural and urban customers and improving drought resiliency.

### Strategies:

- + Develop rates, assessments, and policies that encourage and maximize the use of surface water
- + Comply with SGMA through development and implementation of projects, partnerships, and groundwater recharge opportunities in the Basin
- + Increase water supply resiliency, including perfecting existing water rights applications



## Regulatory Engagement

Collaborating with local, regional, state, and federal interest groups to enhance the District's ability to monitor, shape, and ultimately meet regulatory requirements.

### Strategies:

- + Leverage industry associations and lobbying efforts to better understand and impact regulatory and legislative changes
- + Engage with regulatory agencies to ensure compliance with existing and upcoming regulations
- + Protect the existing water rights that benefit the District



## Collaborative Partnerships

Fostering strong relationships through open and transparent communication and pursuit of shared goals.

### Strategies:

- + Develop an external organizational identity and outreach program to build awareness of SEWD and the value provided by the District
- + Build regional consensus for high impact water projects
- + Encourage a stronger relationship with Urban Contractors through regular communication and the pursuit of mutually beneficial goals



# Implementation & Next Steps

**Each of the strategic outcome areas included in this plan contain a series of strategies and projects that will move the District toward achievement of its long-term priorities. However, it is important to note that for the desired results to be achieved, the strategies must be effectively implemented. Therefore, careful attention and focus on strategy implementation is essential for achieving success.**

# The District's Implementation Process Includes:

Leveraging internal subject matter expertise by continuing to use key staff and Board members that are knowledgeable, energized, and committed to the implementation of the strategies to draft implementation plans for each strategy, including:

- + Tasks and activities necessary for implementation
- + Assigned individuals or groups
- + Due dates and timelines for key tasks
- + Resource requirements

Monitoring and sharing implementation progress with organizational leadership and the Board of Directors

Reviewing and updating implementation tasks on at least an annual basis



+ A delegation of District representatives traveled to Washington DC in March 2023 to engage lawmakers around current and future regulatory requirements (left to right: Consultant Barkett, General Manager Hopkins, Board President Atkins, Representative Josh Harder, Director Watkins, and Director Sanguinetti).



Pictured above are the full Stockton East Water District Board of Directors and 38 of the 48 total employees.



Mailing Address:  
P.O. Box 5157, Stockton, CA 95205  
Physical Address:  
6767 East Main Street, Stockton, CA 95215  
[www.sewd.net](http://www.sewd.net)

**DRAFT**



**2018 - 2022**

**STRATEGIC  
PLAN**

ONSLOW WATER AND SEWER AUTHORITY

*"Contributing to the health and safety of our community."*

ONWASA has now begun looking ahead to the future through a strategic planning process that enables us to meet our customer's needs now and for years to come.

**GREG HINES**

*Chairman  
ONWASA Board of Directors*

## MESSAGE FROM THE **CHIEF EXECUTIVE OFFICER**

The Onslow Water and Sewer Authority (ONWASA) has long served its community by providing exceptional water and sewer services. Continuing to do so, and to be a respected regional utility, requires:

- Board members who have consistently provided guidance to the organization and have made long-range planning a top priority
- A team of dedicated and highly-skilled employees
- Satisfied customers and partners
- Sufficient financial resources
- Extensive, modern, and well-maintained infrastructure
- Efficient operations

As an important component of our efforts to effectively and efficiently

manage the utility, ONWASA has developed a new strategic plan in pursuit of a well-defined and positive future for our organization and community. This document presents and describes that plan.

We would like to express the appreciation of the ONWASA Board of Directors and management for the support and contributions of many people who helped us develop this plan, including:

- Employees who provided input, developed the plan, and will ultimately implement the plan
- External stakeholders who provided valuable input
- Board members who participated in a strategic planning workshop

We believe that ONWASA has created a strategic plan that will build a solid foundation to position the utility as a valued partner and community resource for Onslow County (County). Working as a cohesive team, ONWASA is committed to being a respected regional utility, providing exceptional service to our community.

**JEFFREY L. HUDSON**

*Chief Executive Officer  
Onslow Water and Sewer Authority*



**ONWASA Board of Directors**

- Mr. Gregory Hines, Chairman
- Mr. Jerry Bittner, Vice-Chairman
- Mr. Paul Conner, Secretary/Treasurer
- Mr. Royce Bennett
- Mr. Jack Bright
- Mr. Michael Lazzara
- Mr. Daniel Tuman
- Ms. Pat Turner

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# INTRODUCTION

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## OVERVIEW

*The Onslow Water and Sewer Authority (ONWASA) initiated a strategic planning process in October 2017 to create an organizational vision and a framework for guiding the utility into the future. The strategic framework presented in this document will help guide investment, allocate resources, and provide a structure for annual reviews to assure that long-term goals and objectives are achieved.*

Those who fail to plan, plan to fail. In order to move ONWASA forward, we must have a plan.

**Royce Bennett**

Member, ONWASA Board of Directors



## PROCESS

### ***ONWASA's strategic planning process was designed to assure:***

A shared vision of ONWASA's ultimate goals. Organizations driven by clear purposes and shared values have a greater capacity to succeed than those who are not.

A collective understanding of the available resources, the environment, and the principles upon which strategies will be based.

Acceptance of the direction and urgency of the strategic and operating plans, which will be integrated into the way ONWASA is operated on a day-to-day basis.

***To achieve these conditions for success, ONWASA's strategic planning process involved input from a broad group of internal and external stakeholders and consistent communications of ONWASA's vision, mission and overall strategic plan. Major elements of the process included:***

#### ***Stakeholder Input***

Input was obtained from Board members, employees, and external stakeholders through a combination of interviews, a Board Workshop, an online employee survey with 74 responses, and three employee focus groups, with approximately 35 attendees.

#### ***Foundation Workshop***

A Core Strategic Planning Team (Core Team), consisting of members of ONWASA's senior management, met to consider the stakeholder input and to draft the organization's Vision, Values, Mission, and Goals.

#### ***Strategy Workshop***

The Core Team brainstormed Strategies and Measures, and then made preliminary decisions concerning the Measures and strategies to be included in the final plan.

#### ***Core Team Review***

After documentation of the Strategy Workshop results, the Core Team met again to review and revise, as necessary, the elements of ONWASA's strategic plan.



The largest employer in the County is the Department of Defense, with more than **43,000** personnel being assigned to the area's bases each year.

# ENVIRONMENTAL SCAN

## Community Profile

*ONWASA is a government entity that provides water and sewer services to the unincorporated areas of Onslow County, which includes areas outside of the City limits of Jacksonville, and all of the towns of Holly Ridge, Swansboro, Richlands, North Topsail Beach, and Surf City, North Carolina. ONWASA currently provides water to approximately 56 percent of Onslow County's population.*

ONWASA's operating environment was documented through:

Analysis of community demographics and other external influences (Community Profile)

Considerations of key industry trends and their potential impact on the Organization

The Organization's Strengths, Opportunities, Aspirations, and Results (SOAR)

The utility's service area is in south eastern North Carolina, and the southeastern border is the Atlantic Ocean. Jacksonville is Onslow County's seat, and has a population of just under 68,000, which is approximately 30% of the County's population. The County's population has increased substantially, adding more than 80,000 people since 1970. The County's median household income is \$46,335, which is less than both the median household income for the State of North Carolina (\$50,584), and the United States (\$59,039). The County's population is somewhat transient, as the County is home to Camp Lejeune, which is the largest US Marine Corps base on the East Coast, the US Marine Corps Air Station New River, and the Marine Corps Special Operations Command (MARSOC).

The largest employer in the County is the Department of Defense, with more than 43,000 personnel being assigned to the two bases each year. Other organizations with more than 1000 employees include the Onslow County Board of Education, Marine Corps Community Service, Wal-Mart Associates Inc., the County of Onslow, and the Onslow Memorial Hospital. The area also has significant tourism, with Topsail Island, Hammocks Beach State Park, and numerous other beaches, parks, and recreational activities drawing visitors from all over the country.



# INDUSTRY TRENDS & LOCAL CONTEXT

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*The services provided by ONWASA are central to assuring a sustained vitality of the service area. To achieve continued success, ONWASA must address several national and state-wide trends of particular significance for the organization as it works to update and implement its strategic plan. These include meeting future regulatory requirements, changes in usage patterns, and growing concerns about the impact of global climate change. These, and other challenges, must be considered to adequately plan for the utility's future.*



**Key trends, expectations for the future, and potential ONWASA responses, many of which are embodied in the strategic plan and/or will be addressed in implementation plans, are presented on the following pages.**

## TREND #1

# POPULATION

### **The Current Situation:**

The service population is increasing, and local developers are active. The service area is seeing both military and non-military growth, and the County's population is young, and tends to be transient.

### **Expectations for the Future:**

Growth and development is expected to continue within the service area.

### **Potential ONWASA Responses:**

- Expand infrastructure (service lines, water and sewer transfers, new plants, etc.)
- Expand staffing levels
- Focus on continuous outreach and education efforts

## TREND #2

# THE POLITICAL ENVIRONMENT

### **The Current Situation:**

ONWASA is highly regarded as a well-run organization. The political environment is complex, and ONWASA has a multi-jurisdictional Board of Directors who serve a mixture of 2- or 4-year terms on their appointing boards or councils.

### **Expectations for the Future:**

The political situation is expected to be stable, but political interests may conflict at times.

### **Potential ONWASA Responses:**

- Provide resources for Board member on-boarding
- Continue to build a strong brand and reputation within the community

## TREND #3

## REGULATIONS

**The Current Situation:**

Like utilities across the nation, ONWASA faces increased regulation and enforcement on all sides, particularly for treatment, which impacts rates, operations, capital budgets, etc.

**Expectations for the Future:**

ONWASA anticipates that treatment plants will require upgrades, and costs will continue to increase in order to ensure the utility's continued regulatory compliance.

**Potential ONWASA Responses:**

- Provide employee training
- Increase revenues to ensure appropriate funding for improvements
- Explore additional raw water sources

## TREND #4

## WORKFORCE ISSUES

**The Current Situation:**

To maintain the lowest rates possible, ONWASA has eliminated positions. At the same time, the customer base has continued to expand rapidly. ONWASA is now experiencing staffing pressure due to its inability to find highly qualified applicants for key positions.

**Expectations for the Future:**

ONWASA has sought to minimize the need for additional staff through the application of technology. However, additional staff in key positions will be required in the next five years. Recruiting and retaining the most highly skilled staff with advanced certifications (where necessary) is essential to the mission of the organization.

**Potential ONWASA Responses:**

- Utilize technology, such as AMR, internet services, and interactive voice response outage management software to further enable existing staff and broaden customer satisfaction
- For mission-critical essential positions, expand hiring packages
- Cast a wider net for employment of key positions



A person wearing a white jacket is shown from the side, using a long-handled tool to clean a large, cylindrical pipe. The pipe is heavily encrusted with a thick, grey, fibrous material. The person's hands are visible, one holding the tool and the other supporting the pipe. The background is a blurred outdoor setting with grass and a building.

ONWASA NEEDS  
TO **CONTINUE**  
TO **SUPPORT**  
AN **EXPANDING**  
SERVICE AREA.

A grayscale photograph of a hand holding a pen, positioned diagonally across the frame. The background is a blurred office setting with shelves and equipment. The text is overlaid on the lower half of the image.

**TECHNOLOGY IS  
KEY TO MEETING  
ENVIRONMENTAL  
REGULATIONS, AND IT  
TOUCHES EVERY FACET OF  
ONWASA'S BUSINESS.**

## TREND #5

## TECHNOLOGY

***The Current Situation:***

Technology is key to meeting environmental regulations, and it touches every facet of ONWASA's business. External customers prefer increased technology options, and ONWASA needs to train on and fully utilize its existing technology packages to remain responsive to customer and operational needs.

***Expectations for the Future:***

Regulation and growth will continue to drive the need for enhanced technology.

***Potential ONWASA Responses:***

- Avoid using technology to delay hiring additional staff
- Enhance training processes for new and existing staff
- Expand access options for the customer base

## TREND #6

## CUSTOMER EXPECTATIONS

***The Current Situation:***

The community is diverse in terms of home ownership, vacation rentals, etc. Currently customers have minimal education and awareness of the requirements associated with water processes and treatment. Customers expect low rates and consistently reliable water service.

***Expectations for the Future:***

Customer expectations will continue to increase.

***Potential ONWASA Responses:***

- Enhance ONWASA's customer service culture
- Plan, and communicate the plan, to employees and the public
- Train employees to be proactive in explaining situations and communicating effectively
- Use technology to meet multi-generational expectations

## TREND #7

UTILITY FINANCIAL  
CONSTRAINTS**The Current Situation:**

ONWASA's rates have not increased since FY 2010, despite the utility's continued need to invest in infrastructure needed to provide water and sewer service.

**Expectations for the Future:**

ONWASA anticipates the need for potential rate increases, as well as the implementation of other initiatives to increase revenues due to the need to maintain and replace aging infrastructure and pay for increased operational costs.

**Potential ONWASA Responses:**

- Conduct outreach to key stakeholders around cost, processes, what to expect, and customer expectations
- Investigate options for recurring monthly revenues
- Continue to conduct capital improvements planning

## TREND #8

## ENERGY / REUSE

**The Current Situation:**

ONWASA has access to plentiful, but expensive, energy, which has driven the utility to take advantage of energy-related cost savings.

**Expectations for the Future:**

Energy will likely remain a significant portion of ONWASA's operating budget.

**Potential ONWASA Responses:**

- Continue to explore energy efficiency upgrades
- Explore alternative energy sources for operational requirements



## TREND #9

# INCREASED RISK PROFILE

**The Current Situation:**

ONWASA is vulnerable to hurricanes, and a potential target for terrorists.

**Expectations for the Future:**

The current situation is expected to continue or worsen based on cyclical Atlantic hurricane seasons and increased threats of terrorism.

**Potential ONWASA Responses:**

- Prepare and plan for hurricanes and other major weather events
- Maximize security measures



# STRENGTHS. OPPORTUNITIES. ASPIRATIONS. RESULTS.

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*ONWASA utilized a Strengths, Opportunities, Aspirations, and Results (SOAR) analysis to form the basis for its strategic plan. This technique, known as Appreciative Inquiry, is part of the environmental scan and provided valuable input to the strategic plan development process.*



# SOAR



## STRENGTHS

Provided input to the development of a vision and mission that build upon what the organization does extremely well.



## OPPORTUNITIES

Helped the Core Team develop strategies to identify and explore innovative approaches to meeting future needs.



## ASPIRATIONS

Focused on the expectations or hopes of internal and external stakeholders.



## RESULTS

Supported the determination of the desired future outcomes.

Planning may not be anything more than corrective hindsight plus organized foresight, but it's a good place to start.

**Jerry Bittner**

Vice-Chairman, ONWASA  
Board of Directors

# STRATEGIC DIRECTION

## VISION

Ultimately, implementation of this plan will enable ONWASA to achieve its desired future state as articulated in its Vision, which is:

***“To be the respected regional water utility, providing exceptional service to our community.”***

## MISSION

The Mission describes the organization's purpose and role within the service area. After carefully considering these factors, the Core Team stated:

***“Our team protects the community's health and the environment by providing high-quality water utility services through excellent customer experiences.”***

## VALUES

Values articulate ONWASA's deeply held beliefs, norms, and qualities, which drive day-to-day activities. ONWASA's Value Statement is.

***The Onslow Water and Sewer Authority is guided by our:***

- **Integrity** – *doing the right thing*
- **Caring** – *treating others as we would like to be treated*
- **Dedication** – *to our mission, our employees, and our community*
- **Environmental Stewardship** – *protecting and enhancing our environment*
- **Sense of Community** – *working together toward shared goals*

## OVERVIEW

This Strategic Plan serves as a blueprint for future decision making. Furthermore, this plan provides a structure by which annual reviews can be accomplished to assure that goals and objectives retain their relevance over time. By laying out a course of action, this plan represents a disciplined process for making the fundamental decisions that will shape ONWASA's future.

The Strategic Plan contains the Organization's Vision, Mission Statement, Values, Goals, Objectives, and Strategies. It addresses ONWASA's current challenges and helps to ensure continued success in operations and the management of resources and assets.



# GOALS

*Goals represent the most important issues that must be addressed to achieve the desired future. ONWASA's Goals were driven primarily by the factors that are most critical to the organization's future success (critical success factors). Comments relating to each are presented below.*



## **WORKFORCE DEVELOPMENT:**

***Attracting, developing, and retaining a professional, highly skilled, engaged, and versatile team***

A high performing workforce requires individuals who are skilled and dedicated. Accordingly, ONWASA will attract, retain, motivate, manage, and reward exceptional employees who make significant contributions to its success.



## **ENHANCED CUSTOMER EXPERIENCE:**

***Creating a culture that delivers an enhanced customer experience***

The ONWASA team recognizes the importance of communicating with customers and showing genuine interest in solving their problems. This is done with superior service that fulfills needs and provides lasting value.



## **COMMUNICATION AND PARTNERSHIP:**

***Fostering an environment that encourages open communication and supports partnerships***

ONWASA has committed to maintaining effective internal and external partnerships in furtherance of its mission and vision. Ensuring the utility's success requires strong, consistent communication through a variety of mediums.



## **FINANCIAL STEWARDSHIP:**

***Generating revenues sufficient to support operations and growth, while maintaining reasonable rates***

Operating a utility is a resource-intensive endeavor, which depends on appropriate operating and capital funding. ONWASA is committed to utilizing its financial resources in a strategic and efficient manner.



## **RELIABLE AND SUFFICIENT INFRASTRUCTURE:**

***Planning, delivering, and maintaining dependable infrastructure necessary to address the changing needs of the service area***

ONWASA is proud of its work on existing infrastructure systems and the new infrastructure under construction. A continued focus on developing and maintaining a sustainable infrastructure that will meet customer needs now and in the future, will be critical to success.

### ***Measures and Strategies***

Measures define accomplishment for each Goal, and Strategies are key resource allocations that should be made over the next several years. These critical elements of the strategic plan, as well as the Vision, Values, Mission and Goals, are presented on the strategic framework included in the document.

### ***Boundaries***

The Strategies included in ONWASA's strategic framework were designed to be innovative and creative with consideration of budgetary, regulatory, legal, and policy boundaries.

# STRATEGIC framework

Item 5.

## GOALS

### VISION

To be the respected regional water utility, providing exceptional service to our community.

### VALUES

The Onslow Water and Sewer Authority is guided by our:

1. Integrity – doing the right thing
2. Caring – treating others as we would like to be treated
3. Dedication – to our mission, our employees, and our community
4. Environmental Stewardship – protecting and enhancing our environment
5. Sense of Community – working together toward shared goals

### MISSION

Our team protects the community's health and the environment by providing high-quality water utility services through excellent customer experiences.



#### WORKFORCE DEVELOPMENT

Attracting, developing, and retaining a professional, highly skilled, engaged, and versatile team



#### ENHANCED CUSTOMER EXPERIENCE

Creating a culture that delivers an enhanced customer experience



#### COMMUNICATION AND PARTNERSHIPS

Fostering an environment that encourages open communication and supports partnerships



#### FINANCIAL STEWARDSHIP

Generating revenues sufficient to support operations and growth, while maintaining reasonable rates



#### RELIABLE AND SUFFICIENT INFRASTRUCTURE

Planning, delivering, and maintaining dependable infrastructure necessary to address the changing needs of the service area



## MEASURES

## STRATEGIES

1. Decrease the average time from job post-to-offer date
2. Develop a baseline and increase employee satisfaction levels, as measured by a regular survey

1. Review and enhance the hiring and onboarding processes
2. Develop a formal employee appreciation program to recognize excellent service
3. Formalize career paths and individualized professional development plans
4. Create opportunities for employees to participate in cross-functional teams

1. Increase customer satisfaction, as measured by an annual survey
2. Measure and increase one-contact resolution, as measured by a post-call survey

1. Develop a customer service training program for every ONWASA employee, and recognize successful interactions
2. Train and empower customer service representatives to strive for one-contact resolution
3. Review, evaluate, and update policies and processes associated with customer service

1. Increase the number and use of different platforms to share information internally
2. Increase participation in community partnerships
3. Annually increase social media use and interactions

1. Improve internal communications and create avenues to solicit employee input
2. Increase community involvement, stakeholder engagement, and partnerships

1. Maintain rates within EPA-recommended affordability standards
2. Maintain or improve bond rating

1. Complete and implement recommendations from the 2018 Rate Study
2. Identify and communicate revenue requirements for operating and capital budgets
3. Identify and evaluate opportunities for alternative revenue streams
4. Review key business processes to improve efficiency

1. Complete 80% of funded CIP projects on time and within budget
2. Reduce unaccounted for water by 2% annually
3. Reduce average leaks/breaks by 5% annually

1. Develop and implement a 10-year needs assessment, with an associated 5-year capital program
2. Implement a program to systematically increase proactive maintenance activities
3. Define and initiate a comprehensive asset management program
4. Consider opportunities for service expansion
5. Reduce unaccounted for and nonrevenue water loss



# COMMUNICATIONS

*Through this strategic plan, ONWASA has committed to improving internal and external communications. Effective communication is critical not only for the successful implementation of the strategic plan, but also for ONWASA's overall success. The issue of communications, which surfaced in the stakeholder input process, cuts across the various strategic goals. As indicated on the strategic framework, communications will be enhanced through several efforts, including:*

- Developing avenues to solicit employee input
- Creating a culture of communication, both internally and externally
- Expanding partnerships and stakeholder outreach

*Enhanced communications will be a major initiative throughout the organization to ensure that all teams and individuals are working towards the ultimate vision and mission.*

# IMPLEMENTATION

*The goals, measures, and strategies contain a series of initiatives and projects that, when implemented, will move ONWASA toward achievement of its desired outcomes. However, it is important to note that for the desired results to be achieved, the strategies must be effectively implemented. Therefore, careful attention and focus on strategy implementation is essential to achieving strategic success. Elements of the implementation process for ONWASA may include:*

## **Creating and Leveraging Teams:**

Create teams that are knowledgeable, energized and committed to the implementation of the strategies for different goals. These teams could:

- Draft implementation plans for each strategy that will include:
  - Tasks necessary for implementation
  - Assigned individuals or groups
  - Due dates for key tasks
  - Resources required
- Monitor implementation progress
- Report on implementation progress to senior management

## **Involving Senior Management:**

During the implementation process, senior leadership could be involved in managing:

- Implementation progress
- Resources required (people, money, equipment, etc.)
- Strategies, which after initial implementation efforts, may require updates
- Achievement of objectives

## **Reporting to the Board of Directors:**

Senior leadership is accountable to the Board of Directors for implementation of the approved strategic plan and achievement of the stated goals and objectives. Accordingly, senior management will periodically update the Board on progress, achievements, and issues related to the strategic plan

*Strategic planning is a way of thinking that guides an analysis of the present and helps create a vision of the future. ONWASA has developed a strategic plan that will take some time to implement completely, however, it will provide a guide to the organization's long-term strategic success.*



## REALIZING THE VISION

*Our vision is “to be the respected regional water utility, providing exceptional service to our community.” This is attainable. To make that future a reality, we must have a plan in place to guide us in making the right decisions and right investments of our limited time and resources.*

We have created this plan with the input of our staff and our external stakeholders to ensure that we meet and exceed their expectations. ONWASA is grateful to all the individuals who took the time to provide input during this strategic planning process, and we look forward to sharing our progress and success as we work to achieve our shared goals.



# ONWASA™

*“Contributing to the health and safety of our community.”*

[WWW.ONWASA.COM](http://WWW.ONWASA.COM)



# Strategic Planning Services

# Mission Springs Water District

July 14th, 2023



July 14, 2023



Brian Macy, PE  
Assistant General Manager  
Mission Springs Water District  
66575 Second Street  
Desert Hot Springs, CA 92240

Re: **Proposal for Strategic Planning Services**

Dear Mr. Macy:

Woodard & Curran is pleased to submit our proposal to support the Mission Springs Water District (MSWD) in developing its next strategic plan. Woodard & Curran's expertise lies in helping organizations define their objectives and chart a clear path towards achieving them, and we take great pride in facilitating strategic planning processes that yield impactful results.

At Woodard & Curran, we understand that a strategic plan is the most crucial document for an organization, as it outlines the "what" and "how" to guide future actions and decision-making. Our proposed approach involves facilitating the entire process, engaging your Board, employees, and the communities you serve to ensure a comprehensive and inclusive strategic planning experience.

Through our facilitation and engagement methods, we will emphasize the significance and value of a strategic plan, ensuring that all stakeholders understand its purpose and trust that their input has been incorporated into the final document. Our goal is to create a strategic plan that effectively communicates your organization's desired destination in simple terms and concepts, with actionable initiatives that will drive you towards your vision.

By aligning the entire organization around your strategic plan, we will provide a framework that ensures all activities, decisions, and actions of MSWD are in support of achieving your vision. This framework promotes operational efficiency and effectiveness, enhancing your ability to lead, manage, and operate the organization.

Considering that MSWD's last strategic plan was developed in 2017 and you have new Board members, coupled with the impending departure of your General Manager, this is an opportune time to embark on a new strategic planning process. It will allow your existing and new leadership to look ahead, lay the groundwork for future success, and simultaneously address the day-to-day needs of your esteemed customers.

Our proposed key deliverables include the results of a Strength, Weaknesses, Opportunities, and Threats (SWOT) analysis, goals derived from the SWOT, action plans or what we call initiatives to achieve the goals and thus the vision of MSWD, the final strategic plan, and a process to measure performance of the implementation of the plan.

Our estimated fee for providing these services is \$88,000. We have also included additional optional services for your consideration.





We have assembled a strong team to lead you in this effort. Project Manager Katie Evans has 15 years of experience in Coachella Valley water issues. She has detailed expertise on water supply, local government, and community demographics. Technical lead Hector Bordas has over 20 years in strategic planning efforts. His skills include leading and facilitating teams through complex cultural changes, political challenges, process enhancements, and initiatives that resulted in positive transformation of the teams. Adam Probolsky of Probolsky Research is joining our team as a subconsultant and will lead the Community Engagement Survey in collaboration with Woodard & Curran. He has 29 years of experience and has completed public opinion surveys for MSWD in 2014 and 2016.

They are supported by a deep bench of experts in all manner of water, wastewater, environment, and organizational issues. In addition, they will be supported by a member of our planning team to help control costs.

We appreciate the chance to present our proposal to you and would welcome the opportunity to further discuss how Woodard & Curran can contribute to the development of a powerful strategic plan for MSWD. This proposal and the fee quote remain valid for a period of ninety (90) days.

This project will be assigned to our Los Angeles office. Should you have any questions or require additional information, please do not hesitate to contact me at 213.223.9466 or Katie Evans at 858.875.7415.

Sincerely,

A handwritten signature in black ink that reads "Persephene St. Charles".

Persephene St. Charles, PE  
Principal-in-Charge

A handwritten signature in blue ink that reads "Katie Evans".

Katie Evans  
Project Manger



## Section 1. Experience and Qualifications of the Firm

Strategic Planning Services

# 1 | EXPERIENCE AND QUALIFICATIONS OF FIRM



Woodard & Curran is an integrated engineering, science, and operations company founded in 1979. Privately held and steadily growing, we serve public and private clients locally and nationwide. We have received numerous honors and awards and have ranked among Engineering News-Record's top 100 environmental firms every year since 2000. Woodard & Curran has been on the forefront of strategic planning in California for the past 30 years. Our proposed team members are thought leaders in integrated resources planning, decision support, supply program implementation, and stakeholder engagement.

Probolsky Research will be joining the Woodard & Curran team as a subconsultant. Established in 1992, Probolsky Research brings many years of experience and a deep understanding in the design, implementation, and statistical analysis of public opinion surveys.

The selection of projects described below demonstrates the success the Woodard & Curran team has achieved in strategic planning.



## Strategic and Facilities Master Plan | Camrosa Water District

**Dates:** 5/2022 - Ongoing

**Reference:** Tony Stafford, General Manager, Camrosa Water District, 7385 Santa Rosa Rd, Camarillo, CA 93012; 805.469.6414

Woodard & Curran is currently assisting Camrosa Water District on a comprehensive multi-phase planning effort that will provide the vision necessary to guide the District's future water resources planning and implementation. The project was progressively scoped in multiple phases:

**Strategic Plan:** We facilitated four Board Workshops to work through strategic planning exercises such as setting mission and vision statements, objective identification, Strength, Weakness, Opportunities, Threat (SWOT) analysis, and an influence exercise. The strategic plan was used to guide the scoping of the master planning effort in two phases.

**Capital Improvement Plan (CIP):** This plan was carried out first to feed into a predetermined rate-setting process so the focus was quickly identifying repair, rehabilitation and replacement needs of existing infrastructure.

**Water Resources Plan:** Scoped a few months into the CIP plan phase, we are performing a near-term water resources planning analysis to identify a package of water supply options to meet the primary objective identified through the previous Strategic Plan - replace or offset current imported water supplies within five years. This effort was initially conceived as a more long-range plan but was adapted to respond to strategic planning outcomes.

**Public Engagement Strategy:** In parallel with the master planning, the District asked Woodard & Curran to also prepare an overall public engagement strategy that reflects Strategic Plan directives.



## Strategic, Water and Wastewater Planning | City of Pomona, CA

**Dates:** 11/2016 – 3/2020

**Reference:** Nichole Horton, Principal Water Engineer, City of Pomona, 505 South Garey Avenue Pomona, CA 91766; 909.620.2212

Our team collaborated with staff to develop an integrated planning framework and scope that would allow for the development of four separate planning efforts to be done in concert with each other. We helped navigate procurement needs by creating an elaborate invoicing and accounting system that would allow the City to tap into multiple funding pools to finance the effort:

**Strategic Plan:** We facilitated a series of workshops involving Staff and City Council committee members to develop a multi-division SWOT analysis and the development of goals, objectives, key performance indicators and near-term action plan.

**Water and Wastewater Master Plans:** We developed new hydraulic models for each system and conducted master planning analysis on all facilities as well as helped to set up a new onsite system for use in highlighting maintenance issues.

**Integrated Resources Plan:** In 2020, we completed an update to the City of Pomona's 2011 Integrated Resources Plan. This plan was done in concert with a parallel rate study and involved a robust financial analysis for use in implementing the selected portfolio of supply projects. Many of these concepts were regional in nature and involved forming partnerships with surrounding agencies – so we facilitated one-on-one meetings with those stakeholders to develop project concepts.



## Strategic Water Resources Plan | Palmdale Water District

**Dates:** 6/2022 - Ongoing

**Reference:** Adam Ly, Assistant General Manager, Palmdale Water District, 2029 East Avenue Q, CA 93550; 661.456.1062

Woodard & Curran is currently supporting Palmdale Water District (PWD) on a planning process to update the Strategic Water Resource Plan (SWRP) that describes PWD's future integrated resources strategy. Woodard & Curran is assisting PWD to identify and characterize new water supply options, including new imported water supplies, ground-water banking opportunities, increasing groundwater pumping capacity, and implementing recycled water. To develop the SWRP Update, the Woodard & Curran team is performing an assessment of future demands and baseline water supplies, including incorporation of climate change impacts, to estimate projected water supply gaps. Woodard & Curran has developed a Water Evaluation and Planning System (WEAP) model of PWD's water system and will apply the WEAP model to evaluate water supply alternatives to assess reliability and optimize implementation planning to meet projected demand increases over through 2050. Once the SWRP is completed, Woodard & Curran will complete a Program Environmental Impact Report and financing plan for implementation of the SWRP.



## Section 2. Key Personnel/Staffing

## 2 | KEY PERSONNEL/STAFFING

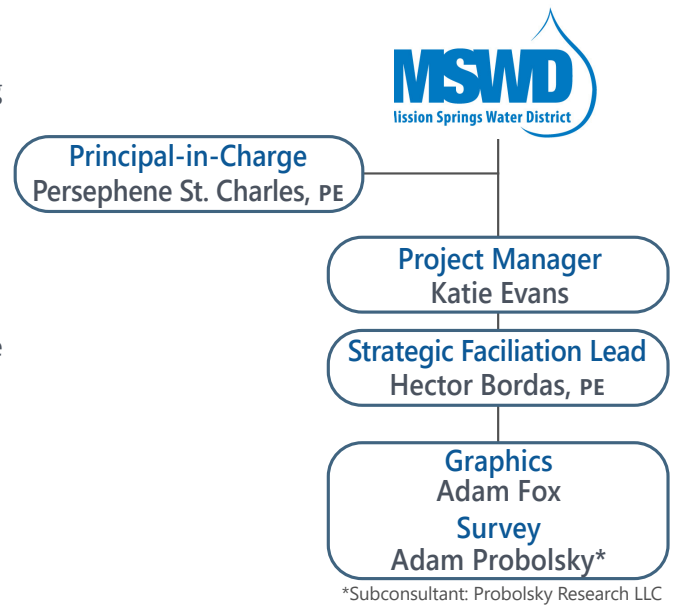


Our core team of **Katie Evans**, Project Manager, **Hector Bordas**, Strategic Facilitation Lead, and **Persephene St. Charles**, Woodard & Curran’s National Practice Leader for Water Resources and Principal-in-Charge, will be a consistent thread committed to working with District staff as the primary points of contact throughout all phases of the project.

Katie is an expert in strategic communications and community outreach and has successfully led numerous large-scale outreach efforts in California. She has 15 years of experience working in the Coachella Valley and has extensive information on water resources, local government, and community demographics.

Hector has over 30 years of experience and is skilled in building strong strategic relationships. Persephene will bring her expertise in conducting strategic planning processes that successfully engage staff, Boards and key stakeholders. She will ensure that Woodard & Curran provides whatever resources are needed to bring the highest quality of service to the District. Persephene is also authorized to negotiate contracts on behalf of our firm. To help manage costs, our team will be supported by a Planner who can assist with note taking, meeting preparation, and other tasks.

The adjacent Organization Chart outlines our proposed team. Below are brief bios, full resumes can be found in the Appendix.



### Katie Evans | Project Manager

**Education:** Masters, Public Policy and Management, Northwestern University; Bachelors, Journalism, Arizona State University

**Registrations:** Command and General Staff-Complex Incidents, ICS-400 - FEMA; Expanding Incidents, ICS-300 - FEMA; Facilitation Fundamentals for Public Service Leaders - American Water; Grade 2 Water Practitioner - AWWA - CA & NV Section, 1902; Intro to Incident Command System, ICS 100 - FEMA; J. Lindsey Wolf Certification in Communication - CA Assoc. of Public I; Single Resources and Initial Action Incident, ICS 200 - FEMA; Water Distribution D2 - CA, 35342; Water Treatment Operator Grade 2 - CA, 30322

Katie has 15 years of experience in strategic communications and community outreach for public agencies. Her approach to large-scale outreach efforts begins with a research-based assessment of the best localized outreach techniques and the most effective key messaging. She does extensive planning work in the Coachella Valley and has been working with the Coachella Valley Integrated Regional Water Management Group since 2010. Katie’s previous work in disadvantaged communities has included collaborating with grassroots organizations that are trusted by community members to develop relationships on behalf of the

project. Katie is currently supporting Strategic Plans for Palmdale Water District and Camrosa Water District by leading outreach and advocacy efforts. The outreach efforts are aimed at addressing a variety of stakeholders with different approaches.



## Persephene St. Charles, PE | Principal-in-Charge

**Education:** Masters, Geography, University of California Santa Barbara; Bachelors, Geography, University of California, Davis

**Registrations:** Envision Sustainability Professional - Institute for Sustainable Infrastructure

Persephene has 25 years of experience managing local and regional planning projects for agencies and groups focused on addressing water supply, water quality, stormwater, flood protection and watershed issues. She specializes in providing tailored solutions that meet a variety of client objectives including increasing water supply reliability, attaining multiple project benefits, protecting source water quality, engaging stakeholder and public participation, developing project partnerships, and obtaining regulatory support. As Principal-in-Charge, Persephene is supporting the development of a multi-phase planning process for Camrosa Water District. She is working closely with staff on progressively developing and implementing a master planning framework. Persephene is also Principal-in-Charge for Palmdale Water District's Strategic Water Resources Plan. This project examines water supply strategies to meet future uncertainty and includes development and implementation of a stakeholder engagement.

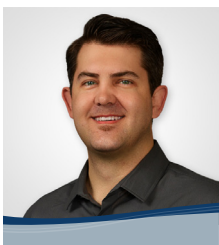


## Hector Bordas, PE | Strategic Facilitation Lead

**Education:** Bachelors, Civil Engineering, California State University; Bachelors, Biology, University of Southern California

**Registrations:** Professional Engineer - CA, 41808

Hector has over 30 years of experience managing and leading complex and politically sensitive projects. He has facilitated, implemented, and led organizational, process and cultural change. He is effective in developing cohesive and focused teams built on trust and in achieving results. His approach is strategic with goals to achieve measurable results.



## Adam Fox | Graphics

**Education:** Associates, Digital Communications and Media/Multimedia, Cabrillo College

With 18 years of experience in his field, Adam provides art direction and concept development from sketch through finished design for high-visibility projects for online, print, and environmental applications which are built on a strong understanding of design, composition, color, typography, and an expert-level understanding of the Adobe Creative Cloud suite. In support of outreach efforts, he has developed numerous responsive project websites and email campaigns. Adam will help ensure the Strategic Plan has clear and attractive graphics and a concise layout.



## Adam Probolsky | Survey | Probolsky Research LLC

**Education:** Masters, Data Analytics, Maryland Institute College of Art, Baltimore

Adam has 29 years of experience as a pollster and strategic advisor on thousands of national, state, and local research projects for governments, large institutions, corporations, and non-profits. He has been a key advisor to clients on matters of community outreach, public policy, legislation, and business strategy. Adam completed public opinion surveys for MSWD in 2014 and 2016.



# Section 3. Service Delivery Approach

Strategic Planning Services



## 3 | SERVICE DELIVERY APPROACH



### Approach

Woodard & Curran takes pride in helping organizations determine what they want and how to get there. The most important process and resulting document that describes the “what” and the “how” for an organization is a strategic plan.

We will help MSWD develop a new strategic plan by facilitating the entire process with engagement from your Board, employees, and the communities that you serve. Our facilitation and engagement process will ensure that leadership, employees, and the community understand the importance and value of a strategic plan and trust that their input was included in the resulting document. Our facilitation and resulting plan will help you communicate in simple terms and concepts where you want to be in five years. The plan will describe initiatives that are actionable and that will help you achieve your vision.

Your strategic plan will provide the framework to ensure that all actions, activities, and decisions of MSWD are in support of achieving your vision. This framework provides for efficiencies in leading, managing, and operating an organization such as MSWD. MSWD’s last strategic plan was developed over five years ago in 2017. The District is currently in a transition time, with new Board members, and the General Manager’s retirement in August. A new strategic plan will provide an opportunity for MSWD’s existing and new leadership to look ahead and build the framework for future success while remaining focused on the day-to-day needs of the customers you proudly serve.

Our proposed scope of work includes more details on our approach and best practices in developing your strategic plan.

**Strategic planning team:** We recommend that the MSWD strategic planning team be defined prior to our first workshop and include all Board members as well as key high-level staff of MSWD. Engaging at this level provides for efficiency in developing the strategic plan. It also allows everyone to hear all communication and perspectives from the leaders of MSWD.

**Rules of engagement for all tasks/sessions:** It is important that the entire team is engaged during the entire strategic planning process. Additionally, all team members must participate by asking questions, be willing to be asked questions, have answers challenged, be open to having a conversation on conflicting opinions, and are willing to come to agreement on ideas, concepts, goals, and strategies.

# Scope of Work

## Task 1: Kick Off, Vision, Mission, and Values (Session up to 4 hours)

Woodard & Curran will facilitate a session with the MSWD strategic planning team to answer the following questions:

- Why do a strategic plan?
- What do you want out of this effort?
- What are your expectations?
- Who will participate?
- How will the plan be developed?
- How will this plan look like?
- How will the plan be used by the Board, staff, and the community?
- What are your vision, mission, and value statements for MSWD?
- What is a Strength, Weaknesses, Opportunities, and Threats (SWOT) analysis and how will we do one?

Woodard & Curran will provide a SWOT worksheet to the MSWD strategic planning team to complete prior to performing the SWOT exercise in Task 3. The worksheet will include a description of each SWOT item and how to complete the worksheet. The team will be asked to submit their completed worksheet prior to Task 3 so that answers can be aggregated prior to the session.

The following provides guidance in developing the mission, vision, and values.

## Mission Statement

A clear and concise Mission Statement informs MSWD's staff, community and stakeholders what the district does, its purpose and the fundamental reasons for its existence.

**Prompt Questions:** What is the core function or value MSWD provides? Whom does MSWD serve? What needs does MSWD address? Define the "what" and "why" of MSWD.

## Vision Statement

A Vision Statement is also one sentence that everyone remembers and connects with. Imagine the desired future state for MSWD. Consider long-term goals, aspirations, and the impact you aim to achieve. The draft Vision Statement must be a compelling and future-oriented statement that describes the desired state or impact that MSWD seeks to achieve. It should be inspiring, concise, and aspirational, serving as a guiding beacon for MSWD's strategic direction.

**Prompt Questions:** What do you want to become? How do you envision success? What positive change do you want to bring?

## Value Statements

Values must be concise and easy to remember. We propose keeping it simple with no more than five values. What are the guiding principles and core values that underpin MSWD's work? These values should reflect what MSWD stands for and the principles that guide its actions and decision-making.

Values play a significant role in shaping and influencing the culture of an organization. Values establish a framework for decision-making, problem-solving, how the Board and staff conduct themselves, create unity, alignment, and much more. When values become the foundation of relationships, they foster trust, respect, collaboration, and communication among team members.

**Prompt Questions:** What do you believe are the core values that drive MSWD to success (keep in mind Vision and Mission)? How do you see MSWD's values manifesting in daily work and interactions? What values should guide MSWD's decision-making processes and shape the culture?

### Task 1 Deliverable(s):

- A. Workshop meeting notes.
- B. Summary of answers to questions.
- C. Draft Vision, Mission, and Value statements.
- D. Worksheet/homework for SWOT analysis.

### Task 2: Community Engagement and Feedback Survey

Probolsky Research will lead the Community Engagement Survey in collaboration with Woodard & Curran. We will use a multi-mode methodology, meaning that we will conduct the survey by telephone using our live U.S.-based professional interviewers and online via our secure digital platform. This multi-mode approach maximizes the accuracy and reach of the research, increases participation rates, and minimizes response bias.

We believe that conducting research in the language most comfortable to respondents is critical in obtaining accurate results in a statistically valid survey and is one of the best ways to alleviate language barriers. Participants can choose their preferred language at the onset of their survey experience.

We complete comprehensive statistical analyses of the research results, utilizing software programs to conduct deep statistical testing, such as multiple regression analysis. Both qualitative and quantitative data will be analyzed in a scientifically valid manner. This helps us discover and present statistically significant results – beyond the broad opinions – and understand the specific factors that contribute to attitudes and beliefs of voters. Such analyses are crucial in identifying gaps in public perception and awareness. Once we have run all analyses on results, cross tabulations are developed, graphics are generated, and other elements of the report are prepared.

This effort will result in a comprehensive report that will be useful in all phases of the Strategic Plan. It will include a summary of findings focused on actionable and usable data results, graphics, benchmarking data and crosstabulations.

The survey will be completed before moving forward with the remaining tasks so that the results can be used to inform those tasks.

### Task 2 Deliverable(s):

- A. Draft survey for review and approval by staff of MSWD.
- B. Results and their analysis for review and discussions by the MSWD strategic planning team (PowerPoint and PDF format).

### Task 3: SWOT Analysis and Draft SMART Goals (up to 4 hours)

Woodard & Curran will facilitate a session with the MSWD strategic planning team to perform a SWOT analysis, identify themes, connections, and patterns, and develop draft Specific, Measurable, Achievable, Realistic, and Timely (SMART) goals. The results of the survey from Task 2 will be used to inform this task.

The purpose of this analysis is to determine the internal Strengths and Weaknesses of MSWD and external Opportunities and Threats. Please keep in mind all aspects of MSWD including finance, infrastructure (existing, proposed, O/M, etc.), organization (human resources and structure), administration (leadership, knowledge, processes, etc.), and regulatory (existing, new, proposed, etc.) will be considered.

#### IDENTIFY STRENGTHS

Evaluate internal factors that give MSWD an advantage or contribute to its effectiveness. Consider aspects such as a skilled workforce, expertise in specific areas, strong partnerships, or efficient processes.

**Prompt Questions:** What does the MSWD do well? What advantages does it have in delivering services or programs? What are its core competencies?

#### IDENTIFY WEAKNESSES

Assess internal factors that pose challenges or limit the MSWD's effectiveness. Examine areas such as bureaucratic processes, limited resources, outdated technology, or gaps in skills or knowledge.

**Prompt Questions:** What areas need improvement within MSWD? Are there any constraints that hinder effective service delivery? What internal challenges should be addressed?

#### IDENTIFY OPPORTUNITIES

Look externally for potential opportunities that the MSWD can leverage. Analyze emerging policy trends, technological advancements, changes in public needs, or collaborative partnerships.

**Prompt Questions:** Are there new policy initiatives or funding opportunities that MSWD can benefit from? Are there innovative approaches or technologies that can enhance service delivery? Are there unmet needs in the community that the MSWD can address?

#### IDENTIFY THREATS

Assess external factors that could pose risks or challenges to MSWD's mission or operations. Consider factors such as changing regulations, budget constraints, political influences, or public perception.

**Prompt Questions:** What are the main threats to MSWD's effectiveness? Are there changes in regulations or policies that could impact service delivery? Are there competing interests or external pressures that could hinder MSWD's mission?

From the results of the SWOT we will identify themes, connections, and patterns. Common themes, connections, and patterns will be aggregated and from those we will define a problem statement. The problem statements are then phrased as SMART goals.

SMART goals are the desired outcomes or achievements that MSWD aims to accomplish. They provide a clear direction and purpose for MSWD's activities. Once the goals are defined, strategies are developed to outline the approach and actions needed to achieve those goals. They involve determining the key initiatives, projects, or tactics that will be employed to address the identified goals.

As a best practice, we will not try to prioritize all SMART goals. We will work with you to select those that are the most critical for the success of MSWD within the five-year time frame of the strategic plan. All remaining goals can/will be documented for implementation in future updates of the Strategic Plan.

### Task 3 Deliverable(s):

- A. Meeting notes.
- B. Summary document of all comments from the SWOT analysis.
- C. Summary of all factors from the analysis of the SWOT.
- D. List/description of the draft SMART goals for implementation of the strategic plan.

### Task 4: MSWD Employee Engagement and Feedback (workshop up to 2 hours)

Woodard & Curran will facilitate an online virtual workshop with all MSWD employees that are not on the MSWD strategic planning team. An invitation will be sent to these employees. The purpose of this workshop is to present and get feedback on the draft Vision, Mission, and Values, results of the SWOT, and draft SMART goals. The workshop will be recorded for viewing by anyone that was not able to attend the workshop.

Employees will be free to ask questions and provide feedback on what is presented during the workshop.

As a best practice, it is recommended that the presenter(s) is/are a member of the MSWD strategic planning team. This will show support and agreement for the process. It is also an opportunity to communicate the importance and significance of the strategic plan and the need for employee engagement and feedback.

### Task 4 Deliverable(s):

- A. Report/materials to be provided to staff ahead of the workshop (draft Vision, Mission, Values, SWOT analysis, and draft SMART goals).
- B. Draft and final PowerPoint for review, approval, and use during the workshop.
- C. Presentation talking points for presenter(s).
- D. Workshop agenda.
- E. Invitation email for employees.
- F. Summary notes of the workshop, comments, questions, and answers.

### Task 5: Finalize Key Components of the Strategic Plan Including Performance Monitoring (workshop up to 4 hours)

Woodard & Curran will facilitate a workshop with the MSWD strategic planning team to finalize MSWD's Vision, Mission, Values, SMART goals, and action plans (initiatives). The workshop will also include developing a process that measures progress and performance of the initiatives achieving the vision of the strategic plan.

We will use the information from all the previous tasks including community and employee engagement and feedback to complete the work for this task.

SMART goals must have actions and/or activities for implementation to achieve the goal. Each SMART goal and its associated actions/activities can be called an initiative.

The initiatives are the "how" part of the strategic plan. Initiatives provide enough details as to how the goals will be achieved. Typically, each initiative has a champion. A person responsible for its implementation and success. Think of this person as the project manager. Following are the other key components:

- Detailed tasks and activities.
- Resource allocation.
- Timelines and deadlines.
- Clear roles and responsibilities.
- Monitoring and evaluation including key performance indicators (KPI) or metrics.

- Risk management to identify potential risks.
- Review and adaptation.
- Periodic review points to assess the effectiveness of the initiative.

Initiatives are included in the strategic plan as exhibits or attachments. As new initiatives are developed, they are added to the strategic plan. When initiatives are completed, the strategic plan is updated to indicate the completion of the initiative and results.

Each initiative will have KPIs to determine its performance. The workshop will include discussions on the following:

- Establishing monitoring frequency.
- Developing data collection processes(s).
- Need for a performance management system.
- Assigning responsibility and accountability.
- Reporting framework.
- Framework to continually improve and adjust.

### Task 5 Deliverable(s):

- A. Meeting notes.
- B. Summary report of the results, findings, analysis, engagement, and feedback of the previous tasks to be made available prior to this session.
- C. PowerPoint of the above summary report as the discussion tool for this session.
- D. Final Vision, Mission, Values, and goals for inclusion in the strategic plan.
- E. Template for development of initiatives.
- F. A detailed initiative for one of the SMART goals.
- G. Draft performance monitoring process document for review and approval.
- H. Final performance monitoring process document for approval.
- I. *Optional Deliverable:* Consultant team will facilitate the development of initiatives for all goals.

### Task 6: Final Strategic Plan for MSWD

Woodard & Curran will prepare a draft MSWD Strategic Plan for review by the MSWD strategic planning team. It is assumed that only one draft will be prepared with the strategic planning team providing a comprehensive set of comments on this one draft. The draft plan will include graphics, pictures, etc. to reflect the nature, intent, and importance of the plan. A final strategic plan will be prepared once comments, graphics, and pictures are considered and approved by the MSWD strategic planning team.

### Task 6 Deliverable(s):

- A. Draft strategic plan for review and comments.
- B. Final approved strategic plan in pdf format.
- C. *Optional Deliverable:* Consultant team can prepare a one-page high level summary of the Strategic Plan in pdf format.
- D. *Optional Deliverable:* Consultant team can prepare a PowerPoint presentation of the final Strategic Plan for presentations to staff, the community, and stakeholders.

### Task 7: Project Administration/Management

Woodard & Curran will conduct the project management activities required to manage technical, financial, and schedule aspects of the project necessary to complete the work on time, within budget and of suitable quality. Activities include coordinating and facilitating workshops/sessions, progress meetings with MSWD’s Project Lead, coordinating quality assurance, coordinating subcontractors, monitoring the progress of the work, and assembling project deliverables.

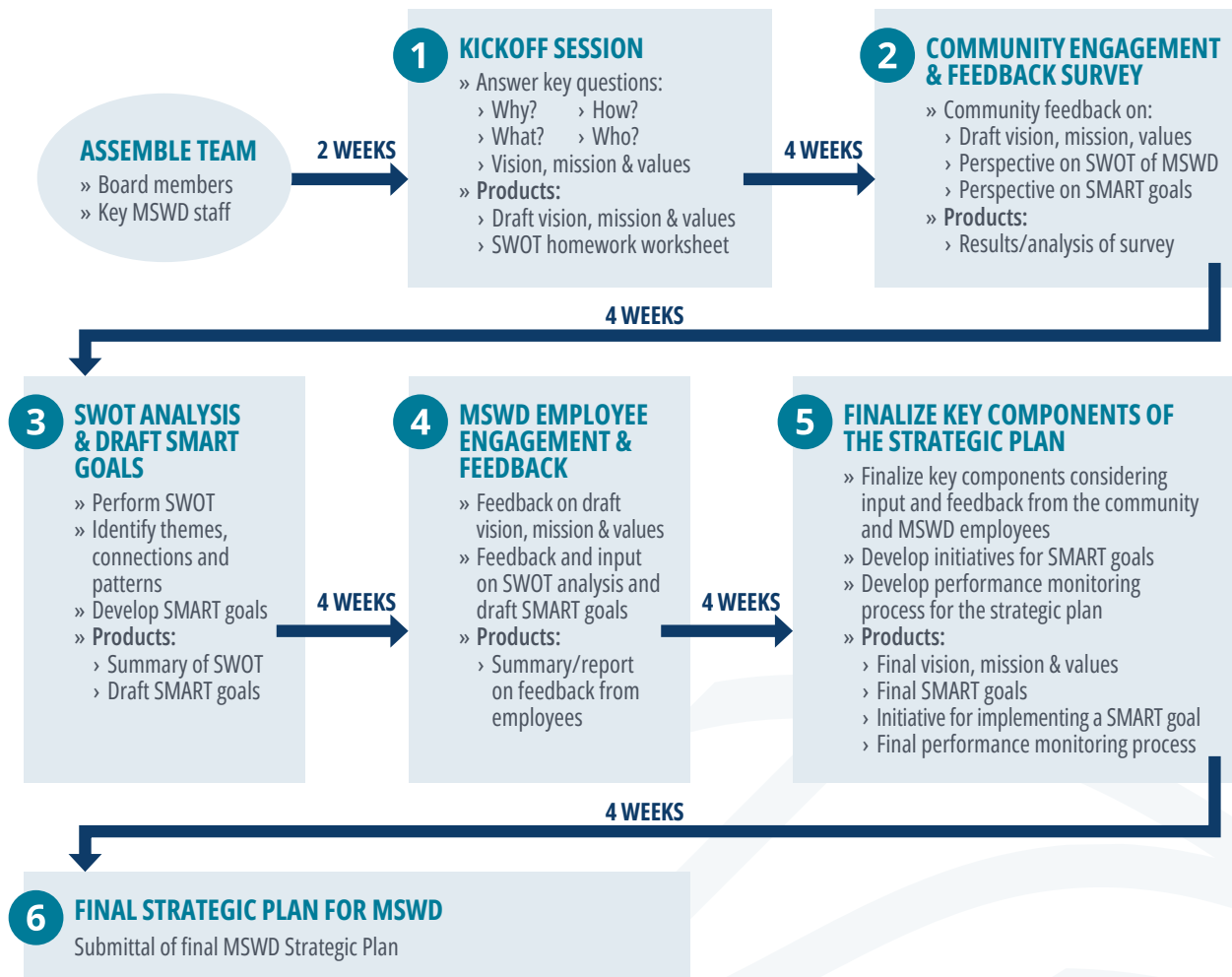
MSWD will identify a “Project Lead” to coordinate and communicate activities of the scope of work with the consultant team. All invoices, deliverables, progress reports, and the like will be submitted and coordinated with this person. The Project Lead will be available for periodic virtual meetings to discuss progress, any challenges, issues, and suggestions for the project.

#### Task 7 Deliverable(s):

- A. Monthly progress reports and invoices for completed tasks/activities.
- B. Bi-weekly virtual progress meetings with MSWD Project Lead.

## Schedule

Woodard & Curran places a great deal of emphasis on schedule control for all of our projects. We have developed a schedule that allows for time between sessions by hosting monthly meetings, however we are willing to adjust this schedule to the desire of MSWD.





Appendix





# Katie Evans

## Project Manager



### Education

- Masters, Public Policy and Management, Northwestern University
- Bachelors, Journalism, Arizona State University

### Registrations

- Command and General Staff-Complex Incidents, ICS-400 - FEMA
- Expanding Incidents, ICS-300 - FEMA
- Facilitation Fundamentals for Public Service Leaders - American Water
- J. Lindsey Wolf Certification in Communication - CA Assoc. of Public I
- Grade 2 Water Practitioner - AWWA - CA

& NV Section, 1902

- Intro to Incident Command System, ICS 100 - FEMA
- Single Resources and Initial Action Incident, ICS 200 - FEMA
- Water Distribution D2 - CA, 35342
- Water Treatment Operator Grade 2 - CA, 30322

### Professional Associations

- American Society for Public Administrators
- American Water Works Association, Member
- California Association of Public

## Professional Profile

Katie has 15 years of experience in strategic communications and community outreach for public agencies. Her approach to large-scale outreach efforts begins with a research-based assessment of the best localized outreach techniques and the most effective key messaging. This research will determine the most efficient ways to engage the community – from hotlines and websites to door-to-door contacts. Katie’s previous work in disadvantaged communities has included collaborating with grassroots organizations that are trusted by community members to develop relationships on behalf of the project.

## Related Experience

**Palmdale Water District, CA – Strategic Water Resources Plan.** Created the Outreach Plan for Palmdale Water District’s Strategic Water Resources Plan, identifying stakeholders, defining outreach levels for each, and creating a schedule aligned with the plan effort. The Outreach Plan is specifically aimed at addressing a variety of stakeholders with different approaches – from those who have data the plan needs to key decision makers to those who simply need to be informed.

**Camrosa Water District, CA – Camrosa Water District Strategic Plan and Facilities Master Plan.** Leading the development of an Outreach & Advocacy Plan to align with Camrosa Water District’s Strategic and Facilities Master plans. The intent is to effectively communicate the results of these planning efforts with the public, key stakeholders, and elected officials. The plan will provide long-term outreach strategies for the District to implement well into the future to gain public support for a variety of projects and programs.

**Los Angeles County Public Works, CA – Los Angeles County Water Plan.** Worked closely with Los Angeles County Public Works to ensure that the public and stakeholders have clear, concise, and attractive access to the County Water Plan efforts. In addition to drafting the plan itself and coordinating all graphics and plan design, Katie developed educational content for the plan website and facilitated focus groups to gain insight from stakeholders.

**San Diego County Water Authority, CA – San Diego Integrated Regional Water Management Group Project Selection Workshop.** Facilitated a four-day workshop for the stakeholder-led Project Selection Workgroup to identify and prioritize projects for funding through Proposition 1, Round 2. The workshops included extensive facilitation to reach consensus for \$16 million in grant funding. Workshops included process education, project detail presentation, formal interviews, and final decision making.

**Coachella Valley Water District, CA – Coachella Valley Integrated Regional Water Management Planning Group.** Project Manager for the implementation of the Coachella Valley Regional Water Management Group. She facilitates all regional collaboration including facilitating business and stakeholder meetings and leads public outreach to the community. In addition, on behalf of the Region, she successfully acquired grant funding from a variety of sources.

**Coachella Valley Water District, CA - Colorado River Funding Area, Drought Grant Management.** Project Manager and Grant Administrator for the Colorado River Funding Area's disadvantaged community drought relief grant. This grant is a coordinated effort between four Integrated Regional Water Management Planning Regions (Coachella Valley, Mojave, Imperial, and San Geronio). Katie facilitates interaction between the regions and assists in coordinating with the California Department of Water Resources.

**Confidential Client, Public University, RI – PFAS Treatment.** Katie serves as the Strategic Outreach Specialist for this PFAS Treatment Project. Woodard & Curran has been supporting this client for many years addressing PFAS and other contaminants in their public water system. To be proactive in addressing potential negative public perception relative to PFAS, Katie is also providing risk communication assistance relative to the ongoing PFAS treatment activities. This work consists of a comprehensive communication plan which includes key messages reviewed by a risk expert, as well as audience and platform identification. Woodard & Curran is developing a webportal where students can use an interactive map feature to find alternative water sources.

**Town of Scituate, MA – Water Treatment Plant.** Worked closely with the Town of Scituate in implementing a public outreach campaign related to the construction of a new water treatment plant. This effort has included facilitating neighborhood listening sessions, preparing materials for public meetings, developing website content, and planning a social media content calendar. The strategic communications approach to this project has significantly increased the public's education on the new plant.

#### EXPERIENCE PRIOR TO WOODARD & CURRAN

**Coachella Valley Water District, Palm Desert, CA – Director of Communications and Conservation.** Managed strategic outreach and education including District branding, website management, social media, digital and print advertising, email campaigns, press campaigns, various internal and external newsletters, press releases and news

conferences. Oversaw tours, workshops, and events. Managed the Public Relations functions, including communications between organizational representatives and the public to build, manage and sustain a positive image. Responsible for analyzing and developing District positions on legislation. Maintained cooperative relationships with stakeholders. Oversaw conservation rebate and incentive programs. Presented informational and action items to the Board of Directors. Secured and managed professional services contracts. Managed the Water Management and Outreach and Education divisions of the District including budget development/management, personnel management, and operations. Projects included:

- **Coachella Valley Water District, CA – Sun City Pipeline Replacement Project.** Led a team that conducted outreach for multiple phases of a 44-mile pipeline replacement project in Sun City Palm Desert which caused significant neighborhood disruption including loss of service, road closures, installation of new facilities, and disruption of mail delivery. Through an extensive outreach campaign which included neighborhood workshops, website and social media updates, regular mailings, on-site communications assistance, coordination with emergency services and a dedicated troubleshooting hotline, the community had access to key information and disruption was minimized.
- **Coachella Valley Water District, CA – Highway 86 Distribution Main Project.** Worked with the business and agricultural community to minimize disruption during the installation of 35,230 linear feet of 30-inch diameter ductile iron pipe and installation of a new booster pump station in the Eastern Coachella Valley. Through workshops and strategic communications initiatives, farms and business were able to weigh in how the best methods to minimize interference with business practices.
- **Coachella Valley Water District, CA – Your Water Is Our Promise Campaign.** Developed a trust building campaign to humanize the District based on polling research for Coachella Valley Water District. After working with Probolsky Research to collect data on the public's opinion of the District, Katie and her team created an outreach campaign that used employees as spokespeople to demonstrate contributions to the community. By highlighting the qualifications of employees and the work they do, the team was able to develop messages that demonstrated that the District was made of people who live, work, and play in the community and are committed to providing high-quality services to residents.

# Persephene St. Charles, ENV SP

## Principal-in-Charge



### Education

- Masters, Geography (Water Resources), University of California Santa Barbara
- Bachelors, Geography, University of California, Davis

### Registrations

- Envision Sustainability Professional

### Professional Profile

Persephene has 25 years of experience managing local and regional planning projects for agencies and groups focused on addressing water supply, water quality, stormwater, flood protection and watershed issues. She specializes in providing tailored solutions that meet a variety of client objectives including increasing water supply reliability, attaining multiple project benefits, protecting source water quality, engaging stakeholder and public participation, developing project partnerships, and obtaining regulatory support.

### Related Experience

**Camrosa Water District, CA - Strategic Plan and Facilities Master Plan.** Leading the development of a multi-phase planning process beginning with Board workshops to develop the strategic vision, mission, goals and strategies to guide the District's next water resource and facilities Master plan update. Persephene is working closely with staff on progressively developing and implementing a master planning framework and process to meet the outcomes of the strategic plan as well as near-term CIP needs for rate analysis and drought response as well as longer-term strategies for future water independence and resilience.

**Palmdale Water District, CA – Strategic Water Resources Plan.** Leading the development of an update to the District's previous SWRP (which Persephene worked on in 2010). The Project will examine water supply strategies to meet future uncertainty through use of WEAP and IP Tool platforms. The planning process also includes development and implementation of a stakeholder engagement plan and a programmatic EIR.

**Eastern Municipal Water District, CA – Water Supply Strategic Plan.** Project Manager of integrated water supply plan that developed and evaluated multiple supply alternatives to meet forecasted demands for five service areas. Demands were forecasted using multiple future condition scenarios as input to a GoldSim model. Used Woodard & Curran's Integrated Planning Tool to develop future supply alternatives with multi-phase supply and operations options and support decision making across multiple levels within the organization.

**Los Angeles County Public Works, CA – LA County Water Plan.** As Program Director, Persephene is working on the development of the first ever Los Angeles County Water Plan. The CWP will create a vision for water management; develop regional targets, strategies, and actions; and provide a consolidated voice for the region on a state and national level. Persephene is facilitating 20 workgroup sessions with over 30 water management entities focused on regional supply reliability, groundwater management & quality, infrastructure resilience & drinking water equity, and watershed health & wildfire management.

**Pasadena Water and Power, CA – Water System and Resources Plan.** Project Manager for innovative project that integrates water resources supply and water facilities master planning into a comprehensive planning process and document. Facilitated stakeholder meetings to represent Pasadena community values and interests in setting goals and evaluating strategies. Oversaw technical analyses involving water resources modeling using GoldSIM; infrastructure assessment risk analysis and CIP programmatic tiers packaging; development of a new excel-based portfolio building and decision tool that can be used by client in future to adapt to changing political priorities, regulations and physical setting.

**City of Pomona, CA – Strategic, Water and Wastewater Master Planning.** Project Manager for the development of water and wastewater utility strategic plan involving a multi-division SWOT analysis and the development of goals, objectives, KPIs and near-term action plan. The process includes integration of a dynamic water and wastewater modeling and planning process that will allow the City to generate annual CIP updates based upon determined criteria, priorities and processes. The planning process also updates our Integrated Water Supply Plan incorporates a parallel rate study and to identify funding and financing opportunities.

**City of Los Angeles, CA – Rancho Park One Water.** Leading the project benefits task by identifying opportunities to maximize benefits of integrated recycled water and stormwater project to meet multiple potential project stakeholder and partner objectives. Using Envision as a framework during conceptual project development and using stormwater as a supply, quality and community resource for enhancing Rancho Park and increase funding and foster P3 implementation strategies.

**Palmdale Water District, CA – Strategic Water Resources Plan.** Leading the development of an update to the District's previous SWRP (which Persephene worked on in 2010). The Project will examine water supply strategies to meet future uncertainty through use of WEAP and IP Tool platforms. The planning process also includes development and implementation of a stakeholder engagement plan and a programmatic EIR.

**Palmdale Water District, CA – Strategic Water Resources Plan.** Alternatives Task Lead for the integration and modeling of water supply and demand management alternatives in the face of challenges to the reliability of water supplies and need to develop a coherent strategy for overcoming these. Alternatives looked at creating over 30,000 AFY of new supply by developing new imported water supplies, establishing multiple groundwater banking opportunities, increasing groundwater pumping capacity, implementing recycled water and expanding conservation programs.

**Santa Barbara County Water Agency, CA – Santa Barbara County Long-Term Supplemental Water Supply Alternatives Report.** Project Manager for development of a comprehensive characterization of all local, regional and inter-regional potential supplemental water supply sources that could be used to meet localized demands within Santa Barbara County. The project involved coordination with over 40 stakeholders responsible for the management of water supply in the County to examine both individual supply options as well as

identify larger-scale regional programs that would leverage existing imported water infrastructure and supply to better optimize local and potentially new imported supply sources. Persephene's role was to provide overall technical direction for the project while integrating input from planning partners and the County to fully characterize supply options relative to potential supply volume, facilities needed, costs, reliability, and implementation considerations.

**Lake Arrowhead Community Services District, CA – Integrated Water Resources Program.**

Project Manager of an Integrated Water Resources Program that developed and evaluated alternatives comprised of water use efficiency, imported water, recycled water (including indirect potable reuse), groundwater and local surface water plans to solve water supply issues facing the District. Facilitated stakeholder coordination to ensure implementation of the District's vision over the next 15 years to become a national model for water conservation, community involvement, resources management, the effective use of technology, and cost-effectiveness.

**Inland Empire Utilities Agency, CA – Integrated Resources Plan.**

Project Manager for development of an Integrated Resources Plan including water demand projections to determine regional needs and the creation and evaluation of alternatives to help meet those needs. Alternatives sought to limit the need for additional supplies and reflect the opportunities provided through regional concepts for water use efficiency and Chino Basin replenishment and storage. The resulting IRP provides a dynamic implementation plan that allows IEUA to adapt to future uncertainty.

**West Basin Municipal Water District, CA – Water Resources Assessment.**

Technical Advisor to project team on methods to evaluate local water supply projects designed to reduce dependence on imported water from the Metropolitan Water District. The study evaluated a number of local supply options including conservation, conjunctive use, and graywater reuse to help West Basin Board members and staff better understand their future policy options as they consider the increasing cost and decreased reliability of water provided by Met.

**BAWAC and North Bay Agencies, CA – Water Management Elements Study.**

As Water Resource/Quality Planner, coordinated data collection and analysis for variety of water management elements, including conservation for Bay Area water supply agencies, resulting in several agency water management technical reports as well as final Bay Area water management brochure.

# Hector J. Bordas, PE

## Strategic Facilitation Lead



### Education

- Bachelors, Civil Engineering, California State Univeristy - Long Beach
- Bachelors, Biology, University of Southern California

### Registrations

- Professional Engineer - CA, 41808

### Professional Associations

- Sustainable Energy Action Committee - Founder
- American Society of Civil Engineers

## Professional Profile

Hector has over 30 years of experience managing and leading complex and politically sensitive projects. He has facilitated, implemented, and led organizational, process and cultural change. Hector is effective in developing cohesive and focused teams built on trust and in achieving results. His approach is strategic with goals to achieve measurable results.

## Related Experience

**Los Angeles County Public Works, CA – Design of Transportation and Water Resources Projects.** Hector was infrastructure design and cultural change lead for a team of over 120 engineers and landscape architects in the design of transportation and water resources projects for Los Angeles County Public Works. He applied proven concepts and processes to enhance the culture, focus teams, increase collaboration and communication, change old and low-productivity ideas and principles resulting in an invigorated Design Division team at the Los Angeles County Public Works.

**Sustainable Energy Action Committee.** Hector founded, led, and facilitated the Sustainable Energy Action Committee. He united leaders and experts in identifying solutions to challenges preventing the achievement of aggressive renewable energy goals. This involved bringing together all major electrical utility agencies in Southern California, small to large solar contractors, solar equipment manufacturers and suppliers, major testing labs, influential cities, and state and national solar organizations. This effort is now a national initiative.

**Los Angeles County Public Works, CA – Building Department.** Hector managed and led a team of approximately 250 technical employees across 10 offices disbursed throughout Los Angeles County. This team made up the “building department” for Los Angeles County. The team was responsible for providing permitting, code compliances and plan check services. Through his team building effort, Hector was able to break down silos and communication barriers, and aggressively led a cultural change in the building department. Results included improved morale, productivity, strong cohesive teams, removal of communication barriers, and a culture focused on results.

**Los Angeles County Public Works, CA – Measure W for the Safe, Clean Water Program.** Hector led, managed, and developed the foundation for Measure W (Safe, Clean Water Program) for Los Angeles County. Measure W was approved by Los Angeles County voters in November 2018 to provide cities, watershed areas, and Los Angeles County with funds to capture, treat, and recycle stormwater. In collaboration with other leaders, Hector established political and technical relationships, developed strategies, and the foundational documents and engineering concepts which grew into this funding measure. He led and managed engineers, pollsters, media, marketing, and public relations teams and collaborated with elected officials, agency heads, executive officers, business leaders, and the environmental community on this funding measure.

**Los Angeles County Public Works, CA - Integrated Regional Water Management Plan (IRWMP).** Hector provided leadership, collaboration, and management for the first IRWMP for Los Angeles County. The plan provides water resource solutions to address water resource needs in the Los Angeles County region. The work involved cities, water resource agencies, elected officials, and the environmental community. Through Hector’s effort, Los Angeles County was awarded a \$25 million grant for the implementation of priority projects in the IRWMP.

# Adam Fox

## Graphics



### Education

- Associates, Digital, Communications and Media/Multimedia, Cabrillo College
- Associates, Liberal Arts, Cabrillo College

### Professional Associations

### Professional Profile

With 18 years of experience in his field, Adam leads and inspires a geographically diverse team of graphic designers through the creative development process for marketing and communications deliverables and billable client projects, serves as brand ambassador by ensuring guidelines are consistently met and periodically enhanced, implements industry knowledge and best-in-class technology applications, and manages and balances a demanding graphic design workload. Adam provides art direction and concept development from sketch through finished design for high-visibility projects for online, print, and environmental applications which are built on a strong understanding of design, composition, color, typography, and an expert-level understanding of the Adobe Creative Cloud suite. In additional support of outreach efforts, he has developed numerous responsive project websites and email campaigns. Adam is comfortable handling multiple projects and deadlines simultaneously, and always welcomes a challenge to find creative ways to communicate detailed information.

### Related Experience

#### RENDERINGS & SIMULATIONS

**City of Carpinteria, CA – Advanced Purification Project.** Graphic Designer responsible for rendering five well sites based on existing site photographs to simulate post-construction appearance.

**Del Puerto Water District, CA – Del Puerto Canyon Reservoir EIR.** Graphic Designer responsible for dam renderings to show site post-construction, in addition to different stages of vegetation growth throughout the seasons.

**Del Puerto Water District, CA – Del Puerto Canyon Reservoir public outreach.** Graphic Designer responsible for simulation of post-construction water levels animation to show year-zero through year-three seasonal changes in levels.

**Pasadena Water & Power, CA – Recycled Water Extensions EIR.** Graphic Designer tasked with rendering proposed water tanks on hillsides above existing residential neighborhoods for public review period.

#### OUTREACH

**Santa Ana Watershed Protection Agency – Task Force Brochures.** Graphic Designer in charge of developing branding and coordinating layout of 12 multi-page informational brochures to educate the public and stakeholders on existing task forces charged with preserving and protecting an array of habitats and wildlife within the watershed. Developed custom illustrations and icons later used online.

**Del Puerto Water District, CA – North Valley Regional Recycled Water Program.** Graphic Designer responsible for public outreach materials including presentation slide decks, posters, informational flyers, and multi-page brochures used for public workshops, stakeholder meetings, and lobbying members of congress.

**City of San José – River Oaks Stormwater Capture Project.** Graphic Designer responsible for outreach materials such as presentations, infographic, and brochures used for stakeholder and public engagement at meetings and workshops.

**Oro Loma Sanitary District – Recycled Water Feasibility Study.** Graphic Designer tasked with creating illustrations, infographics and brochures used to educate public and stakeholders about system function and the

benefits of recycled water. District brand guidelines were followed for consistency with existing materials and District's website.

**RegionalSan – Harvest Water Project.** Graphic Designer responsible for creating illustrations, maps, and mailers sent to educate and recruit new customers for the Harvest Water project.

**Merced Subbasin GSA – Groundwater Sustainability Plan.** Graphic Designer in charge of outreach materials used for stakeholder and public engagement at meetings and workshops during the SGMA process. Also designed, developed, and maintained project website.

**Cuyama Subbasin GSA – Groundwater Sustainability Plan.** Graphic Designer tasked with creation of outreach materials used for stakeholder and public engagement at meetings and workshops during the SGMA process. Also designed, developed, and maintained project website.

**Indio Subbasin GSA – Groundwater Sustainability Plan.** Graphic Designer in charge of outreach materials used for stakeholder and public engagement at meetings and workshops during the SGMA process.

## WEBSITE DESIGN & MANAGEMENT

**Del Puerto Canyon Reservoir (DPCR) – Project Outreach Site.** Informational site that details DPCR's ongoing work, highlights reports and TMs, and provides information on recent news and project progress. Responsible for site management, updates, and analytics reporting.

**Merced Subbasin GSA – SGMA Public Outreach Site.** Used to inform stakeholders and the public of project status, recent progress, upcoming workshops and meetings, and provide links to all project-related documents and reports. Responsible for site management and updates.

**Cuyama Basin GSA – SGMA Public Outreach Site.** Used to inform stakeholders and the public of project status, recent progress, upcoming workshops and meetings, and provide links to all project-related documents and reports. Responsible for site management and updates.

**Delta-Mendota Subbasin GSA – SGMA Public Outreach Site.** Used to inform stakeholders and the public of project status, recent progress, upcoming workshops and meetings, and provide links to all project-related documents and reports.

**City of Paso Robles – Salt & Nutrient Management Plan.** Used to inform stakeholders and the public of project status, recent progress, upcoming

workshops and meetings, and provide links to all project-related documents and reports. Responsible for site management and updates while project was active.

**Water Replenishment District – Salt & Nutrient Management Plan.** Used to inform stakeholders and the public of project status, recent progress, upcoming workshops and meetings, and provide links to all project-related documents and reports. Responsible for site management and updates while project was active.

**MokeWISE Program – Project Outreach Site.** Used to inform stakeholders and the public of project status, recent progress, upcoming workshops and meetings, and provide links to all project-related documents and reports. Responsible for site management and updates while project was active.

**Upper Mokelumne River Watershed Authority.** Joint Powers Authority Site. Used to inform stakeholders and the public of upcoming workshops and meetings, and provide links to all JPA-related documents and reports.

## USER INTERFACE (UI) DESIGN

**Water Replenishment District – Customer Portal.** Interactive site and web-based tool for water producers and rights holders to seamlessly report and track their groundwater activities.

**California Department of Water Resources (DWR) – Water Budget Portal.** Interactive site and web-based tool for water providers to seamlessly calculate water budget visualization and tracking activities.

**Woodard & Curran – Online Project and Tracking Integration (OPTI).** Software suite of web-based database-driven tools licensed to clients for ongoing project tracking for numerous planning projects. Ongoing UI design and refinement since 2010 to better adapt to evolving browser capabilities and audience device usage.

## PRESENTATION SUPPORT

Presentation support for clients of all sizes and geographies including, but not limited to the California Department of Water Resources, Del Puerto Water District, City of Groveland (FL), Los Angeles County, Los Angeles Department of Water & Power, San Francisco Public Utilities Commission, City of San José, Merced Subbasin GSA, and Cuyama Subbasin GSA.



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