



Strategic Planning Services

July 14th, 2023

Mission Springs Water District



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 blue 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, groundwater 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

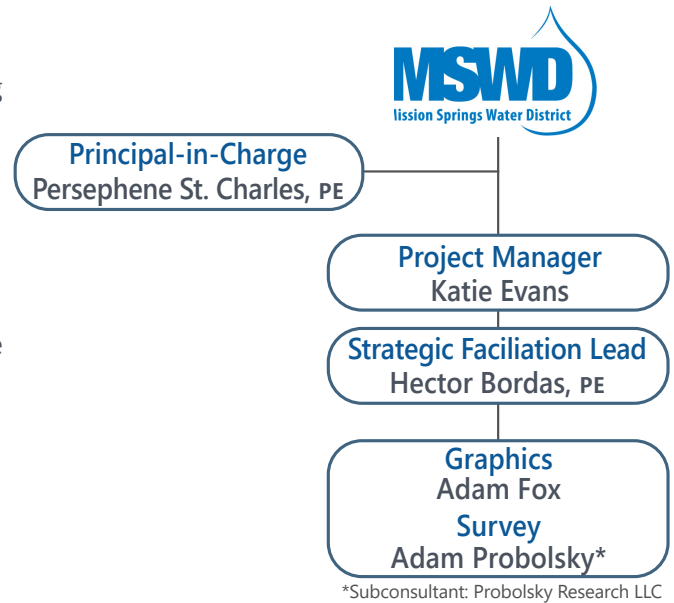


Our core team of **Katie Evans**, Project Manager, **Hector Bordas**, Strategic Facilitation Lead, and **Persephene St. Charles**, Woodard & Curran’s National Practice Leader for Water Resources and Principal-in-Charge, will be a consistent thread committed to working with District staff as the primary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

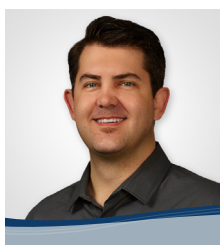


Hector Bordas, PE | Strategic Facilitation Lead

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.

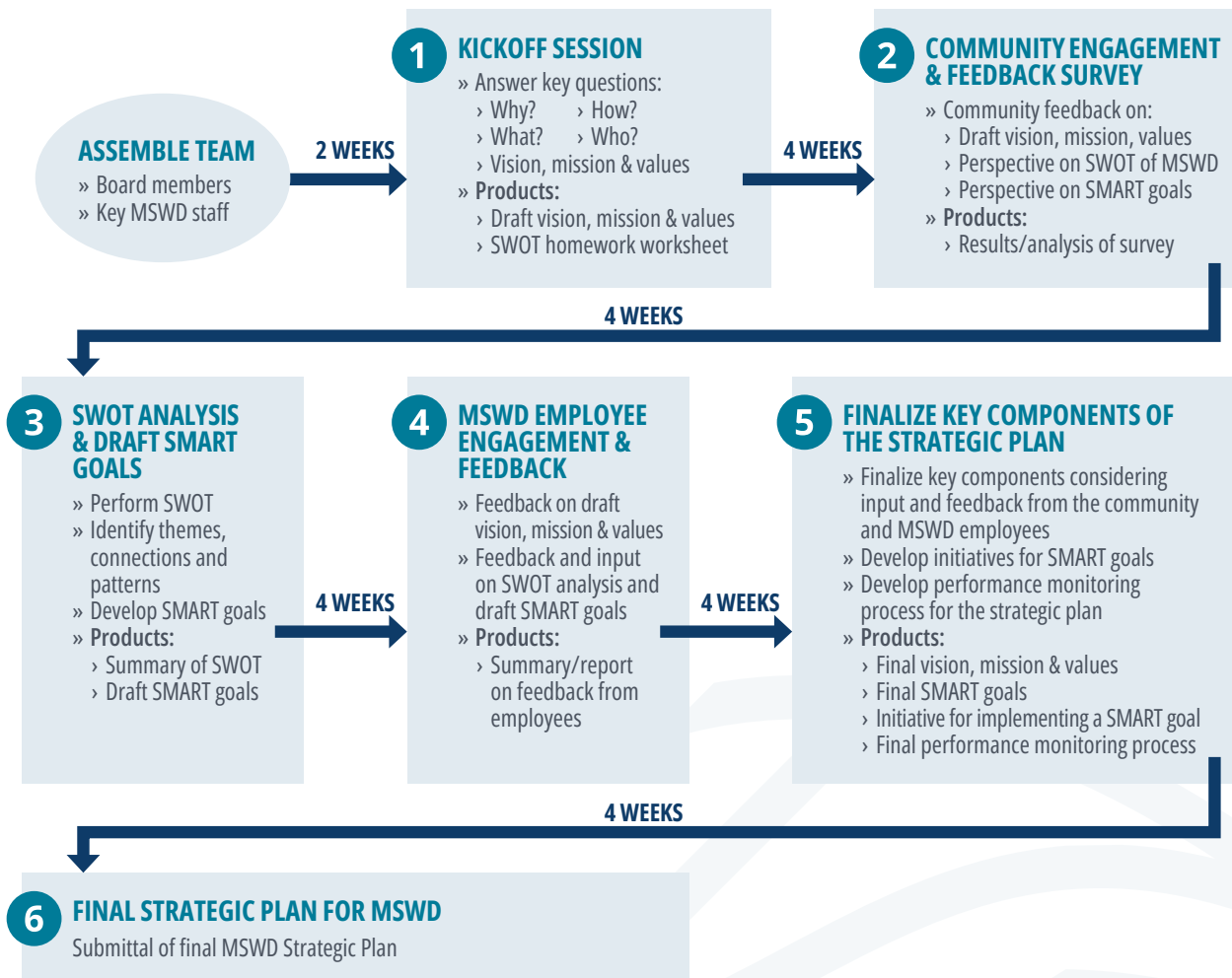
MSWD will identify a “Project Lead” to coordinate and communicate activities of the scope of work with the consultant team. All invoices, deliverables, progress reports, and the like will be submitted and coordinated with this person. The Project Lead will be available for periodic virtual meetings to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