



**Coachella Valley Mosquito and Vector Control District**

**43420 Trader Place, Indio, CA 92201 | (760) 342-8287 | [cvmosquito.org](http://cvmosquito.org)**

**Executive Committee Meeting Via Zoom**

**Thursday, September 2, 2021**

**3:30 p.m.**

**AGENDA**

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Materials related to an agenda item that are submitted to the Executive Committee after distribution of the agenda packets are available for public inspection in the Clerk of the Board's office during normal business hours and on the District's website.

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In the interest of maintaining appropriate social distancing and to comply with orders issued by Governor Newsom, the Board encourages the public to participate in this meeting via Zoom by calling 1-888-475-4499 (toll-free), Meeting ID: [818 7688 9118](https://us02web.zoom.us/j/81876889118) or click this link to join: <https://us02web.zoom.us/j/81876889118>. If you would like to comment on the agenda item or subject matter within the jurisdiction of the Board, please email your public comment to the Clerk of the Board by 1:30 p.m. on Thursday, September 2, 2021, at [mtallion@cvmosquito.org](mailto:mtallion@cvmosquito.org).

Assistance for those with disabilities: If you have a disability and need an accommodation to participate in the meeting, please call the Clerk of the Board at (760) 342-8287 for assistance so the necessary arrangement can be made.

**1. Call to Order - Benjamin Guitron, President**

**2. Roll Call**

**3. Confirmation of Agenda**

**4. Public Comments**

Those wishing to address the Board should send an email to the Clerk of the Board by 1:30 p.m. on Thursday, September 2, 2021, at [mtallion@cvmosquito.org](mailto:mtallion@cvmosquito.org) or appear at the meeting to provide public comments. Please note that, as stated above, the meeting will be conducted remotely.

- A. **PUBLIC Comments — AGENDA ITEMS:** Persons wishing to address the Board on agenda items are requested to do so at this time. When addressing the Board, please give your name and address for the record. In order to conduct a timely meeting, a three-minute time limit per person per item has been established.
- B. **PUBLIC Comments — NON-AGENDA ITEMS:** Persons wishing to address the Board on items not appearing on the agenda are requested to do so at this time. When addressing the Board, please give your name and address for the record. In order to conduct a timely meeting, a three-minute time limit per person has been established. California Government Code Section 54950 prohibits the Executive Committee from taking action on a specific item until it appears on the agenda.

**5. Review of September 14, 2021, draft Board meeting agenda**

**6. Old Business**

- A. Update and Discussion regarding COVID-19 and District programs, policies, and procedures.

**7. New Business**

- A. Abatement Hearing Committee Appointment
- B. Discussion regarding Strategic Planning proposals and potential recommendation to full Board of Trustees.

**8. Trustee/staff comments**

**9. Confirmation of next meeting**

**10. Adjournment**

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**Certification of Posting**

I certify that on August 30, 2021, I posted a copy of the foregoing agenda near the regular meeting place of the Board of Trustees of the Coachella Valley Mosquito & Vector Control District and on the District's website, said time being at least 72 hours in advance of the meeting of the Board of Trustees (Government Code Section 54954.2)

Executed at Indio, California, on August 30, 2021.

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Melissa Tallion, Clerk of the Board



**Coachella Valley Mosquito and Vector Control District**

**43420 Trader Place, Indio, CA 92201 | (760) 342-8287 | [cvmosquito.org](http://cvmosquito.org)**

**Board of Trustees Meeting Via Zoom**

**Tuesday, September 14, 2021**

**6:00 p.m.**

**DRAFT AGENDA**

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The Board of Trustees will take action on all items on the agenda.

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Materials related to an agenda item that are submitted to the Board of Trustees after distribution of the agenda packets are available for public inspection in the Clerk of the Board's office during normal business hours and on the District's website.

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In the interest of maintaining appropriate social distancing and to comply with orders issued by Governor Newsom, the Board encourages the public to participate in this meeting via Zoom by calling 1-888-475-4499 (toll-free), Meeting ID: [885 6089 6975](https://us02web.zoom.us/j/88560896975) or click this link to join: <https://us02web.zoom.us/j/88560896975>. If you would like to comment on the agenda item or subject matter within the jurisdiction of the Board, please send an email to the Clerk of the Board by 2:30 p.m. on September 14, 2021, at [mtallion@cvmosquito.org](mailto:mtallion@cvmosquito.org).

Assistance for those with disabilities: If you have a disability and need an accommodation to participate in the meeting, please call the Clerk of the Board at (760) 342-8287 for assistance so the necessary arrangements can be made.

- 1. Call to Order** – Benjamin Guitron, President
- 2. Pledge of Allegiance**

### 3. Roll Call

### 4. Confirmation of Agenda

### 5. Public Comments

Those wishing to address the Board should send an email to the Clerk of the Board by 2:30 p.m. on September 14, 2021, at [mtallion@cvmosquito.org](mailto:mtallion@cvmosquito.org) or appear at the meeting to provide public comments. Please note that, as stated above, the meeting will be conducted remotely.

A. **PUBLIC Comments — AGENDA ITEMS:** Persons wishing to address the Board on agenda items are requested to do so at this time. When addressing the Board, please state your name and address for the record. In order to conduct a timely meeting, a three-minute time limit per person per item has been established.

B. **PUBLIC Comments — NON-AGENDA ITEMS:** Persons wishing to address the Board on items not appearing on the agenda are requested to do so at this time. When addressing the Board, please state your name and address for the record. In order to conduct a timely meeting, a three-minute time limit per person has been established.

### 6. Recognition

A. Proclamation of the Board of Trustees in recognition of Rene Delgado for his 20 years of service to the District – **Jeremy Wittie, M.S., General Manager (Pg. X)**

### 7. Board Reports

A. President's Report – **Benjamin Guitron, President**

Executive Committee oral report and Executive Committee minutes from September 2, 2021 **(Pg. XX)**

B. Finance Committee – **Clive Weightman, Treasurer**

Finance Committee oral report and Finance Committee minutes from July 13, 2021 **(Pg. XX)**

### 8. Staff Informational Reports

A. Live Reports

- Arbovirus Surveillance and Response update (as necessary) – **IVM Staff**

B. Prerecorded Reports

- General Manager's Report – **Jeremy Wittie, M.S., General Manager**

## *Questions and/or comments from Trustees regarding the reports*

### **9. Items of General Consent**

The following items are routine in nature and may be approved by one blanket motion upon unanimous consent. The President or any member of the Board of Trustees may request an item be pulled from Items of General Consent for a separate discussion.

- A. Minutes for July 13, 2021, Board Meeting **(Pg. XX)**
- B. Approval of expenditures for July 9, 2021-September 9, 2021 **(Pg. XX)**
- C. Informational Items:
  - Financials – **David l'Anson, MPA, MBA/ACC., Administrative Finance Manager (Pg. XX)**
  - Board Business Log **(Pg. XX)**
  - Correspondence **(Pg. XX)**
  - Departmental Reports: Human Resources; Finance; Information Technology; Laboratory & Surveillance Control; Operations; and Public Outreach **(Pg. XX)**
  - Refund from the University of Miami of unspent research fund **(Pg. XX)**
  - Homeland Security Exercise and Evaluation Program (HSEEP), Emmitsburg, MD. – **Tammy Gordon, MA, Public Information Officer (Pg. X)**

### **10. Old Business**

- A. Continued discussion regarding return to in-person meetings – **Jeremy Wittie, M.S., General Manager (Pg. XX)**

### **11. New Business**

- A. Discussion and/or approval to enter into an agreement with **XXX.**, for the District's Strategic Planning needs– **Jeremy Wittie, MS, General Manager**

### **12. Closed Session Public Comments**

Persons wishing to address the Board on closed session items are requested to do so at this time. When addressing the Board, please state your name and address for the record. In order to conduct a timely meeting, a three-minute time limit per person per item has been established.

**Closed Session (s):**

**A. Conference with Labor Negotiators pursuant to Government Code Section 54957.6**

Agency Designated Representatives: Lena D. Wade, Crystal Moreno, and David I' Anson.

Employee Organizations: California School Employees Association and Teamsters Local 911.

**13. Comments by General Counsel**

**14. Trustee Comments, Requests for Future Agendas Items, Travel, and/ or Staff Actions**

The Board may not legally take action on any item presented at this time other than to direct staff to investigate a complaint or place an item on a future agenda unless (1) by a majority vote, the Board determines that an emergency exists, as defined by Government Code Section 54956.5, or (2) by a two-thirds vote, the board determines that the need for action arose subsequent to the agenda being posted as required by Government Code Section 54954.2(a). Each presentation is limited to no more than three minutes.

**15. Adjournment**

At the discretion of the Board, all items appearing on this agenda, whether or not expressly listed for action, may be deliberated and may be subject to action by the Board.

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**Certification of Posting**

I certify that on September 10, 2021, I posted a copy of the foregoing agenda near the regular meeting place of the Board of Trustees of the Coachella Valley Mosquito & Vector Control District and on the District's website, said time being at least 72 hours in advance of the meeting of the Board of Trustees (Government Code Section 54954.2)

Executed at Indio, California, on September 10, 2021.

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Melissa Tallion, Clerk of the Board





**Coachella Valley Mosquito and  
Vector Control District**

**Staff Report**

**September 2, 2021**

**Agenda Item:** New Business

Abatement Hearing Committee Appointment – **Benjamin Guitron, President**

**Background:**

The Board of Trustees approved the Abatement Policy in October 2019. As outlined in the policy, an Abatement Hearing Committee should be formed to conduct nuisance abatement hearings. The Committee shall be composed of three members of the Board, with one alternate, appointed by the Board annually each January.

The Abatement Hearing Committee currently has the following members of the Board:

1. Benjamin Guitron
2. Gary Gardner
3. VACANT
4. Dr. Doug Kunz (alternate)

**Staff Recommendation:**

Staff recommends that the Board of Trustees appoint Bito Larson to the Abatement Hearing Committee

**Attachments:**

- Abatement Policy

**COACHELLA VALLEY MOSQUITO AND VECTOR CONTROL DISTRICT  
ABATEMENT POLICY**

I. Abatement Warrant Pursuant to Health and Safety Code section 2053.

A. The District may request an inspection and abatement warrant pursuant to Code of Civil Procedure section 1822.50 et seq. A warrant issued pursuant to this section shall apply only to the exterior of places, dwellings, structures, and premises. The warrant shall state the geographic area which it covers and shall state its purposes. A warrant may authorize District employees to enter property only to do the following:

1. Inspect to determine the presence of vectors or public nuisances.
2. Abate public nuisances, either directly or by giving Notice to the property owner to abate the public nuisance.
3. Determine if a Notice to abate a public nuisance has been complied with.
4. Control vectors and treat property with appropriate physical, chemical, or biological control measures.

B. Subject to the limitations of the United States Constitution and the California Constitution, District staff may enter any property, either within the District or property that is located outside the District from which vectors may enter the District, without hindrance or Notice for any of the following purposes:

1. Inspect the property to determine the presence of vectors or public nuisances.
2. Abate public nuisances, either directly or by giving Notice to the property owner to abate the public nuisance.
3. Determine if a Notice to abate a public nuisance has been complied with.
4. Control vectors and treat property with appropriate physical, chemical, or biological control measures.

II. Abating a Public Nuisance.

In addition to the powers set forth in section I above, the District may abate a public nuisance pursuant to Health and Safety Code section 2060 et seq. as set forth below.

A. Due Diligence.

1. District staff shall document any vector breeding and/or harborage on the property in question and determine whether a public nuisance exists.

2. District staff will use appropriate measures to control the vector(s) present and issue an Official Notice of Warning ("Warning") to the property owner or party in possession to abate the nuisance and prevent their recurrence within five (5) business days.

3. On the first workday after the Warning expires, District staff will re-inspect the property. The District may issue up to three (3) Warnings, depending on circumstances and the severity of the nuisance as determined in the District's sole and absolute discretion.

4. If the owner or party in possession fails to comply with the Warning(s), District staff will initiate formal abatement proceedings as set forth below.

B. Abatement Proceedings.

1. The person or agency claiming ownership, title, or right to property or who controls the diversion, delivery, conveyance, or flow of water shall be responsible for the abatement of a public nuisance that is caused by, or as a result of, that property or the diversion, delivery, conveyance, or control of that water.

2. Whenever a public nuisance exists on any property within the District or on any property that is located outside the District from which vectors may enter the District, the District may notify the owner of the property of the existence of the public nuisance.

3. The notice required for abatement of a public nuisance ("Notice") shall:

a. State that a public nuisance exists on the property, describe the public nuisance, and describe the location of the public nuisance on the property.

b. Direct the owner of the property to abate the nuisance within a specified time.

c. Direct the owner of the property to take any necessary action within a specified time to prevent the recurrence of the public nuisance.

d. Inform the owner of the property that the failure to comply with the requirements of the Notice within the specified times may result in the District taking the necessary actions, and that the owner shall be liable for paying the costs of the District's actions.

e. Inform the owner of the property that the failure to comply with the requirements of the Notice within the specified times may result in the imposition of civil penalties of up to one thousand dollars (\$1,000) per day for each day that the public nuisance continues after the specified times.

f. Inform the owner of the property that before complying with the requirements of the Notice, the owner may appear at a hearing of the Board of Trustees ("Board") Abatement Hearing Committee ("Committee"), as set forth in section C below, at a time and place stated in the Notice.

4. The District shall cause the Notice to be served on the owner of the property in the same manner as a summons in a civil action. If, after a diligent search, the Notice cannot be served on the owner of the property, the Committee shall cause the Notice to be posted in a conspicuous place on the property for not less than ten (10) days before the hearing. Not less than ten (10) days before the hearing, the District shall also cause a copy of the Notice to be mailed by certified mail to the owner of the property at the address shown on the most recent assessment roll of the county in which the property is located.

5. At the hearing before the Committee at the time and place stated in the Notice, the Committee shall accept written and oral testimony from the property owner and other persons. At the close of the hearing, the Committee shall find, based on substantial evidence in the record, whether a public nuisance exists on the property. If the Committee finds that a public nuisance exists, the Committee shall order the owner of the property to abate the public nuisance and to take other necessary actions to prevent the recurrence of the public nuisance.

a. On the day prior to the hearing, District staff will re-inspect the nuisance in question to determine whether the owner has complied with the Notice. If the property owner or person in possession of the property has complied with the Notice, District staff will send a letter of acknowledgment to the owner.

b. If the owner or party in possession does not appear at the hearing, the Committee shall review the facts as described by the District staff at the hearing and make a determination.

c. Based on the extent of the work to be performed to abate the nuisance, the Committee will grant the owner or person in possession of the property a period of not fewer than five (5) calendar days and not more than fifteen 15 calendar days to comply with the order of the Committee.

6. If the owner of the property does not abate the public nuisance and take the necessary actions to prevent the recurrence of the public nuisance within the time specified by the Committee, the District may abate the public nuisance and take the necessary actions to prevent the recurrence of the public nuisance. In addition, the Committee may impose civil penalties pursuant to this policy.

C. Board of Trustees Abatement Hearing Committee.

The Board of Trustees shall create an Abatement Hearing Committee ("Committee") to conduct nuisance abatement hearings. The Committee shall be composed of three (3) members of the Board, with one alternate, appointed by the Board annually each January, or whenever a vacancy occurs. The Committee shall conduct nuisance abatement hearings at regular or special meetings of the Committee in compliance with the Ralph M. Brown Act.

D. Civil Penalty.

In addition to abating the public nuisance and taking any necessary actions to prevent the recurrence of the public nuisance, the Committee may impose a civil penalty on the owner of the property for failure to comply with the requirements of the abatement proceedings. The civil penalty may not exceed one thousand dollars (\$1,000) per day for each day that the owner of the property fails to comply with the District's requirements.

E. Recurrence of a Public Nuisance Abated.

The Committee may consider any recurrence of a public nuisance abated pursuant to Section 2061 to be a continuation of the original public nuisance.

F. Owner's Payment of Costs.

1. The owner of the property abated pursuant to this policy shall pay the District for the cost of abating the public nuisance and the cost of any necessary actions to prevent the recurrence of the public nuisance. The owner shall also pay any civil penalty imposed pursuant to this policy.

2. If the owner of the property fails to pay the District's costs within sixty (60) days, the Committee may order the costs and any civil penalties charged and collected against the property. The charge shall be collected at the same time and in the same manner as ordinary county taxes are collected and shall be subject to the same penalties and the same procedure and sale in case of delinquency as are provided for ordinary county taxes. All laws applicable to the levy, collection, and enforcement of county taxes are applicable to the costs and civil penalties charged and collected against the property.

3. If the Committee charges the costs and any civil penalties against the parcel, the Committee may also cause the Notice of abatement lien ("Notice of Lien") to be recorded. The Notice of Lien shall, at a minimum, identify the record owner of the property, set forth the last known address of the record owner, set forth the date upon which the abatement of the public nuisance was ordered by the Committee, set forth the date upon which the abatement and any necessary actions to prevent the recurrence of the public nuisance was complete, and include a description of the real property subject to the lien and the amount of the cost and any civil penalties.

4. However, if the Committee does not cause the recordation of a Notice of Lien, and any real property to which the costs and any civil penalties relate has been transferred or conveyed to a bona fide purchaser for value, or a lien on a bona fide encumbrancer for value has been created and attaches to that property, prior to the date on which the first installment of county taxes would become delinquent, then the cost and any civil penalties may not result in a lien against that real property but shall be transferred to the unsecured roll for collection.

5. Recordation of a Notice of Lien shall have the same effect as recordation of an abstract of a money judgment recorded pursuant to Code of Civil Procedure section 697.310 et seq. The lien created shall have the same priority as a judgment lien on real property and shall continue in effect until released. Upon order of the Committee, an abatement lien created under this policy may be released or subordinated in the same manner as a judgment lien on real property may be released or subordinated.

G. Public Agencies.

The lien provisions of this policy shall not apply to property owned by a public agency. Notwithstanding section 6103 of the Government Code or any other provision of law, a public agency shall pay the District for the cost of abating the public nuisance, the cost of any necessary actions to prevent the recurrence of the public nuisance, and any civil penalties.

**-- Proposal --**  
**Professional Services for a**  
**Strategic Plan**  
**for the**  
**Coachella Valley Mosquito and Vector Control District**  
**Indio, CA**  
**August 2021**

*BHI Management Consulting*  
2459 Neptune Ct., Suite 110  
Tracy, Ca.  
(209) 740-6779  
[brent@bhiconsulting.com](mailto:brent@bhiconsulting.com)

**Dear Board of Directors –**

**Introduction of Proposal and Scope of Project:**

The objective of this proposal is to outline professional services to the Coachella Valley Mosquito and Vector Control District (District) for assistance with the development of a five-year Strategic Plan. Brent Ives (Consultant), Principal of BHI Management Consulting, will be the primary consultant on this project. BHI also proposes the potential use of associate consultants and editorial assistance as needed for the effort. Cost and hours detail is outlined for each task table below.

**Five-year Strategic Plan:**

Strategic Planning utilizing the action-oriented model herein, offers a number of benefits for a public agency. Crucial to any practical planning effort is a clearly delineated workplan in the form of projects, initiatives and actions that spring from the Vision of the Board of Directors. The planning method focuses on assuring that both the Board and Staff are fully involved in the development and evolution of the Plan. This creates the leadership “TEAM” (Board/Staff/Public/Consultant) that is crucial for a Plan that has buy-in and can be used as a true roadmap for the District. This effort takes on even more importance with mosquito and vector Control Districts since many of the Board members assigned to the agency may not continue with the District for the long-term.

**-- BHI Management Consulting --**  
**(209)740-6779**  
**[brent@bhiconsulting.com](mailto:brent@bhiconsulting.com)**

A typical strategic focus plan is usually a few 15-20 pages long and contains an integrated top-level table that shows what will be done and when for each effected District operational element. This serves as the Executive Overview table. Since the Plan articulates a clear view into the future, it provides guidance to many of the issues facing public agencies today. Included in the planning process are steps to assure proper reporting and updating of the plan to keep it relevant and routinely used by the agency.

Our planning model involves members of the elected Board of Directors to deliberately engage at them at the proper level and within their critical role as policy makers. This is a clearly expected role by the public of the elected official and one where they, as a Board team, can reflect why the agency exists (Mission) and what their overall strategic direction (Vision).

This method and model allow for professional staff to do what they do best; organize and implement positive and productive work programs. The action oriented strategic planning model allows for clear linkage between the Board's foundational statements of Mission and Vision to top-level work plans, projects and initiatives that move an agency forward (see graphic model below). In this way, the staff is allowed to show (at a high level) how they can meet the Vision and intentions of the Board of Directors by proposing their professional judgment and expertise to the direction of the District.

This process moves through progressive and deliberate steps to become what the Board sees for the future and how the staff proposes implementing initiatives to achieve the vision. Vision and implementation are tested in a second workshop to assure clarity.

The resulting Strategic Plan is a clear pathway for the five-year future of the District (Roadmap). If followed up and checked each year with refreshing and five-year updates, the Plan becomes the cultural norm for future Boards, command and administrative staff as the "*way we plan here*".

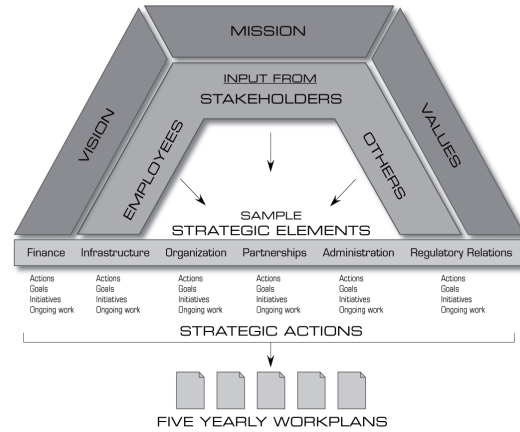
**Specific Scope of Services Detail:**

The work outlined herein is generally divided into 3 basic phases, with sub-parts. Detail in outlined below but the process generally takes this pathway.

1. Information Gathering
2. Board Strategic Planning Workshop
3. Document Development



The general detail of these three phases of the process is outlined below.



**Phase 1- Information Gathering –**

1a. Consultant will conduct initial in-person meetings with designated District Staff and designated key staff to assist in the development of the project. All documents needed by the Consultant will be requested at this meeting. Much of this will be done by telephone or Zoom meeting.

**Phase 2 - Board Workshop –**

2a. In preparation for the Board workshop, the Consultant will meet with each of the Directors for a one-on-one interview via Zoom or telephone to gather their thoughts and perspectives regarding the future of the District. This collection of their individual vision, future and thoughts will be used in the In-person Board workshop. This introductory meet allows for the Director and Consultant to meet one another, share thoughts regarding planning, the District, and for the Consultant to hear important individual perspective of each member.

2b. Approximately 3 weeks after the interviews above, the Consultant will facilitate the in-person Board Strategic Planning workshop (estimated 3-5 hours). The following deliverables from the collective Board:

- Review and/or write new **Mission Statement**.
- Review and/or modify **Vision Statement** for the District.
- Organize the strategic plan by determining the **key strategic focus areas** of District operations and management under which the workplan will be organized (see Sample Strategic Elements in graphic above).
- If possible, the Board may then craft **an objective and strategy statement around strategic element**.

District Staff and Consultant use the input from the Board workshop to guide in the development of the implementation strategy to result in a draft strategic focus plan.

**Phase 3 - Strategic Plan Document Development –**

3a. The Consultant will work directly with the District Staff to produce progressive stages of the plan through to final draft phase. In this case the consultant will offer a structure that the District will fill with content and the Consultant will act as critical peer reviewer. This is anticipating 2-4 Zoom meetings as needed, generally on a bi-monthly frequency.

3b. Staff will prepare and attend (Zoom or in-person) “Board Tone-Check” meeting to assure that the Plan is progressing as expected. Consultant will assist.

3d. Consultant will provide the approved final Plan to the District in preferred electronic format.

*Note: BHI Management Consulting may use associate consultants to assist during planning sessions. Brent Ives, Principal of BHI will be the primary consultant for the project and attend most meetings and all workshops.*

**Schedule:**

Engagement begins approximately 2-4 weeks from receipt of a notice to proceed. Depending on how the District chooses to proceed and the scheduling of meetings, the project is expected to take approximately 3-4 months.

**Terms and Conditions:**

BHI Management Consulting shall perform above services as agreed under authorized signature agreement of the District. Consultant shall not begin work until receipt of notice to proceed from the District. Billing shall be monthly through emailed invoice. Signature lines are provided below allowing the District to commission either or both tasks. We can meet most requirements for insurance for professional services. This proposal is valid for 6 months beyond the date in the header.

**Costs and Rates:**

The total estimated fee cost of the project described is estimated at \$17220.00 as outlined in Table 1 below, plus expenses. Estimated expenses are also outlined in the table.

**Table 1 – Task Cost Breakdown**

Additional tasks, not covered specifically by this agreement, may be added by written contract addendum. The undersigned parties agree to the terms and conditions of the workscope as described in this agreement.

<b>CVMVCD Proposed Effort Costs</b>	<b>Principal (Ives) @\$320/hr. Editor @ \$90/hr.</b>		<b>LaborHours/task Total</b>	<b>Task Estimate</b>	<b>Comments</b>
	<b>Hours</b>	<b>Hours</b>			
<b>Task Set</b>					
<b>1 - Strategic Input</b>	20	0	20	\$ 6,400.00	<i>Completed via phone or Zoom, 1 trip to District</i>
<b>2 - Board Workshop</b>	18	0	18	\$ 5,760.00	<i>One trip</i>
<b>3 - Plan Document and Implementation Development</b>	20	5	25	\$ 6,850.00	<i>Assumes 3-5 Zoom mtg. w/staff - 1 trip</i>
<b>TOTAL PLAN</b>	58	5	63	\$ 17,220.00	
<b>ESTIMATED Expenses</b>					
	Time or Expense			Cost Total	
<b>Travel Expenses</b>	Travel expense for in-District visits (assumes up to 3 trips)	Estimated expenses calculated. @ \$795/trip	3 total visits to District area	\$ 2,385.00	
<b>Web Conferencing/ telephone costs</b>	-	\$50/conference	4 Zoom Mtg.	\$ 200.00	
	0		<b>TOTAL ESTIMATED EXPENSES</b>	\$ 2,585.00	
<b>TOTAL COSTS</b>				<b>\$ 19,805.00</b>	

**Authorization:**

_____	_____	August 17, 2021
Jeremy Wittee	Date	Brent H. Ives, Principal
Coachella Valley Mosquito and Vector Control District		BHI Management Consulting
Indio, CA 92069		Tracy, CA

**About the Firm and Primary Consultant:**

BHI Management Consulting brings unique qualifications to this project by a dual perspective approach to the process of optimizing Board relations and Strategic Planning. The

firm is owned and operated by Brent Ives and is located in Tracy, CA. It was begun in 1996 and has focused on providing for the organizational health issues of Special Districts since 1999. The firm carries Brent as the Principal and four associates, Mr. Jim Raymond, Sr. Consultant, Dr. Nick Pinhey, Sr. Consultant, Mr. Andrew Ives, Associate Consultant and Ms. Lynda Ives, Editor/Facilitating assistant. Other associates are contracted as projects demand relative to the engagement and/or agency specific needs. While Mr. Brent Ives will be the primary project manager, others may act as facilitating assistant for the workshop without additional cost. BHI is currently working on three other Strategic Plans and updates across the state with different agencies.

Brent Ives has thirty (33) years of experience in helping public agencies, private businesses and non-profits with organizational challenges and opportunities. As a successful engineering manager at Lawrence Livermore National Laboratory, he logged extensive experience in employee relations, career growth advocacy and career transition. Through his firm, BHI Management Consulting, for the last 20 years he has taught hundreds of courses to elected Boards and staff, and thousands of individuals on governance, public policy, public agency service and best practices strategies for public agencies. He works with local public agencies each week individualizing strategic plans, training, assist with Board dynamics, selective executive recruiting and consultation in public policy. He is also Chief operator of the on-line Board training service, [www.GoodBoardWork.com](http://www.GoodBoardWork.com). Brent is the author of the book, “52 Ways to be a Better Board”, available at various conferences and Amazon.

Brent served as a City Councilman for twenty three (23) years in the central valley city of Tracy, a city of over 100,000. The last 8 years of his Council service he was the directly elected Mayor of Tracy. He also served as a Chair and commissioner of the Altamont Commuter Express (ACE Train) for eighteen years (18) and Chair/Director of the San Joaquin County Council of Governments. He has served well over 10,000 hours on the dais.



**SIMILAR WATER RELATED PROJECTS AND REFERENCE CONTACTS (August 2021):**

References:

Tom Kennedy (GM) – Rainbow Municipal Water District, (Strategic Plan),

Ph: 760-728-1178

Email: [tkennedy@rainbowmwd.com](mailto:tkennedy@rainbowmwd.com)

Rick Shintaku (GM)– South Coast Water District, (Strategic Plan - Current),

Ph: 929-499-4555

Email: [rshintaku@scwd.org](mailto:rshintaku@scwd.org)

Don Bartz, (GM) – Phelan-Pinon Hills CSD (primarily water), (Strategic Plan - Current)

Ph:

Email: [DBartz@pphcsd.org](mailto:DBartz@pphcsd.org)

Steve Wagner, (GM) – Goleta Sanitary District, (Strategic Plan)

Ph: (805)896-5395

Email: [swagner@goletasanitary.org](mailto:swagner@goletasanitary.org)

August 16, 2021

Jeremy Wittie  
General Manager  
Coachella Valley Mosquito & Vector Control District  
43-420 Trader Place  
Indio, CA 92201

Dear Jeremy:

I am pleased to present this proposal to you to facilitate a planning process with the District's Board of Trustees. On behalf of our colleagues at LRI, we look forward to working with you.

### **I. Goal of Engagement and Overall Scope**

The purpose of this engagement is to prepare for and facilitate a strategic planning process with the District's Board of Trustees and senior management team. The result will be an updated strategic plan for the District, together with an implementation plan.

Based on our discussion, the work will entail:

1. Initial meeting: In this step, we will meet with you, the general manager, to lay the groundwork for the planning session. We will draft our interview questions, share them with you, and prepare for our interviews with Board members and the management team. We will also review relevant background information about the District and learn from you what issues you think are most important to focus on.
2. Conduct interviews: We will conduct interviews with the Trustees and senior management team. We will prepare a synopsis of our findings, including a list of the topics that people want to cover during the initial planning session. We will share with you our findings and other relevant Board feedback.
3. Prepare for planning meeting: In this step, we will draft an agenda, prepare a facilitator's guide, and prepare other materials for the initial planning session. We will share these with the Board president and with you (and others as designated) to get feedback and then refine accordingly. We will make sure these materials are distributed in a timely manner to all involved, including any pre-meeting reading.

4. Facilitate planning meeting. At the meeting, we will facilitate an engaging and wide-ranging exploration of the issues that the group cares about. We will facilitate consensus on overall District goals and related objectives, as well as specific next steps. Afterward, we will prepare a synopsis.
5. Debrief with District leadership: In this step, we will meet with you and the Board president, and others as needed, to discuss the results of the planning meeting, identify overall takeaways, and facilitate consensus on next steps.
6. Draft strategic plan: We will collaborate with you and your team to help draft and refine a strategic plan for the District. We will help you conceptualize how best to present the District's strategic plan in a clear and concise manner. As needed, we can provide support to an internal team that is drafting the plan.
7. Facilitate follow-up meeting: In this step, we will prepare for and facilitate a follow-up discussion with the Board and senior management team to discuss the draft strategic plan, gather feedback, and facilitate agreement on refinements needed. We will also prepare a synopsis.

We recognize that the pandemic affects the timing for these steps. We are flexible as to whether this planning process would occur in the fall or early in 2022, and whether the meetings would occur in person or be virtual.

## **II. Estimated Consulting Time**

Here is our estimated cost, based on the steps listed above

<b>Step:</b>	<b>Estimated hours:</b>
1. Initial meeting	3
2. Conduct interviews (assume 17 interviews)	20
3. Prepare for planning meeting	8
4. Facilitate planning meeting	8
5. Debrief with District leadership	3
6. Draft strategic plan	8
7. Facilitate follow-up meeting	4
<b>Total:</b>	<b>54</b>

## **III. Consulting Team and Rates**

We are proposing three choices of consultant for this project: Eric Douglas, Karin Bloomer or Roseanne Lopez. All three consultants have expertise in strategic planning, Board governance, leadership development and change management. Their resumes are attached to this proposal. The final choice of consultant will be at the District's discretion.

Consulting rates are shown on the next page, along with the respective cost for the scope of work described above.

<b>LRI Consultant</b>	<b>Hourly rate:</b>	<b>Total:</b>
Eric Douglas, senior partner	\$325	\$17,550
Karin Bloomer, partner	\$295	\$15,930
Roseanne Lopez, senior consultant	\$285	\$15,390

LRI's support team will help coordinate meeting logistics, prepare materials, and provide other support as needed. That cost is included in this proposal.

Expenses for travel, if needed, will be charged separately at cost.

**IV. About LRI**

The purpose of Leading Resources Inc. (LRI) is to develop leaders and leading organizations. These are our practice areas:

- **Strategic Planning:** giving voice to vision, shaping priorities, defining performance measures, and facilitating the development of strategies and action plans.
- **Leadership Development:** identifying and improving leadership competencies and skills through coaching and training, for both individuals and teams.
- **Board Governance:** facilitating the adoption of best governance practices for Boards of Directors and other governing entities.
- **Stakeholder Engagement:** facilitating task forces, commissions and collaborative processes to achieve important outcomes.
- **Performance Assessment:** helping organizations build feedback loops to measure and manage performance at the individual, team, process and organizational level.

To learn more, please visit <http://www.leadingresources.com>.

**V. Examples of Experience**

Our strength is in designing and facilitating planning processes that achieve clear and meaningful results for our clients.

Here is a partial list of Boards of Directors with whom we have facilitated strategic planning retreats.

- American Public Television Association
- California Earthquake Authority
- CalPERS
- California Urban Forests Council
- Central Valley Flood Production Board
- Early Edge California
- Lighthouse for the Blind
- Long Island Power Authority
- Los Angeles Museum of Natural History
- Lower Colorado River Authority
- The M.I.N.D. Institute



- Omaha Public Power District
- Otis College of Art and Design
- The Point Institute
- Sacramento Municipal Utility District
- Sacramento Regional Technology Alliance
- Tacoma Public Utilities
- Truckee-Tahoe Airport
- WETA Washington D.C.
- YMCA of Los Angeles

**RESUME**  
**ERIC F. DOUGLAS**  
**Senior Partner and President**  
**Leading Resources, Inc.**

**Summary**

Eric Douglas is the founder and president of Leading Resources Inc., a consulting company headquartered in Sacramento, California. Eric specializes in helping organizations achieve real, meaningful change in the areas of strategy, governance, leadership, and performance. He has worked with more than 250 client organizations and is broadly recognized as an industry leader in developing high-performing organizations.

Eric is the author of three books, plus articles and leadership tools used by thousands of leaders and organizations internationally. These books and tools can be found at LRI's website: [www.leadingresources.com](http://www.leadingresources.com).

**Examples of Client Experience**

For California's **Autism Advisory Task Force**, Eric led a team that facilitated a year-long process with 18 task force members to develop comprehensive policy recommendations for the behavioral health care of individuals with autism. Task force members represented the interests of advocates, health plans, state government, and practitioners. LRI facilitated the drafting of a comprehensive framework of goals and policies – and used a combination of in-person meetings and an online survey and feedback system to develop consensus on more than 50 policy recommendations that were forwarded to the Administration and Legislature to implement.

For the California **Board of Equalization (BOE)**, Eric led a team from LRI working with the executive director and the leadership team to develop a strategic plan and business implementation plans. The focus of the work was on clarifying the purpose, core values, and vision of BOE, along with goals, objectives, and measures of success. Eric also facilitated the work of BOE's Board of Directors when the BOE was realigned under legislation mandate. Eric led a team that improved communication and alignment within the organization. Eric also provided one-on-one coaching and team coaching to the executive team.

For the **California Alliance for Arts Education**, an advocacy organization, Eric worked with the Board of Directors to define a new governance structure. As part of that process, LRI facilitated discussions about strategies to build stronger coalition partnerships. This resulted in the implementation of a new governance structure that featured a Policy Council representing 40 coalition partners. Our work included facilitating specific decisions about the roles and responsibilities of Board members, the Policy Council, and the executive director.

For the **California Central Valley Flood Control Board**, Eric worked with both its Board and its senior staff to facilitate the development of a strategic plan and, once it was adopted by the Board, an action plan. The action plan detailed the resources required for each strategy and enabled the Board to link the strategic plan to the annual budgeting process. As part of the engagement, Eric also worked with the Board to establish governance policies and rules of

engagement for its members. He also provided training to the Board in the effective monitoring of the plan and communication with staff.

For the **California District Attorneys Association**, Eric worked with its Board and CEO to introduce them to the habits of highly effective boards and facilitate the development of clear roles and responsibilities for the Board, for Board members, and for the CEO. Subsequently, Eric facilitated workshops with the Board to deepen the principles of effective governance and develop strategic goals.

For the **California Public Utilities Commission (CPUC)**, Eric led a team from LRI that worked with the five-member commission and the senior management team to implement a new system of governance for the organization, focusing on clarity of roles and accountability, and an integrated set of strategic directives, detailing the results that the CPUC wants to achieve in areas such as safety, consumer protection, and climate change. To do this work, Eric and the team gathered information about current systems of governance and planning; they interpreted the data and presented findings with relevant recommendations to the Commission. This led to a facilitated planning process in which different teams analyzed issues in various strategic areas, evaluated the impact of alternative strategic interventions and programs, and developed policies. Concurrently, Eric and the LRI team also facilitated the development of a set of core values for the CPUC and helped educate employees about the appropriate ways to frame and communicate their core values.

For the **California School Employees Association**, Eric worked with its Board of Directors and senior staff to refine its strategic goals and objectives as well as develop its performance metrics and monitoring system. Eric also facilitated the Board's long-range planning, using the tools of scenario planning. In addition, he provided training to the Board in the habits of effective boards.

For the **California Earthquake Authority (CEA)**, Eric worked with its CEO and senior management team to draft its first strategic plan. He facilitated discussions with the Board, highlighted issues with governance, gained agreements around the appropriate governance role of the Board, and then facilitated the development of the strategic plan. The plan resulted in high levels of alignment between the Board and executive team.

For the **California Integrated Waste Management Board**, now CalRecycle, Eric worked with the Board and executive director to develop governance policies that defined the Board's role, its duties as a Board, the delegations to the executive director, and the strategic goals of the Board with related performance measures. These policies were organized into three easily-understood modules. Eric also facilitated ongoing monitoring and updates of the policies.

For **CalPERS**, Eric provided executive coaching and team building. His work with the executive team focused on identifying 2-3 specific areas of development, tied to the overall performance goals, and then coaching them in higher order management skills and strategies. This resulted in higher levels of management and communication throughout the agency.

For **CalSTRS**, Eric provided leadership coaching and team building. He worked with six senior managers and coached them in strategies for managing complex relationships and provided them specific training in higher-level management and leadership skills.

For the **California Victim Compensation Board (CalVCB)**, Eric led a team from LRI to facilitate the development of a strategic plan and implementation plan for the Board. The work

included focus groups with managers and employees, an employee survey on core values, and working with the leadership team of the Board, including the executive officer and her four top deputies. The work also included training and coaching in decision making, delegation, and clarifying roles and responsibilities.

For California's **Department of Food and Agriculture**, Eric and a team from LRI worked with CDFA's human resources branch to design and facilitate a series of leadership development workshops, focusing on building trust within teams, understanding communication styles, managing for accountability and results, and inspiring innovation. LRI's team managed the logistics of these workshops and developed assessments and tools to help participants solidify and practice the skills being developed. Eric also designed and facilitated a series of workshops to help managers become effective mentors.

For California's **Department of Managed Health Care (DMHC)**, Eric led a team from LRI to develop its strategic plan. This included interviews with key stakeholders, focus groups and an online survey, and facilitating the work of a planning team composed of the executive director and deputies. The resulting product was a strategic plan with mission, core values, goals, objectives, and strategies. LRI also facilitated the development of an implementation plan, including year one priorities and action plans. LRI also provided training and coaching to the deputies in communication, decision-making and management, as well as helped develop a new set of metrics to measure performance.

For California's **Department of Health Care Services (DHCS)**, Eric led a team from LRI that facilitated two iterations of its strategic plan, along with its implementation plans. Eric worked with the Department's directors and executive teams to develop priorities, draft strategies, and define performance measures. He also provided executive coaching to Department managers, along with coaching to the executive team and leadership team. Eric and a team from LRI also developed and subsequently managed the successful implementation of DHCS' Leadership Academy, dedicated to training cohorts of DHCS managers in the best practices and innovations in Medicaid management.

For the **California Institute of Behavioral Health Solutions**, Eric and a team from LRI facilitated the development of its strategic plan, its implementation plan, and related performance scorecards. He helped the organization restructure and develop the specific expectations of its teams. He facilitated the development of its performance monitoring process. He provided coaching to various members of the executive team, including the CEO. Eric also facilitated annual retreats of the organization's Board of Directors.

For the **California State Auditor**, Eric and a team from LRI facilitated a strategic planning process to align the Bureau's leaders and managers around a common purpose, vision, and set of core values. LRI also provided training and coaching to improve the leadership and management skills of the managers, starting with the senior managers and cascading two levels down. Three coaches from LRI conducted 360 assessments and coached individual managers across the agency in specific areas, such as delegating, project management, and motivating people. The third phase of work resulted in improvements to two core business processes: real-time project tracking for all audits (looking at both financial and quality measures) and the development of a consistent process for developing all of the Bureau's employees. This resulted in a state-of-the-art human resources performance lifecycle system.

For the **California Tree Collaborative**, Eric facilitated a collaboration of non-profits and state agencies to improve the condition and health of urban forests in California. This included

developing a set of principles to guide the work and a set of commitments from each entity. LRI facilitated the ongoing process of monitoring and updating adherence to the plan – along with the creation of a steering committee to guide the work.

For the **California Urban Forests Council**, an environmental advocacy organization, Eric facilitated the development of a new governance structure that improved communication and leadership across the organization. This included working with the Board of Directors and the executive director, as well as working with an ad hoc committee. LRI facilitated meetings of the Board of Directors that resulted in the approval and implementation of the new strategic plan and governance structure.

For **Community Financial**, Eric worked with the management team and HR division to improve communication. Using our Straight Talk® tools for productive communication, we conducted a series of team-building workshops with managers designed to foster improved communication, develop strategies for change, and establish clear understanding of decision-making roles and responsibilities. The result, based on follow-up assessments, was higher levels of trust, innovation, and performance among the management team.

For **Covered California**, Eric served as the director for the Covered California Academy, a custom-designed training program for managers at Covered California. Eric worked with the project team to discuss and refine the class content, facilitated debriefs of each class session with the project team, and ensured effective communication and coordination among the project team and Covered California. In addition, Eric provided executive-level coaching to leaders at the agency, as well as facilitated strategic planning processes.

For the **Education and Environment Initiative (EEI)**, Eric facilitated a collaboration composed of several non-profit organizations, CalEPA and the California Department of Education. LRI developed a strategic plan that articulated mission, vision, and core values, along with goals, objectives, and action steps, all tied to a framework of performance measures. This plan guided the development and implementation of a curriculum on environmental education that has been widely adopted in the K-12 system.

For **Early Edge California**, a California-based advocacy group, Eric facilitated a strategic planning process to assess the state of early learning in California. This included working with stakeholders to develop alternative campaign scenarios and broad strategies for improving elementary-level proficiency. Eric assisted with narrowing options, mapping the necessary advocacy efforts required, identifying key partners and their roles, and documenting all of the above into a strategic plan and action plan with key performance indicators. Eric also provided leadership coaching to the President of Early Edge California.

For the **Governor's Office of Business and Economic Development (GO-Biz)**, Eric led an LRI team that facilitated a strategic planning process to articulate and align priorities, desired results, and performance metrics for all units and affiliated programs within the organization. The LRI team designed a process that engaged every employee in the development of these plans. The LRI team also facilitated units' development of action plans that delineated the key actions, leads, and timeframes for achieving each desired result. In addition, LRI worked with the senior staff to develop a purpose statement for the organization, as well as core values.

For the **Health Care Reform Task Force**, Eric led a team that facilitated the work of seven task forces, resulting in the development of a plan to guide California's implementation of the Affordable Care Act. Led by the secretary of the California Health and Human Services Agency,

task force members included leaders of state agencies and departments with expertise in insurance regulation, Medi-Cal, health coverage purchasing, public health, financing, health information technology and health care work force issues. LRI facilitated the work of the seven task forces and drafted the resulting plan that guided the state's successful efforts in implementing the Affordable Care Act.

For the **HLA Group**, Eric designed and facilitated a process that focused on a cultural change for the organization. The process resulted in improved communication, a new organizational structure, clearer lines of responsibility, and a performance scorecard. The result, as measured in follow-up assessments, was a marked improvement in management communication and increased morale throughout the organization.

For **HSBC Bank**, a worldwide financial services institution, Eric provided leadership coaching and team development for the bank's senior managers. In London, Eric conducted three team-building workshops resulting in higher levels of trust, accountability, and attention to results. In addition, Eric provided leadership coaching to the CEO, COO and other senior managers for a six-month period. This resulted in higher levels of productive working relationships and teamwork.

For the **Large Public Power Council**, Eric facilitated a strategic planning process with the CEOs of the nation's largest public power utilities. The work resulted in consensus among the CEOs around LPPC's mission, vision, goals, objectives and related action plan. Eric provided counsel to LPPC's chief executive and also facilitated the work of a committee that guided the implementation of the strategic plan.

For the **Long Island Power Authority (LIPA)**, Eric worked with the LIPA's managers to identify strategies for improving their oversight of the company that manages the utility's operations. This included developing a more consistent understanding of what performance oversight entails, developing a new policy for oversight of service providers, and building internal capacity for performance management.

For **Mid-Pacific Engineering**, Eric led a team from LRI to help the company develop a strategic growth plan, develop core values, develop and integrate new members of its leadership team, provide leadership coaching and expand its leadership capacity, and develop measures of success. Eric also facilitated a series of meetings of the company's Board to help it plan its growth trajectory and measure of success. Eric also facilitated the development of organizational structure (and related organizational charts), process maps, and workflow charts.

For **The M.I.N.D. Institute**, Eric facilitated a process for the Board of Directors resulting in clarity about the Board's governance role and responsibilities. He also facilitated the development of the institute's strategic plan and fund development goals. He facilitated discussions with the leadership team and the Board of Directors to clarify the overall direction of the M.I.N.D. and the Board's role in fund development. He provided coaching to the executive director and his team. He also facilitated meetings of the faculty to clarify their research priorities and to build a shared vision for a new translational research building.

For the **Nebraska Public Power District (NPPD)**, Eric facilitated a series of Board workshops to build an understanding of effective governance and organizational leadership. As a result, NPPD's Board adopted a policy governance model and related processes. Eric also provided counsel to the District's CEO with regard to ongoing Board development.

For the **Omaha Public Power District**, Eric facilitated the development of a new governance structure and an integrated set of strategic directives. Eric worked with the elected Board, the CEO and executive team to first identify the need for a new structure. Once consensus was reached on the need, Eric facilitated a detailed planning process that resulted in new clarity of roles and responsibilities for the Board of Directors, new delegations to the CEO, and a clear set of goals and related performance metrics to guide the organization.

For **PHH Arval**, a publicly traded fleet management company, Eric worked with the CEO and executive team to envision and implement a new business model that successfully catapulted the company to higher revenues and profitability. Eric designed and facilitated a strategic planning process that enabled managers within the company to grasp the logic of this vision, endorse it openly, and define plans for implementation. As a result of his work, the vision was implemented – with the full support of all managers.

For the **Public Broadcasting System**, Eric Douglas led a team that worked with the CEOs of 110 PBS stations to develop a new governance structure for public television and new strategic initiatives. The work involved training CEOs in the tools of productive communication so that they could identify root issues and address them in a spirit of constructive debate, collaboration, and consensus building. (This work led to Eric Douglas' first book: *Straight Talk: Turning Communication Upside Down for Strategic Results*.)

For the **Sacramento Area Regional Technology Alliance (SARTA)**, Eric led a team from LRI that worked with the Board of Directors to facilitate the development of a new strategic plan and to clarify the Board's governance roles and responsibilities. This resulted in the Board adopting a written plan detailing SARTA's purpose, vision, and core values, along with specific goals and performance measures. The plan also included specific policies related to the role of the Board and the role of the CEO. The work with SARTA also included facilitating improved communication between the Board and the executive director.

For the **Sacramento Area Flood Control Agency (SAFCA)**, Eric led a team that worked with the Board of Directors (composed of city and county elected officials) and executive team to develop and implement plans to strengthen the agency's leadership. This included conducting a situation assessment, presenting recommendations to the Board, and facilitating agreements on expanding the composition of the leadership team and making other organizational improvements.

For the **Sacramento Ballet**, Eric worked with a planning team comprised of the artistic and executive directors and members of the Board's executive committee to develop a new strategic plan, along with a performance scorecard and implementation plan. Using our Six Rings Model®, this process focused on new strategies for audience growth and fund-raising. LRI also worked with the Board of Directors to identify and document the Board's decision-making responsibilities.

For the **Sacramento Municipal Utility District (SMUD)**, Eric facilitated the development of a new governance framework and new governance policies for its elected Board of Directors. In addition to his work on governance, Eric facilitated the development of SMUD's strategic directives, which define the long-term outcomes that the utility is expected to achieve along with related measures of success. As a result, SMUD realized measurable gains in alignment and performance throughout the organization. He also facilitated Board workshops to improve communication, meeting management, and the effective management of decision processes.

For the **Sacramento Natural Foods Co-op**, Eric led a team that from LRI that worked with the Board of Directors and general manager to develop its strategic plan. This work included extensive surveying of the Co-op's members via interviews, focus groups, and an online survey. The extensive engagement of the Co-op's members, and the creation of a multi-stakeholder task force, resulted in a successful vote by the Board to approve the strategic plan and the implementation of key initiatives. LRI also provided training workshops to improve communication, decision making, leadership, and long-range planning.

For **Sacramento Regional Transit**, Eric worked with the Board of Directors (composed of city and county elected officials), the general manager, and the senior management team, as well as teams of managers and employees, to develop a strategic plan detailing the District's growth plans. He facilitated a new strategic plan, including a vision, five goal areas, and a performance scorecard. His work also focused on building the strength of the Board of Directors, the executive team and the management team in communicating the strategic direction for RT.

For **Sprint**, a global communications company, Eric worked with the senior managers to improve team communication. He conducted several workshops, helping the group learn about communication styles, decision-making roles and responsibilities, and strategies for managing productive discussion about tough issues.

For **Tacoma Public Utilities (TPU)**, Eric led a team that facilitated the development of a new governance structure and a framework of strategic directives. LRI facilitated meetings of the appointed Board, the General Manager and executive team to identify the elements of its new governance structure. Once consensus was reached, the board, assisted by LRI, developed a clear set of goals and related performance metrics to guide the organization.

For the **University of Southern California**, Eric led a team that facilitated the development of a strategic plan for its Division of Occupational Therapy and Occupational Science. LRI facilitated meetings of its management team, conducted analyses of various funding sources and scenarios, analyzed the benefits of various strategic alternatives, and helped the team finalize its strategic plan, which included the realignment of business units within the university. LRI then facilitated the implementation of several key initiatives in the plan, assisted with evaluating the cost/benefits of various initiatives, and facilitated the work with key partners to clarify roles and responsibilities.

For **Wells Fargo Bank**, Eric facilitated the integration of several banking units, resulting in tighter coordination of different cultures – a key to Wells Fargo's success in growing from a California bank to a major financial services company. He also focused on helping various teams develop operating rules and resolve conflicts related to decision-making. LRI employed a variety of assessment tools to provide a snapshot of the different organizational cultures. He also helped the bank develop specific processes related to the successful onboarding of executives from newly integrated units. This resulted in improved communication across the bank.

For **WellSpace Health**, a federally qualified health care center (FQHC), Eric worked with the Board of Directors and senior management team to facilitate the development of the organization's strategic plan and overall growth strategy, which included numerous acquisitions. Eric facilitated a variety of meetings for the Board and CEO, including a series of Board workshops to develop strategic growth areas and determine success measures to guide the overall growth strategy. Once those were adopted by the Board, Eric worked with the CEO to translate the strategic plan into action steps for implementation.



For the **YMCA of Metropolitan Los Angeles**, Eric worked with the CEO and executive team to develop a new strategic plan and governance model for the organization. Eric conducted a situation assessment that revealed the need for facilitated strategic planning discussions with the executive team and the Board of Directors. Subsequently, he facilitated the development of a strategic plan and implementation plan, along with a flexible governance system that enabled the YMCA to reward those local branches that performed well while enabling tighter, centralized control for those where performance flagged. This process resulted in significant improvements in performance.

## **Professional History**

### **President/Senior Partner**

Leading Resources Inc., Sacramento, CA

**1997-present**

Founder and president of a nationally-known consulting company specializing in building leaders and leading organizations. LRI has served more than 150 client organizations in the United States and abroad in the public, private and non-profit sectors.

### **Senior Partner**

BMR Associates, San Francisco, CA

**1993-1997**

Partner in consulting company providing strategic planning, leadership coaching, change management, performance assessments, and other consulting services to media companies in the United States.

### **Vice President of Marketing and Strategy**

The Sacramento Bee, Sacramento, CA

**1989-1993**

Division head for Pulitzer Prize-winning daily newspaper. Managed major strategic initiatives, resulting in new forays into electronic media. Managed six departments, including market research, promotions, community relations, and new media.

### **Executive Editor**

Baltimore Magazine, Baltimore, MD

**1984-1989**

Led business and editorial staff for 50,000-circulation city/regional magazine. Won two National Magazine Awards while earnings grew 12 percent over 4-year span.

### **Managing Editor**

The Daily Progress, Charlottesville, VA

**1981-1984**

Led news operation of 25,000-circulation daily newspaper. Initiated new sections, raised circulation, and assisted parent company in strategic acquisitions.

### **News editor, business editor, reporter**

The San Francisco Chronicle, San Francisco, CA

**1975-1981**

Managed business and news sections of 550,000-circulation daily newspaper. As reporter, covered variety of assignments, including the Patty Hearst kidnapping and the Jonestown massacre.

### **Education**

- Harvard University: B.A. in government, with honors (1973)
- Phillips Academy, Andover (1968)

### **Non-Profit Directorships**

- |  |                |
|--|----------------|
| ▪ Board of Directors, Harvard Alumni Association     | 2014 - present |
| ▪ Board of Directors, Sacramento Tree Foundation     | 1998 - present |
| ▪ Board of Directors, Families First, Sacramento     | 1992 - 1996    |
| ▪ Board of Directors, Sacramento Science Center      | 1990 - 1992    |
| ▪ Board of Directors, Sacramento Zoological Society  | 1990 - 1996    |
| ▪ Co-founder and Board chair, Festival de la Familia | 1990 - 1992    |
| ▪ Board of Trustees, Sacramento Country Day School   | 1989 - 1992    |

### **Selected Published Works**

- *The Leadership Equation: Building Trust and Generating Spark to Create High-Performing Organizations*, a book published by Greenleaf Books in 2014.
- *Leading at Light Speed*, a book published by Inkwater Press, Portland, 2010.
- *Straight Talk: Turning Communication Upside Down for Strategic Results*, a book published by Davies Black, Palo Alto, 1998.
- "The Leadership ToolBox," a collection of more than 100 management tools sold via [www.leadingresources.com](http://www.leadingresources.com)

### **Professional Affiliations**

- Institute of Management Consultants (CMC certified)
- Organizational Development Network
- Society for Human Resources Management

**RESUME**  
**KARIN C. BLOOMER**  
**Principal Consultant and Partner**  
**Leading Resources, Inc.**

**Summary**

Karin Bloomer has focused her career on improving the efficiency of organizational processes and maximizing the value of organizations' services. Karin's expertise is in strategic planning, performance measurement and management, organizational assessment, process analysis, workload analysis, facilitation, and training. She has assisted a wide variety of organizations in determining their operational and strategic effectiveness and utilizing performance measures and data to improve mission-critical services and programs.

**Examples of Client Experience**

**STRATEGIC PLANNING AND FACILITATION**

For California's **Autism Advisory Task Force**, Karin and the LRI team facilitated a year-long process with 18 Task Force members to develop comprehensive policy recommendations for the behavioral health care of individuals with autism. Authorized by Senate Bill (SB) 946, the Task Force agenda was complex: it needed to weigh the interests of advocates, health plans and practitioners to develop a balanced policy approach. Over the course of 12 meetings, LRI worked with the Task Force to draft a comprehensive framework of goals and policies. LRI used a combination of in-person meetings and an online system to develop consensus more than 50 policy recommendations that were forwarded to the Administration and Legislature to implement.

For the **California Department of Transportation (Caltrans)**, Karin led the department's strategic planning and performance measurement process. Karin facilitated a series of workshops with Caltrans employees and regularly facilitated the work of the planning team (comprised of all division directors and some district directors) to develop the department's vision, mission, values, goals, performance measures, objectives, and strategies for performance improvement. Karin used methods such as online surveys and workgroups of representatives to maximize involvement of over 22,000 Caltrans employees in the process.

For California's **Department of Managed Health Care (DMHC)**, Karin and team facilitated the development of DMHC's strategic plan. The process included the identification of strategic issues surfaced through engagement with employees, interviews with external stakeholders, and ultimately by the executive team. Karin facilitated the executive team's formulation of a vision, mission, core values, goals, objectives, and strategies for the department.

For the **California High-Speed Rail Authority (Authority)**, Karin led the organization through the development of a three-year strategic plan. The effort included an analysis of Strengths, Weaknesses, Opportunities, and Threats (SWOT) from both an internal and external perspective. The results of the SWOT analysis were used in a series of facilitated sessions with the Authority to develop its vision, mission, and values; goals; performance measures and objectives; and strategies and action plans.

For the **California Secretary of State's Office (Office)**, Karin facilitated the Office's strategic planning process. Karin worked closely with the executive office to design an inclusive planning process—using methods of one-on-one interviews, surveys, and facilitated sessions—to help the organization develop its mission, vision, and values; goals; performance measures and objectives; and strategies and action plans. Karin also worked with the executive office to establish an organizational process and structure for implementing the strategic plan, including methods of monitoring efforts and results.

For the **California State Auditor** (State Auditor), Karin co-facilitated a strategic planning process that engaged staff at all levels in the development of a five-year strategic plan. The process included the development of a vision statement, mission statement, refresh of core values, goals, actions, and performance metrics. Karin also facilitated the development of actions plans.

For the **California Office of Traffic Safety (OTS)**, Karin facilitated a strategic planning and performance measurement project. Karin assisted OTS in refining its vision, mission, and value statements; developing strategic goals; identifying performance measures and objectives with which to measure OTS's progress toward its goals; developing strategies for meeting the objectives; and developing a monitoring and reporting process to track performance improvements throughout the organization.

For the **California Public Utilities Commission (CPUC)**, Karin and team worked with the five-member commission and the senior management team to implement a new system of governance, focusing on clarity of roles and accountability, and an integrated set of strategic directives, detailing the results that the CPUC wants to achieve in areas such as safety, consumer protection, and climate change. The LRI team gathered information about current systems of governance and planning; they interpreted the data and presented findings with relevant recommendations to the Commission. This led to a facilitated planning process in which different teams analyzed issues and evaluated the impact of alternative strategic interventions and programs. Concurrently, the LRI team also facilitated the development of a set of core values for the CPUC.

For the **California Public Utilities Commission's** Division of Ratepayer Advocates (DRA), now Public Advocates Office, Karin facilitated the development of a strategic plan, including measurable performance indicators. Karin also facilitated the identification of strategies DRA should employ to achieve its strategic goals. Karin worked with strategy teams to develop action plans and assisted with the launch of these teams. Concurrently, Karin worked with staff who were knowledgeable about the data DRA collects to develop a performance data collection and reporting process.

For the **California Victim Compensation Board (CalVCB)**, Karin and a team from LRI facilitated the development of a strategic plan and implementation plan for the Board. The work included focus groups with managers and employees, an employee survey on core values, and working with the leadership team of the Board, including the executive officer and her four top deputies. The work also included training and coaching in decision making, delegation, and clarifying roles and responsibilities.

For the **Governor's Office of Business and Economic Development (GO-Biz)**, Karin and team facilitated a strategic planning process to articulate and align priorities, desired results, and performance metrics for all units and affiliated programs within the organization. She designed a process that engaged every employee in the development of these plans. Karin also

facilitated units' development of action plans that delineated the key actions, leads, and timeframes for achieving each desired result. In addition, Karin worked with the senior staff to develop a purpose statement for the organization, as well as core values.

For the **California Victim Compensation Board (CalVCB) and the California Office of Emergency Services (Cal OES)**, Karin and team facilitated the development of a statewide strategic plan for victim services. A 12-member steering committee representing the two agencies spearheaded the work.

For the **North Natomas Transportation Management Association (NNTMA)**, Karin worked with the board of directors, executive director, and staff to build a strategic plan that included a vision, mission, and core values; strategic goals; performance measures; and strategies. Karin facilitated the development of a performance scorecard that the executive director used in reports to the board; and Karin assisted staff with the development of an implementation plan that delineated roles and responsibilities for accomplishing the organization's priorities. Karin is invited back annually to assist staff and the board update strategies and performance targets.

For the **California Child Support Directors Association (CSDA)**, Karin worked with the board of directors to facilitate a meeting with the California Department of Child Support Services in which parties discussed and negotiated modifications to program processes that could help to provide relief to local child support agencies during a state budget shortfall. Karin assisted in bringing the two parties to agreement on the parameters of the meeting, oriented CSDA members about these parameters, and facilitated the negotiation session. Both parties walked away from this meeting with an improved understanding of their counterparts' constraints and with mutually agreeable budget cuts for the fiscal year.

## **WORKLOAD ANALYSIS AND MEASUREMENT**

For the **California Department of Transportation (Caltrans)**, Karin assisted the Division of Traffic Operations in designing and implementing a workload analysis system. In this engagement, Karin worked with division management to establish the workload taxonomy, determine units of measurement for each area of work, and develop tools and processes for collecting needed data from across Caltrans' 12 districts and analyzing workload within and across districts.

For the **California Department of Transportation (Caltrans)**, Karin assisted the Division of Traffic Operations in establishing performance benchmarks for each of its workload indicators and tools and processes for analyzing actual performance against these benchmarks. Karin worked with managers to develop sound methodologies for establishing the benchmarks, reaching consensus on their validity, and reporting them to the Executive Board on a monthly basis.

For the **California Public Utilities Commission's** Energy Division, Karin facilitated the establishment of a performance-based budgeting framework and implementation of the framework for workload analysis purposes. In this engagement, Karin worked with the management team to classify the division's work by content area and function and identify relevant work outputs associated with each classification. Karin and the management team then used this rubric to program the division's timekeeping system and developed an attendant work product tracking system and set of procedures. Karin guided the management team through a data quality improvement effort to ensure the workload data was sound and a set of business rules that guided staff in how to report data accurately. Karin and helped the team establish

regular monitoring meetings to review the workload data and re-allocate staff resources accordingly.

### **ORGANIZATIONAL DEVELOPMENT/ANALYSIS/PERFORMANCE MANAGEMENT**

For the California Department of Education's **Nutrition Services Division (NSD)**, Karin facilitated the development of a change management team and senior management team, their operating principles and systems for follow-through and accountability. Karin also facilitated the re-organization of NSD pursuant to federal law changes in reviews of food service programs at public school sites. Finally, Karin facilitated changes in business process related to these reviews.

For the **California Board of Equalization (BOE)**, Karin and the LRI team facilitated the development and introduction of a performance management model for the Sales and Use Tax Division, the largest division at the BOE. Karin and others trained managers in how to use performance information to create "learning loops" and identify priorities for improvement. Via multiple workshops and trainings involving the leaders of 23 field offices, Karin and the LRI team helped move the organization from one in which data and performance information was not used to one in which the culture embraced performance information and data sharing, resulting in measurable improvement in performance statewide.

For the **California State Auditor (State Auditor)**, Karin co-led an organizational analysis and performance management process. Karin worked with the executive team, and ultimately larger management team, to identify the key performance indicators for the organization, validate data collection sources and processes for the indicators, analyze historical trends in performance for baselining purposes, and establish performance targets for each indicator. Karin then worked with the client to use the resulting performance dashboard in regular performance reporting, analysis, and organizational improvement.

For the **California Department of Alcoholic Beverage Control (ABC)**, Karin facilitated the development and implementation of strategic planning and performance management framework. The project incorporated elements of strategic planning, business process analysis, and change management. In the area of strategic planning, Karin worked with ABC's staff to update the department's strategic plan, develop performance measures to monitor the department's progress toward strategic goals, align performance data collection systems with the measures, and create action plans for implementing performance-based strategies. Karin also guided ABC through analysis of its core business processes by training and advising a team of staff through documentation of existing processes, examination of processes for inefficiencies, and reengineering of processes in preparation for a mission-critical information technology system. Finally, Karin assisted ABC in managing the change toward performance-based management by coaching on the development of a change management plan and conducting staff training on the value of performance-based management.

### **SURVEY DESIGN /CUSTOMER INPUT**

For the Division of Ratepayer Advocates (DRA) within the **California Public Utilities Commission**, Karin led a project that included design, dissemination, and analysis of an employee satisfaction survey.

For the **California Department of Transportation**, Karin assisted the department in designing a survey of the department's external customers. The project included the design of surveys for

a telephone survey of a sample of the public, as well as focus groups and surveys of the department's business partners at the local and state levels of government.

For the **Los Angeles City Controller's Office**, Karin led a project that included the design and dissemination of a survey of clients of the Community Development Department's Community Development Block Grant-funded Human Services Delivery System. Karin and her team conducted intercept surveys and focus groups with the clients of Family Development Networks (FDNs) to identify the impact of FDN case management services on their quality of life and self-sufficiency. Karin developed a report that summarized the methodology and data findings of the survey work.

For the **California Institute of Nursing & Health Care (CINHC)**, Karin led a project to consolidate multiple surveys of nursing schools into a single, web-based survey in order to improve the quality of the survey data and reduce the burden of survey participation. Karin led an advisory committee through the identification of key data needed from the consolidated survey, developed the survey questions and web-based instrument, and analyzed the results of the survey. After completion of the survey cycle, Karin developed, disseminated, and analyzed an evaluative questionnaire targeted to users and participants of the survey for feedback on improvements that could be made to the consolidated survey. Karin presented these recommendations for improvement to CINHC.

For the **Stanislaus County Office of Education (SCOE)**, Karin led a project to conduct a wage comparability study of the salaries associated with 15 benchmark positions of agencies administering Head Start programs in a six-county region. Karin worked with SCOE to identify 29 peer agencies for the comparison, design and disseminate a compensation survey, and analyze the salary data to determine whether the identified positions were competitive within that geographic market. Karin developed a report that presented the findings from the salary survey and recommendations for meeting market demands.

## **LEADERSHIP TRAINING AND DEVELOPMENT**

For several clients, Karin has provided one-on-one leadership coaching and 360-feedback.

For the **California Victim Compensation Board (CalVCB)**, Karin co-led a leadership development series for all managers and supervisors. Curriculum included leader as coach, communication styles, effective meetings, the neuroscience of trust. Participants made commitments to practice a skill between sessions and journal their experiences.

For the **Federation of Tax Administrators (FTA)**, Karin co-led a leadership training workshop on the following: being an effective agent of change, habits of high-performing teams, six factors of successful change management, effective conversations, using the "learning loop" for continuous improvement, and managing effective decisions.

For the **California Business, Transportation and Housing Agency**, Karin provided a two-day training for 175 department directors and top managers within the to implement performance-based management techniques. The training included definitions and concepts of strategic planning components including performance measures, description of techniques to develop performance measures to monitor the progress toward goals, explanation of the need for and description of how to create performance data collection systems, and suggestions for avoiding pitfalls when developing performance measures.

For the **State Strategic Planners Group**, designed and conducted a training for over 50 state employees interested in learning more about performance measurement and management (PM&M). The workshop series covered a suggested strategic planning approach to PM&M, including the key elements that comprise PM&M, the process for leading an organization through the development and implementation of a PM&M framework, and the pitfalls that organizations should avoid during the process. Also invited the director of a state agency to provide a testimonial to his experience with implementing PM&M.

### **Professional History**

<b>Principal Consultant/Partner</b> Leading Resources Inc., Sacramento, CA Specializing in strategic planning, facilitation, workload analysis, organizational analysis, business process improvement	<b>2010-present</b>
<b>Independent Consultant</b> Specializing in strategic planning, facilitation, business process improvement	<b>2009-2010</b>
<b>Partner and Western Region Director</b> MGT of America, Inc., Sacramento, CA Managing partner of a national management consulting firm's Sacramento practice. The firm specializes in working with the public sector to improve government operations.	<b>2005-2009</b>
<b>Senior Associate</b> MGT of America, Inc., Sacramento, CA	<b>2004-2005</b>
<b>Senior Consultant</b> MGT of America, Inc., Sacramento, CA	<b>2001-2003</b>
<b>Fiscal and Policy Analyst, Public Health</b> California Legislative Analyst's Office, Sacramento, CA	<b>1998-2000</b>

### **Education**

- Harvard University, John F. Kennedy School of Government, M.P.P. (1998)
- Wesleyan University, B.A. in English (1992)



**RESUME  
ROSEANNE M. LOPEZ  
Senior Consultant  
Leading Resources, Inc.**

**Summary**

Ms. Lopez is a Certified Management Consultant with more than 30 years' experience working for, or providing specialized consulting to, a broad array of clients. She has a passion for assisting organizations and groups to create change and improve their operations through their strategy, technology and people. Ms. Lopez has a track record of leading professional teams. She has been responsible for creating, growing and managing organizations. She has an understanding of how organizations work from the strategy to operations. She has been at an executive level for technology and audit firms leading consulting practices and was formerly a Partner with Deloitte & Touche where she was responsible for leading a West Coast consulting practice. Her clients have included government, not-for-profit, education and tribal organizations as well as private sector entities.

Ms. Lopez' approach to working with clients is based on understanding their specific needs. She then brings together the right tools and team that will best meet the needs of both the client and the specific project. Ms. Lopez understands the criticality of the "people" side/ change management, communications and outreach and brings that understanding and expertise to all of her projects.

<b>Governance/Strategy/Leadership and Change Management</b>	
▪ Strategic Visioning and Planning	▪ Organizational Alignment
▪ IT and Operational Governance	▪ Change Management/Training/Facilitation
▪ Business Model Development	▪ Policy/Procedure Development
<b>Business Processes</b>	
▪ Operational and IT Assessments	▪ Organizational Reviews
▪ Business Process Analysis	▪ User Engagement
▪ Best Practices	▪ Enterprise-Wide Linkages
<b>Technical Methodologies</b>	
▪ Project Management	▪ Requirements Definition, RFP Development, System Selection
▪ Strategic Plans	▪ Implementation Assistance
▪ Best Practices	▪ QA Oversight of Implementations

**Examples of Client Experience**

***Strategic Visioning and Tactical Planning***

In this area Ms. Lopez has performed all of the strategic and tactical aspects of planning projects. These projects have been performed for organizations as a whole and for specific operating units. These projects have included strategies for the best use of technology. In this area, Ms. Lopez has facilitated and managed group dynamics and participation to understand organizational purpose and determine strategic directions; develop vision and mission; prepare

needs assessment; determine goals, objectives, and implementation tools; develop performance measures and evaluation criteria; provide project management and document the strategic planning process.

*An example of this type of project is:*

**Orange County, Human Resources/Payroll Visioning Project** – Orange County is the third largest county in California. We assisted in the development of the strategic vision for the County in the areas of Human Resources and Payroll. This included revising the existing countywide operating business model that would support the recommended vision. Ms. Lopez led the team for this project and was involved on a daily basis. She was responsible for working directly with elected officials and management to create the vision for the future of the County. She conducted interviews with key decision makers and facilitated broad stakeholder meetings. Results included the identification of technology and non-technology related solutions required to implement the vision. The report was presented to the Board of Supervisors who accepted and adopted the recommendations.

*Other clients include:*

California Department of Housing and Community Development	California State Department of Alcohol and Beverage Control
Sacramento Sanitation Districts Agency, CA	Sacramento Area Sewer District
City of Stockton, CA	Orange County District Attorney, CA
City of Hillsboro, OR	Santa Clara Valley Water District, CA
Orange County Sanitation District, CA	University of California, Berkeley Extension, CA
Orange County Consortium of Law and Justice Departments and Agencies, CA	City of Rocklin, CA
	Shasta County, CA
Orange County Sheriff-Coroner, CA	Sacramento State University Foundation, CA
Santa Clara County Office of Education, CA	University of San Francisco, CA
City of Walnut Creek, CA	Hearst Foundation
Port of Portland, OR	Trust for Public Lands

### ***Business Process/Operations Re-design and Improvement***

In this area Ms. Lopez has reviewed organizational structures, management and leadership, internal processes, existing cost structure, fiscal controls and customer satisfaction; and identified redundant activities to streamline operations to improve workflow efficiency. These types of projects are conducted in the context of the entire organization due to the need to build upon organizational synergies. Scope of these projects included independent diagnostic-based review of the organization, its functions and programs. Ms. Lopez verified and validated facts and situations, as well as identified source of problems. Engagements resulted in realistic, defensible recommendations to increase efficiency and effectiveness, as well as improve performance.

*An example of this type of project is:*

**City of Long Beach** – The City of Long Beach is the fifth largest city in California. They were interested in optimizing the use of technology throughout the city organization. For this comprehensive review we assessed the effectiveness, efficiency and economy of effort regarding technology governance, policies, use and operations. Ms. Lopez led the team that conducted this Information Technology Optimization Study focused on management issues such as governance, operations, and service delivery. She was responsible for the

management aspects of the study, conducting interviews of executive staff and briefing sessions. In addition to the final report we developed a detailed implementation plan of the recommendations. The study resulted in recommendations regarding a re-organization of the Information Technology organization, specific governance structure changes, policy changes, changes to IT related staffing levels within the IT and functional departments.

*Other clients include:*

Sacramento Municipal Utility District (SMUD)	Placer County Water Agency, CA
Port of Portland, OR	Idaho State Board of Education
Orange County Sanitation District, CA	California State University, San Diego
State of California, Migrant Education	U.S. Air Force Logistics Command Data Center
County of San Mateo, CA	California State University, Long Beach
State of California Department of Corrections	State of California, Franchise Tax Board
County of Amador, CA	County of Alameda, CA, Social Services Agency
County of Sacramento, CA	University of California, Office of the President
California State Controller's Office, Division of Audits	Office of Administrative Law
CSU San Francisco Associated Students and Student Union	State of California Housing & Community Development
City of Hillsboro, OR	CA State Controller's Office, Bureau of Tax Admin.

***Financial Management Assessments, Payroll/Human Resources Systems Selections, Implementations, and Quality Assurance***

Ms. Lopez worked with clients to identify system needs, "leading industry practices", and alternatives; reviewed current capabilities including system interfaces and functional requirements; defining system requirements, both business and technical; identifying business reengineering opportunities; development of Requests for Proposals; selection of technology systems; contract negotiation; justification to elected officials. Ms. Lopez has worked with Tier 1 and Tier 2 software packages. After selection these projects include some or all of the following activities: project management of the implementation activities; change management; business process reengineering; training; quality assurance of the implementation vendor; and review of results. Providing Quality Assurance services to implementation projects Ms. Lopez has not been involved with is performed from an independent perspective to provide the client with an assessment of the "real" status of a project and recommendations for risk mitigation.

*Other clients include:*

<b>Client</b>	<b>Project</b>
City of Benicia	Financial System Review and Assessment
Seattle City Light, City of Seattle, WA	Quality Assurance Customized Oracle Implementations
King County, WA	Quality Assurance SAP Financials Implementation
City of Sacramento, CA	Quality Assurance PeopleSoft ERP Implementation
City of Hillsboro, OR	ERP Selection, Quality Assurance & Change Mgmt
Santa Clara California Valley Water Dist.	Selection of PeopleSoft Financials Upgrade Vendor

<b>Client</b>	<b>Project</b>
County of Shasta, CA	Selection
City of Rocklin, CA	ERP Selection, Project Management
City of Los Angeles, CA	HR/Payroll Selection

### **Professional History**

#### **Senior Consultant**

**2019-present**

Leading Resources Inc.

Senior Consultant with LRI, specializing in strategic planning, facilitation, change management, and business process improvement.

#### **CEO**

**2008-present**

Lopez Consulting, LLC

As CEO, Ms. Lopez leads this consulting group in providing exceptional and creative solutions in management, technology and business processes to public sector clients facing critical challenges. Specializing in strategic planning, facilitation, business process improvement. Clients include state, local government, special utility and water districts.

#### **Senior Vice-President, Consulting Services**

**2006-2008**

Agreeya Solutions

Led the consulting services and sales for all industry lines served by this global firm. Services included maximizing the use of technology and process improvements to improve service delivery or cost enhancements.

#### **Shareholder, Partner Consulting Services**

**2003-2006**

Bartig Basler & Ray, LLC

Recruited to establish a consulting unit within this regional accounting firm. Provided operations and technology consulting services to clients from a variety of industries. Represented the firm on the national affiliate's organization and chaired the National Consulting Practice Committee.

#### **Partner, Western Regional Practice Leader**

**1997-2003**

Deloitte & Touche, LLP

Led and managed sales and delivery of consulting services to public sector entities throughout the western U.S. Served in a national capacity as a resource for public sector clients and prospective clients.

#### **Partner**

MartinezBecerra Consulting, LLC

**1991-1997**

Provided independent management, technology and business process consulting services for the private and public sectors. Clients included state and local governments, special utility and water districts and utility operations of local government.

**Executive Coordinator to the Board of Directors**

Sacramento Municipal Utility District (SMUD)

**1987-1990**

Managed and directed the Government Affairs and Public Information Office. Reported directly to the Board of Directors and served as liaison between the Board and the General Manager. Supervised 15 staff, advised Board and General Manager on policy development and communication strategies. Facilitated communication between Board, General Manager and District staff. Provided independent policy analysis to the Board on proposals, projects, and issues.

**Senior Manager**

Deloitte Haskins + Sells

**1981-1987**

Served as the Western Regional Manager for providing management, information systems, and organizational consulting services to public sector entities (including State, local government, education K-12 and Higher Education).

**Program Analyst**

Office of the Legislative Analyst

**1980-1981**

Performed fiscal, policy and management analysis of State programs and agencies for legislature, analyzed bills and presented bill testimony to legislative committees, identifying specific recommendations to increase operational efficiency and effectiveness.

**Budget Analyst**

California State University System, Office of the Chancellor

**1976-1980**

Performed analysis and review of data submitted to the Office of the Chancellor and made recommendations relating to the fiscal management of programs of the 19 campuses. Completed technical, budget and financial calculations and projections, conducted management analysis and program development

**Education**

- Master of Business Administration, Organizational Analysis, Finance, Management Information Systems, Long Beach State University
- Bachelor of Science, Business Management, Operations Research/Management Science, Economics, and Employee Relations, San Diego State University

### **Certifications / Affiliations**

- Certified Management Consultant (CMC)
- Board Member, Simmons College School of Management Business Advisory Council
- Board Member, Founder, Madrinas – A Latina Leaders National Network
- Board Member, Founder, Festival de la Familia
- Board Member, Valley Vision
- Board Member, University Enterprises Inc. California State University
- Member, President's Board of Community Advisors, California State University
- Past Chair and Member, California Council for Private Postsecondary and Vocational Education
- Former Board Member, KXPR/KXJZ Board of Directors
- Former Board Member, Sacramento Hispanic Chamber of Commerce
- Former Board Member, Sacramento Tree Foundation
- Former Board Member, Sacramento Opera Association
- Former Board Member, Sacramento Zoo
- Former Member, Small Business Advisory Committee to Senate President Pro Tem

**Dynamic Public Outreach, Smart Strategic Planning**

*For local governments, special districts, and the engineering, environmental and law firms that support them.*

**DATE:** 8/24/2021

**NO OF PAGES:** 17

**TO:** Jeremy Wittie, General Manager, CVMVCD

**FROM:** Martin Rauch

Attached to this letter is a proposal, as requested, to assist Coachella Valley Mosquito and Vector Control District (CVMVCD) to develop a complete Strategic Plan.

Using proprietary techniques that we honed through the successful development of strategic plans over nearly 50 years, Rauch Communication Consultants (RCC) will assist the District to consider where it stands today, evaluate past achievements, address an increasingly challenging future, consider new opportunities, and ultimately provide the direction that will allow it to proceed confidently into the future.

### **Ready to Hit the Ground Running**

Here's why CVMVCD would be well served by Rauch Communication Consultants:

**In-Depth Strategic Planning Experience**, across hundreds of planning workshops and decades of strategic plans.

**Local and Regional Experience**, around Southern California and across the State, including with other vector control Districts and CVMVCD.

**Organizational and Governance Experts**. We have worked with over 225 Special Districts over the years. In addition, we are faculty for the California Special District Leadership Academy and regularly teach at statewide conferences on planning and governance issues.

**Community Engagement Experts**. Vector Control Districts interact with property owners, members of the wider community, and other organizations daily and rely on their consent and cooperation. Our expertise in public engagement and communication provides an additional level of expertise we bring to this aspect of the Strategic Planning process.

**Practical and Accountable Work Plans** that provide useful and actionable guidance.

**Get-To-The-Point Approach**. We have refined our approach to get maximum results quickly. We know you are busy, and we make every minute count.

We appreciate the opportunity to compete to work with you on this critical project.,



Martin Rauch  
Senior Consultant

# Project Understanding

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We facilitated the development of a strategic plan for the District in 2018, and we experienced a well-run and financed district with a solid Board of Directors, and we assume that remains the case. However, even the best-run organizations changing face strategic issues. For CVMVCD, we have been informed about some potential issues, including new technology to sterilize mosquitos, new uses for drones, and unfunded liabilities. It has been said that vector control is 99% fixing the results of bad habits in the community, including, at times, resistance to vector control techniques. As a result, in the future, the District may need more intensive levels of understanding and collaboration from the public to be successful. From an organizational perspective, there may be additional issues, including succession, continued support for research and development, and others.

In this environment, a facilitated Strategic Plan can be beneficial, even necessary, to proactively navigate upcoming challenges and identify opportunities that can be taken advantage of. In addition, Strategic Planning is a best practice that can further elevate the overall performance of CVMVCD.

## THE OUTCOMES AND BENEFITS OF OUR PROPOSED STRATEGIC PLANNING PROCESS

CVMVCD is fortunate in that it has both a strong staff and Board. Nonetheless, we have found that our proposed facilitated strategic planning process provides the following benefits:

**Excellent Introduction for Newer Board Members and to Build Consensus Around Priorities for the Entire Board.** Only four of the current directors were on the Board during the previous strategic planning workshop. The previous board responded energetically and effectively to the facilitated process. It would be beneficially for the new Board to have the same opportunity. Our focus on a Board-centered workshop provides an ideal opportunity for both newer and longstanding directors to jointly consider all the key issues facing the District and engage with their fellow directors, management team, and union representatives in-depth on these topics.

**Help the District to Act Decisively and Proactively on Key Issues.** In an era of rapid changes and ongoing challenges, Strategic Planning makes it possible to deal with all the key challenges proactively and in priority order. Strategic Planning provides an organized method for evaluating major programs, resolving challenges, and setting priorities far more effectively and comprehensively than in regular Board meetings or workshops.

**Strengthen staff's appropriate role and authority to implement policy direction while the Board strengthens its policymaking role.** Even in agencies with effective governance and management like CVMVCD, the strategic planning process reinforces and strengthens both the Board's ability to set clear policy direction and the staff's authority and flexibility to carry it out.



# Project Approach

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Rauch Communication Consultants proposes to use a step-by-step, proven approach to strategic planning that has been adapted to meet the needs of CVMVCD. It may be modified following step 1 to further customize it to meet the District's specific needs and the situation.

## **Step 1. COORDINATION, REVIEW INTERVIEWS, AND PLANNING.**

The process starts with an initial kickoff conference call to clarify expectations, participants, process, documents to review, desired outcomes, and any other open issues.

Next, the consultant reviewing key planning and background documents selected by the General Manager: agendas and minutes, studies, budget, public outreach documents, etc.

Initial analysis. This stage initiates analysis that depending on the situation, may include a needs assessment, gap analysis, SWOT, or TOWS analysis initiated in the researched phase and completed during the staff and board workshops.

Confidential Interviews. Experience has shown that one of the best tools for gaining early insight into key issues facing an organization at the start of a strategic planning process is one-on-one confidential interviews with key individuals. The confidential interview process gives the people who have the greatest influence on the organization a chance to candidly express their interests, concerns, and perspectives. Interviews provide the following benefits:

- Introduces the facilitator to the key participants, which helps the facilitator plan how to most effectively facilitate the specific involved players.
- Provides an arena for the facilitator to gather any sensitive information that people may feel uncomfortable bringing to the table. This allows the facilitator to ensure that all key issues are dealt with.
- Helps the interviewees to start thinking about strengths, weaknesses, opportunities, threats, and their own goals and priorities.

We are proposing to interview the 11 Board member, seven management team members and two union representatives.

## **Step 2. BOARD WORKSHOP #1 EVALUATE THE DISTRICT AND IDENTIFY STRATEGIC ISSUE AREAS**

Following the interviews and research conducted in Step 1, the consultant will evaluate the approach to the workshops describe here and determine if changes in the approach are recommended.

The strategic planning workshops are the heart of the process. Our workshops are designed to obtain consensus on key issues rapidly and effectively. Participants are proposed to be the Board, leadership team, and two union representatives. The workshop takes inputs from the interviews and research phase and uses facilitated exercises designed to develop a clear policy-level direction. Some of the topics that are likely to be covered include:

- **Self-Assessment: Rating the District Today.** To chart a path to the future, the District will need to identify where it stands today: what is working what is not working optimally, and how each participant views various aspects of the District.
- **Identify Strengths and Weaknesses.** Identifying the significant current and future issues that can impact the organization and the most promising opportunities to deal with those threats or make improvements.
- **Identify the Highest Priority Issues.** The group discusses and identifies the critical challenges or opportunities that the District must tackle if it is going to accomplish its mission.
- **Vision Exercise.** The participants will be asked to paint a picture of what they would like the District to look like in the mid-to long-range future.
- **Develop Strategic Issues Areas.** The group will take all the information above and organize it into an initial set of strategic issue areas and their priorities with the facilitator's assistance. These strategic issues will later be translated into goals and objectives during step 3. Workshop #1 runs typically from morning until roughly mid-afternoon or so.

### Step 3. STAFF ENGAGEMENT

There are many ways to engage staff in the process: confidential interviews, surveys, and small group, departmental and/or all-hands workshops, and others. We propose taking the same approach as we did during the last process: provide the leadership team with detailed guidance on how to work with each department to review the draft plan, comment on it, and provide input. We will also help analyze the results and build them into the Plan.

**Options for Community Engagement.** Experience has demonstrated that there are substantial benefits to providing input into the planning process from others, including from peer agencies and the public. There are numerous ways to do this, including surveys, public review period, press releases, public meetings, presentations to stakeholder groups, and more.

Rauch Communication Consultants' twin areas of expertise are strategic planning and public involvement and outreach programs. We have facilitated hundreds of successful public meetings and public engagement processes to engage citizens and obtain input and support for a wide variety of programs. If there is an interest in considering community engagement in the Plan, we can provide options and costs. If desired, other approaches for obtaining staff input can be evaluated.

### Step 4. IMPLEMENTATION PLANNING AND REALITY CHECK

In order to properly evaluate the feasibility of the Plan and later implement it, it is necessary to develop an implementation plan. In other words, what initiatives or work must be implemented in order to achieve the goals, objectives and priorities. The level of detail varies by organization, but there should be enough detail to make it possible to reality check the Plan and determine if the Plan is doable in terms of monetary resources, staff time and expertise, as well as sequencing. If any of the Board's goals, objectives, or priorities are not doable with current resources, it can be brought to their attention to consider adjustments to the Plan or acquire additional resources.

The implementation plan provides accountability by providing basic timelines and naming someone as responsible for the work. Development of the Implementation Plan is, necessarily, primarily a staff responsibility with support of the Consultant.

## Step 5. DEVELOP MONITORING AND OVERSIGHT PLAN AND FINALIZE

**Monitoring and Oversight Plan.** The consultant will work with staff to document a process for reporting on the Plan and for performance measurement, Board oversight, and progress monitoring. This would include when and how the Plan will be updated and rolled forward so that there is always a multi-year guide to the future.

**Present to Board, Finalize and Approve.** After the Plan is finalized, staff will present it to the Board for approval.. If there are any final comments or questions, the consultant will make final refinements, proof the document, and produce a final, approved copy.

## Deliverables and Timing

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**Deliverables.** The final Strategic Plan would include the mission, vision, values goals and objectives. Board priorities for the goals and objectives would be indicated. In addition, the Plan would summarize the current and expected challenges and opportunities facing the District identified in the process. It would also outline how this Plan relates to the Departmental Plans. There would be an implementation plan, including timing and someone named responsible for each strategic initiative, and a plan for performance monitoring and Board monitoring and oversight. The entire document would be written clearly, include professional graphic design, flow in a logical order, integrating the findings, goals, and objectives in a seamless, easy-to-follow manner.

**Timing.** We can be available to start at an agreed-upon date soon and complete the process by the end of the calendar year as requested.

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## Selected Examples of Our Experience

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*In our experience, Boards that identify concrete goals, priorities, and timelines are more successful in addressing issues. Here are some examples of our experience helping organizations carry out their mission.*

**California Special Districts Association, Strategic Plan.** Rauch Communications was called in to assist this major statewide organization in preparing a Strategic Plan. The Plan was received enthusiastically by both Board and Staff, and implemented.

**Association of California Water Agencies, Strategic Plan.** ACWA is the oldest and largest statewide organization of water agencies in California, with a membership consisting of public agencies and numerous engineering, legal and financial organizations. Rauch Communication Consultants planned and conducted its Vision 2000 strategic planning process, which significantly altered the organization's structure and direction. The new Plan was developed with a comprehensive outreach program involving numerous coordination meetings and is considered a complete success.

**Golden Empire Transit District.** Rauch Communication Consultants worked closely with the Board and management staff of this Bakersfield agency to analyze district issues and concerns and then prepare a set of findings and recommendations to revitalize the agency, restore management credibility and rebuild staff morale and effectiveness.

**Cordova Recreation and Park District.** This District faced pressure to build new facilities, questions about appropriate levels of services, and also challenges in building support for funding new initiatives. There were also role and relationship issues between the manager and Board, as well as other issues. These issues were all resolved through a facilitated Direction setting process.

**National Water Resources Association, Strategic Plan.** This Washington-based national organization brings information about the federal policy to its membership and provides lobbying before Congress on their behalf. Rauch Communication Consultants planned and conducted the process leading to the development of their Strategic Plan.

**San Joaquin River Exchange Contractors Water Association.** This is the organization's first strategic Plan. It tackled the very complex issues facing the Contractors and helped them manage the recent drought more effectively than many of their other agricultural neighbors.

**Rancho Murieta Community Services District.** Worked closely with the Board of Directors and staff to create a new mission statement, vision, objectives, goals and set of action items as part of the complete Strategic Plan for this Community Services District that provides sanitary, water, security, roads and other services.

**Costa Mesa Sanitary District.** Worked closely with the Board of Directors and staff to create an initial strategic plan and annual updates. The most recent Strategic Plan led to a series of dramatic changes in direction that took several years to complete.

**Kern County Water Agency.** This agency supplies all the imported water in Kern County, a largely agricultural area that is now also experiencing a rapidly growing urban center. The Agency imports over one million-acre feet of water per year, making it a leader in California's water structure. Rauch Communication Consultants planned and conducted the development of its Strategic Plan,

working closely with the Board, senior management, numerous member districts, and a major city and the county. Over 57 different agencies and key individuals were interviewed along the way. The Plan was unanimously adopted.

**Novato Sanitary District.** This agency had aging treatment facilities under regulatory mandates to make upgrades and collection system with significant capacity and I&I problems. The consultant worked with the staff and the Board as they evaluated and undertook a major upgrade of their collection system and complete rebuild of their treatment plant and transition to operating the treatment under contract to a private corporation under intense public scrutiny. Rauch Communication Consultants also facilitated development of a formal strategic plan and update and the Organization currently enjoys, extremely high service quality, low rates and customer satisfaction.

**Santa Clara Valley Water District.** This agency provides water supply and flood control services for a major portion of the Silicon Valley. With an annual budget running in the hundreds of millions of dollars, it impacts numerous aspects of the area's economic, residential, and environmental aspects. Rauch Communication Consultants conducted the initial strategic planning workshops of the Board of Directors and senior management, which defined the district's future direction.

**Las Virgenes Municipal Water District.** Worked with the Board and staff to annually update and incrementally restructure the existing strategic plan and facilitate the annual development of updated action plans. Las Virgenes Municipal Water District provides both water and wastewater services, with wastewater issues predominating in the planning process: expanding recycled water use, maintaining a strong environmental focus, meeting NPDES and discharge challenges, and more.

**Goleta Sanitary District.** Facilitated an initial strategic plan and many annual updates for this sanitary district along the coast of Goleta, California. Also, it provides ongoing support and facilitation to Staff and the Board of Directors in developing plans and responses to important events.

**Castaic Lake Water Agency.** This agency's Plan, covering the whole of a rapidly developing area in Los Angeles County, involves the development of a multi-phase resources plan. The Agency is a large water importer serving the area. Rauch Communication Consultants conducts the annual strategic planning retreats of the Board of Directors, and prompted development of the Strategic Plan.

**Arvin Edison Water Storage District.** This large and thriving agricultural District is well known for its complex, sophisticated and wide-ranging, In-lieu, banking, exchange and other water management programs that involve upwards of 400,000 acre-feet of water per year in some years. Despite their successes, as a result of strategic planning, they made a substantial structural reorganization, committing their General Manager 100% full time to only focusing on developing long-term future water supplies in response to perceived long-term threats. The rest of the management team was reconfigured to accommodate the changes.

## Statement Of Qualifications and Experience

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### **RAUCH COMMUNICATION CONSULTANTS, INC.**

Rauch Communication Consultants Inc. has served the special district community for almost 50 years in California. During that time, we have worked with over 225 agencies throughout the state and with most of the leading organizations that deal with water resources and local agencies, such as CSDA, ACWA, CASA, and others. The great majority of our clients are water and wastewater agencies, but we have worked with individual agencies of every kind and size in most corners of the state.

Our firm offers three consulting specialties: assisting clients to develop strategic plans, implementing strategic public outreach programs, and consulting to resolve internal management issues. We conduct these services out of our office in, Campbell (San Jose), and through our affiliates in other cities around the state.

Our expertise in public involvement and outreach lends itself to effectively gathering public input. We are expert facilitators and have planned and facilitated hundreds of successful meetings and workshops over the years.

We completed the strategic Plan for the California Special District Association and dozens of special districts. We led ACWA's Vision 2000 strategic plan that significantly changed the structure and direction of the organization, as well as key strategic planning sessions for CASA during a time of organizational change. A selected list of clients for whom we have provided strategic planning services is given later in this proposal, along with brief client case studies and testimonials.

We have also served as speakers for conferences and seminars on strategic planning and public outreach for numerous District associations.

## What Our Clients Say About RCC

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*"Two things surprised me when Martin led our Board members through strategic planning: The first was that he was an incredibly quick study in understanding the issues and the nuances of working through them. The second was how he got our Board to open up and freely discuss the issues. Not only was I surprised at how much he got them to talk and share, but the Board members were surprised at how like-minded they were at the end of the process."*[Arvin Edison WSD](#)

*"On behalf of the California Special Districts Association, I wanted to take a moment to thank you for the wonderful job you did at our 2007 Board Planning Session. You did your homework; found the common denominator and provided the Board and my executive staff with a positive outlook for the future of CSDA...We were all impressed and came away with a sense of positive change for the Association."*  
[California Special Districts Association](#)

*"It was one of the most productive series of meetings of this kind I have participated in professionally."*

[Cucamonga County Water District](#)

*"...a glowing recommendation for your ability to prepare a Strategic Plan."*

[Squaw Valley Public Utilities District](#)

*"Over the years, I have done many, many strategic plans and this one was impressive for how efficient the process was and it got to the point in a practical and useful way. Too often strategic plans just get put on a shelf until next year. This one has check points and useful targets and tasks regularly thru next year."*

[Director Novato Sanitary District](#)

*"Though your skilled mentoring and carefully executed annual planning sessions . . . this District has been able to rise from the depths of public unrest to a position of public trust. . . So much of what we have accomplished is credited to the tools that you have given us along the way."*

[San Juan Water District](#)

*"I wanted to give you thanks for your guidance in helping the Board members make decisions that resulted in a healthy working, and I believe, successful atmosphere here in our District...We have a Board and Management team who get along and support each other. Again, thank you for your capable knowledge and assistance..."*

[Cordova Recreation and Park](#)

*"Our Board was having a tough time communicating between ourselves, and unable to communicate with staff. The workshop you put together for us has given us a clear vision and made all the difference in the world."*

[Three Valleys Municipal Water District](#)

*"Thanks for your assistance with this long overdue process. Great workshop outcome. It went a long way to provide the current Board camaraderie and trust."*

San Diego County Water District

*"This strategic plan was impressive for how efficient the process was, and how it got to the point in a practical and useful way."*

Novato Sanitary District

*"Our Strategic Planning Workshop, which you facilitated . . . provided the Board with a greatly improved understanding of the many issues facing the District both now and in the future— which makes it possible for the Board to provide a more focused and clear policy direction to staff . . . Perhaps more importantly, your facilitated process helped our Board and Staff develop a consensus around a much larger, but still realistic vision of what our District needs to be in order to best serve our customers."*

Cucamonga County Water District

*"Rauch Communication Consultants has been working with our Board of directors and management team for the past ten years. They have facilitated annual strategic planning workshops that have helped us keep everyone focused on the critical priorities of our district. With RCC's help we have learned to address the major long-term issues, and develop effective action plans to deal with them. It has really made a difference!"*

Truckee Donner Public Utility District



## The Consultant Assigned to The Project

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### **MARTIN RAUCH, President, Rauch Communication Consultants**

Martin Rauch is President of Rauch Communications Consultants, a full service strategic planning and public outreach firm with main office near San Jose California that has served over 175 clients in California during the past 40 years.

The work will be carried out primarily by Martin Rauch. He brings to this task experience in group dynamics, developing consensus, Board and District strategic planning, and facilitation.

Martin conducts strategic planning sessions for the Boards and senior managers of client organizations. He also provides training in effective Board meetings, roles and relationships of Board members and managers and other related topics. He specializes in the preparation and facilitation of a wide variety of meetings. These complex events include focus groups, citizen's advisory committees, community presentations and public meetings.

Working out of RCC's San Jose Office, Martin also assists Board of Directors and senior managers, by tailoring public information projects that meet the special requirements of each client. For 15 years, he has provided strategic outreach support throughout the state.

Mr. Rauch has served as a speaker and seminar leader for the Association of California Water Agencies (ACWA), California Association of Sanitary Agencies (CASA), California Special Districts Association (CSDA) and others. He was a regular faculty member of the Special District Institute, is a regular speaker for CSDA, and is on the Board of the Special District Leadership Foundation. He is the principle author of the Special District Leadership Foundation certificate course on strategic planning, and has been invited as a speaker to other statewide associations.

Prior to his work for public agencies, he served for several years as a community organizer and educator for nonprofit organizations, organizing community groups and producing educational and information materials. He holds a Bachelor of Arts degree with High Honors from the University of California at Santa Barbara. Martin's formal training also includes completion of Business Mediation Training at UC Berkeley, as well as courses in Facilitating and Mediating Effective Agreements.

# List Of Selected Clients

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## ASSOCIATIONS, JPAs, STATE, FEDERAL AND OTHERS

Association of California Water Agencies (ACWA)  
California Special Districts Association (CSDA)  
California Association of Sanitation Agencies (CASA)  
California Department of Water Resources  
Special Districts Institute  
California Sanitation Risk Management Authority  
California Association of Public Cemeteries  
Friant Water Authority  
WaterReuse Association  
California Mosquito and Vector Control Association  
American Desalting Association  
Association of Groundwater Agencies  
San Luis Delta-Mendota Water Authority  
San Joaquin River Exchange Contractors Water Authority  
North Bay Water Reuse Authority  
Faculty Association of Community Colleges  
National Water Resource Association  
Water Education Foundation  
Pacific Coast Association of Port Authorities

Sewer Authority Mid-Coastside  
Mission Research Corporation  
Stone Creek Company  
Suburban Water Systems  
Boyle Engineering  
Dokken Engineering  
El Solutions  
McCormick, Kidman, and Behrens  
Pennfield and Smith  
Redwine and Sherill  
White House Office of Policy Development  
National Water Resource Association  
North Bay Watershed Authority  
San Gabriel Valley Water Association  
San Gabriel Basin WQA  
Santa Barbara Special District Association  
Cachuma Operations Maintenance Board  
Cachuma Conservation Release Board  
California Sign Association

## LOCAL GOVERNMENT AGENCIES

### BUTTE COUNTY

Oroville-Wyandotte Irrigation District

### CALAVERAS COUNTY

Calaveras County Water District

### CONTRA COSTA COUNTY

Diablo Water District  
Contra Costa Water District  
Stege Sanitary District  
Dublin San Ramon Service District

### EL DORADO COUNTY

South Lake Tahoe PUD

### IMPERIAL COUNTY

Imperial Irrigation District

### KERN COUNTY

Arvin Edison Water Storage District  
Indian Wells Valley Airport District  
Indian Wells Valley Water District  
Kern County Water Agency  
West Kern Water District  
North of the River Municipal Water District (Bakersfield)  
Oildale Mutual Water Company  
North Kern Water Storage District  
Golden Empire Transit District  
Terra Bella Irrigation District  
Friant Water Users Authority  
Cawelo Water District  
Arvin Community Services District  
North Bakersfield Recreation and Park District

Inyokern Community Services District

Shafter Park and Recreation District

### LASSEN COUNTY

Lassen Municipal Utility District

### LOS ANGELES COUNTY

Los Angeles County Park and Rec  
Castaic Lake Water Agency  
Central Basin MWD  
Pico Water District  
Upper San Gabriel Valley MWD  
West Basin MWD  
San Gabriel Valley MWD  
Water Replenishment Dst. of So. Cal.  
San Gabriel County Water District  
Main San Gabriel Basin  
Watermaster  
California Domestic Water Company  
Pasadena Historical Museum  
Three Valleys MWD  
Newhall County Water District  
Las Virgenes Municipal Water District  
Conjunctive Use Working Group (?)  
Palmdale Water District  
City of Sierra Madre  
City of Arcadia  
City of El Monte  
City of La Puente  
East Pasadena Water Company  
Foothill Municipal Water District  
Valley County Water District

### MARIN COUNTY

Las Gallinas Valley Sanitary District  
North Marin Water District  
Sausalito-Marin City Sanitation Dst.  
Tamalpais CSD  
Sanitary District #5 (Tiburon)  
Novato Sanitary District  
Ross Valley Sanitary District  
San Rafael Sanitation District  
City of San Rafael  
Central Marin Sanitary Agency  
County of Marin  
Novato Disposal Services, Inc.  
San Quentin Village and Murray Park

### MERCED COUNTY

Central California Irrigation District

### MONO COUNTY (and MADERA)

Mammoth Community Water District

### MONTEREY COUNTY

Marina Coast Water District  
Monterey Peninsula Water Management District  
Monterey Regional Water Pollution Control Agency  
Pebble Beach CSD

### NAPA COUNTY

Napa County  
Napa Sanitation District

**NEVADA COUNTY**

Northstar CSD  
Truckee-Donner Public Utility District  
Tahoe Truckee Unified School District

**ORANGE COUNTY**

Municipal Water District of Orange County  
Mesa Consolidated Water District  
Los Alamitos County Water District  
South Coast Water District  
Serrano Irrigation District  
El Toro Water District  
Orange County Water District  
Costa Mesa Sanitary District  
Capistrano Beach County Water District  
Coastal Municipal Water District  
Midway City Sanitary District  
TriCities Municipal Water District  
Yorba Linda Water District  
Placentia Library District  
Laguna Beach County Water District  
Emerald Bay Service District  
Moulton Niguel Water District  
Orange County Vector Control

**PLACER COUNTY**

San Juan Water District  
North Tahoe Public Utility District  
Squaw Valley Public Services District

**PLUMAS COUNTY**

East Plumas Health Care District

**RIVERSIDE COUNTY**

Coachella Valley Mosquito & Vector Control District  
Mission Springs Water District  
29 Palms Municipal Water District  
Rancho California Water District  
South Mesa Water Company  
Elsinore Valley MWD  
Santa Rosa CSD  
Beaumont Cherry Valley Water District  
Santa Ana Watershed Project Authority  
Desert Healthcare District

**SACRAMENTO COUNTY**

County of Sacramento Public Works Agcy.  
Sacramento Regional County Sanitation District  
Fair Oaks Water District  
Arcade Water District  
Sacramento Metropolitan Water Authority  
Carmichael Water District  
Rio Linda Water District

Northridge Water District  
Rancho Murrieta Community Services District  
Cordova Recreation and Park District

**SAN BERNARDINO COUNTY**

Big Bear Municipal Water District  
Monte Vista Water District  
Big Bear Airport District  
Yucaipa Valley Water District  
Bear Valley Community Hospital District  
Bear Valley Community Services District  
City of Big Bear Water and Power Department  
Joshua Basin Water District  
Inland Empire Utility Agency  
East Valley Water District  
Big Bear Area Regional Wastewater Agency  
Victor Valley Water District  
Cucamonga County Water District  
San Antonio Water Company  
Chino Basin Watermaster  
ITI Desert Water District  
San Bernardino Valley Water Conservation District  
Big Bear City CSD  
City of Big Bear Lake  
Hi-Desert Water District  
West San Bernardino County Water District

**SAN DIEGO COUNTY**

San Diego County Water Authority  
Padre Dam Municipal Water District  
Rincon del Diablo MWD  
Vallecitos Water District  
Helix Water District  
Leucadia Wastewater District  
North County Fire Protection District  
Olivenhain Municipal Water District  
Santa Fe Irrigation District  
Otay Water District  
Fallbrook Public Utility District  
Rainbow Water District  
Vista Irrigation District

**SAN FRANCISCO COUNTY**

Golden Gate Bridge, Highway, & Trans. District

**SAN JOAQUIN COUNTY**

Ripon Fire Department

**SAN LUIS OBISPO**

Templeton CSD  
Port San Luis Harbor District  
San Simeon CSD

Cambria Community Services District  
Nipomo Community Services District

**SAN MATEO COUNTY**

East Palo Alto Sanitary District  
San Mateo County Harbor District  
Montara Water & Sanitation District  
Sewer Authority Mid-Coastside

**SANTA BARBARA COUNTY**

City of Santa Barbara  
Goleta Sanitary District  
Montecito Sanitary District  
Carpinteria Sanitary District  
Santa Maria Public Airport District  
Goleta Water District  
Montecito Water District  
Cachuma Project Authority  
Goleta West Sanitary District  
Mosquito and Vector Management District  
Isla Vista Recreation and Park District  
Lompoc Hospital District  
Santa Barbara County Vector Control District  
Carpinteria Valley Water District  
Santa Ynez Community Services District  
La Cumbre Mutual Water Company

**SANTA CLARA**

Santa Clara Valley Water District  
West Valley Sanitation District

**SANTA CRUZ COUNTY**

Scotts Valley Water District  
Pajaro Valley Water Management Agency (Watsonville)  
Central Fire Protection District  
Santa Cruz FPD  
Soquel Creek Water District

**SOLANO COUNTY**

Rural North Vacaville Water District

**SONOMA COUNTY****TULARE COUNTY**

Friant Water User Authority  
Visalia Public Cemetery District

**VENTURA COUNTY**

Camrosa County Water District  
Rancho Simi Rec. & Park District  
Casitas Municipal Water District  
Conejo Recreation and Park District  
Ojai Valley Sanitary District  
Calleguas Municipal Water District  
Meiners Oak County Water District  
Marina Coast Water District  
Camarillo Health Care District

# Examples Of Implementation Plans

## EXAMPLE OF AN IMPLEMENTATION PLAN THAT SUMMARIZES THE APPROACH TO IMPLEMENTATION

This is an example of an implementation plan with relatively little detail, but enough to make clear how the goals, objectives and priorities will be implemented.

2 GOAL: GOOD INTERNAL AND EXTERNAL GOVERNANCE				
2.1	<b>Conduct annual Board governance review</b>	EC	Feb 17	On-calendar
	Staff will support the Board to evaluate governance each year. To facilitate Board and Committee meetings, staff will evaluate improved audio-visual equipment (including microphones) for board meetings, as well as the possibility of carrying out some board or committee meetings via teleconference.			
2.2	<b>Manage urgent issues using a timely and transparent process</b>	GM	N/A	On-calendar
	Develop a specific protocol for decision-making under urgent or emergency conditions.			
2.3	<b>NEW: Ensure proper board, staff and member manager roles</b>	GM	Jul 17	On-calendar
	Develop official written descriptions for each Board office and committee. Evaluate in the Annual Review.			
2.4	<b>Build bridges with the other two partner organizations and farmers</b>	GM	N/A	See Implementation Plan
	Areas of agreement and cooperation across all organizations will be documented in a "white paper" that represents common areas of administrative, policy, and regulatory agreement. The Authority will also, carry out an Annual Meeting in Spring 2017 for all contractors, farmers, staff, and Reclamation officials.			
2.5	<b>Act in a fair, balanced, clear and consistent manner with partner agencies</b>	GM	Jul 17	On calendar
	This supports the overarching purpose of Goal 2, which is reunification as a highly functional organization that is the clear choice for Division contractors to advocate for their interests within the broader California water community. Progress in this area will be evaluated in the Annual Review.			

## EXAMPLE OF A STAFF IMPLEMENTATION PLAN IN THE FORM OF A DETAILED WORK PLAN

Each implementation plan is customized to fit the needs of the client. The example below is just another approach to implementation planning in which the consultant works with staff to develop a detailed work plan that would demonstrate how it proposes to achieve the goals and objectives.

No.¶	P¶	Action¶	Lead¶	Board¶	Status/Comments¶	Time¶
1.0.0¶	¶	<b>GOAL 1—WATER SUPPLY. Develop and maintain a high-quality water supply that meets the needs of our community today and in the future.¶</b>				
1.1.0¶	¶	<b>Identify long-range water supply options.¶</b>				
1.1.1¶	1¶	Participate in the evaluation of the proposed improvements and expansion of the water supply, treatment, distribution and storage systems to meet demands of proposed development. Verify proposed supply is adequate to meet proposed demands.¶ Negotiate <b>Development Agreement(s)</b> to address conditions of service.¶	Mike¶ ¶	¶	Pete & Jesse Schedule-driven by developer(s)¶	June 2011— Dec. 2013+ beyond¶ ¶
1.1.2¶	1¶	Develop a <b>Feasibility Study</b> of water supply options and incorporate information on key study and implementation steps, including CEQA, funding, timelines, permits, TROA implications, costs and benefits, pros and cons, infrastructure needs, next steps and other pertinent information for all practical options.¶ Specifically consider redundancy, maximizing water supply from within the watershed by accessing previously unavailable areas, imported options, optimizing internal resources through conservation, treatment, etc. Incorporate into an update of the Master Plan upon completion of improvements spurred by new development.¶	Jesse¶ ¶	¶	Mike¶ Build on existing Sept. 2009 Study.¶ (1.2.0)-(1.5.0)- (2.2.2)¶	May 2012— Nov. 2013¶
1.1.3¶	2¶	Look for <b>partnerships to enhance water supply options</b> . Continue to collaborate with other agencies. Pursue <b>funding opportunities</b> for primary and redundant water supply projects, including the Truckee River Utility Corridor & Bike Trail Project (2.2.2).¶	Mike¶ ¶	¶	(2.2.2)¶	July 2012— Dec. 2013+ beyond¶
1.1.4¶	2¶	<b>Communicate</b> with the public effectively about the purposes, pros and cons of the various water supply options. Utilize the Communications Plan (3.2.1).¶	Mike¶ ¶	¶	3.2.1¶	Jan. 2013— Dec. 2013+ beyond¶
1.2.0¶	¶	<b>Complete Phase II of the Creek Aquifer Interaction Study.¶</b>				
1.2.1¶	1¶	Procure funding and complete <b>Phase II—Creek Aquifer Interaction Study</b> . The project will quantify the impact of groundwater pumping on flows in Squaw Creek and provide information on developing and implementing different pumping management and/or creek strategies to increase the amount of water that could be stored in local aquifers. It advances water supply reliability and promotes groundwater storage.¶	Mike¶ ¶	¶	Jesse, Cindy¶	May 2012— Dec. 2013¶

No.¶	P¶	Action¶	Lead¶	Board¶	Status/Comments¶	Time¶
1.3.0¶	¶	<b>Apportion costs and benefits fairly among the water supply users.¶</b>				
1.3.1¶	3¶	Perform update of <b>Capital Replacement Program</b> (4.1.0). Implement a <b>Work Order System</b> to track operating expenses by department to determine the cost of each service provided. Use data to accurately set rates and assessments that correlate to the levels of services provided (4.2.0). <b>Update</b> Water Plant Availability Charge (PAC) Fees and <b>Connection Fees</b> (4.3.0).¶	Mike¶ ¶	¶	Aleta, Jesse¶ (4.1.0)-(4.2.0)- (4.3.0)¶	See sections- referenced¶
1.4.0¶	¶	<b>Monitor Status of the Truckee River Operating Agreement (TROA).¶</b>				
1.4.1¶	3¶	Prepare a <b>Biennial TROA Status Report</b> that includes: 1) status of implementation of the Agreement; 2) relevance to District water supply planning, permitting, and operations (e.g., regulatory constraints on import project, well development, surface water diversions, and other water supply options); and 3) strategies and actions to anticipate, plan, respond, and react to implementation of TROA.	Mike¶ ¶	¶	Once per 2 years.¶ (3.3.0)—cost share- w/ other agencies.¶	¶
1.5.0¶	¶	<b>Seek funding for an Olympic Valley Watershed Study.¶</b>				
1.5.1¶	2¶	<b>Apply for grant funds</b> through Integrated Regional Water Management (IRWM) and Local Groundwater Assistance Program (LGWAP) to study the entire watershed.¶	Cindy¶ ¶	¶	(4.4.1)¶	May 2012— Dec. 2013¶
1.5.2¶	2¶	Implement the <b>Watershed Study</b> if funding can be found. Study, investigate, and evaluate expanding local water supply resources from areas in the upper watershed, beyond the basin (valley floor) considered in the Groundwater Management Plan (GMP). Consider horizontal wells, springs, variable snow accumulations, surface water flows, subsurface flows, effects of snowmaking, road construction, etc.¶ Prepare on overall design of the study. Perform study. Incorporate into Feasibility Study, Creek Aquifer Interaction Study, and Communications Plan.¶	Mike¶ ¶	¶	(1.1.0)-(1.2.0)- (2.1.3)-(3.2.0)¶ ¶	May 2012— Dec. 2013+ beyond¶

## EXAMPLE OF A DETAILED IMPLEMENTATION PLAN INTEGRATED WITH OTHER PLANS & THE BUDGET

This example is similar to the work plan above, but goes even further, linking the strategic Plan with the budget, project planning tools, and provides progress details.

SUPPLEMENTAL BUDGET PROJECTS						FISCAL YEAR ENDED				PROGRESS NOTES	% Compl	Estimated Completion	Cost To Date (Identifiable)	Expected Revenues	supplemental Balance
Strategic Line #	Budget Line #	Project #	Proj. Manager	PROJECT NAME	PROJECT DESCRIPTION	2013	2014	2015	2016						
<b>GOAL 1: PROTECT GROUNDWATER. Recognize groundwater as the District's most valuable asset and protect it as a top priority</b>															
<b>1.1.0 Slow and eventually reverse declining groundwater levels and protect the imported water entitlement</b>															
1.1.3	SF-12248081834	JG	JG	<i>Recharge Basin &amp; Pipeline Project</i>	Construction Phase	\$ 3,952,000	\$ 3,952,000			Final design 100%. Construction . contingent . Proposition 84 and other funding. Approx. . Protected vegetation has been removed and relocated from the basin site. Awaiting Caltrans permits for final pot holes. Estimated time to go to bid is March or April. (\$7,820,000 including a 20% contingency)	0%	12/31/2013	\$ -	\$ 7,904,000	\$ -
<b>GOAL 2 OPERATIONAL AND ASSET MANAGEMENT Design, build, operate and maintain facilities for reliability and cost efficiency.</b>															
<b>2.1.0 Carry Out a Strong Maintenance Management Program that is fully proactive and documented</b>															
2.3.1	SF-1201	Z37	JG	<b>High Desert Medical Center Waste Water Package Plant</b>	To be paid by HDMC - see matching revenue at end of list.	\$ 750,000	\$ 750,000				0%	9/30/2013	\$ 30,427	\$ 1,500,000	\$ (30,427)
PPL	SF-1202		JC	<b>Large Meter Testing</b>	Currently, in order to test or remove a large meter, the service needs to be disconnected. This is a serious problem for some large meters such as the hospital and Continuing Care. The bypass will allow the meters to be removed and replaced without discontinuing service.	\$ 30,000				3/8/12: Jim studying to determine for 1 1/2" & up	0%	6/30/2012	\$ -	\$ -	\$ 30,000
2.3.2	SE-1217	831	JG	<i>System Reliability Upgrade for Hospital and County Complex C, B and D-3 Zones - PHASE 1</i>	Develop emergency plan for water outage at HDMC					No cost associated; basically staff & possibly at little Dudek time.		11/30/2012	\$ 34,101	\$ -	\$ (34,101)
2.3.3	SE-1217	831	JG	<i>System Reliability Upgrade for Hospital and County Complex C, B and D-3 Zones - PHASE 2</i>	Have plans prepaed for the redundant water service line for the hospital. Construction contingent on funding. June 2013.		\$ 129,000	\$ 129,000				7/31/2015	\$ -	\$ 129,000	\$ 129,000

# Project Budget

## Coachella Valley Mosquito and Vector Control District Strategic Plan

We propose to undertake the following actions associated with developing the strategic Plan for \$17,000 plus travel expenses.

CMVCD STRATEGIC PLAN PROPOSAL	Senior Consultant	Assoc. Consultant	Project Mgr	Subtotal
	\$245	\$90	\$70	
Hours	30	0	1	31
<b>Step 1. Coordination, Review, Interviews, and Planning.</b> 20 interviews	\$7,350	\$0	\$70	\$7,420
Hours	20	6	1	27
<b>Step 2. Board Workshop #1.</b> (includes transcribing notes, organizing notes and integrating into draft plan)	\$4,900	\$540	\$70	\$5,510
Hours	4	4	1	9
<b>Step 3. Staff Engagement</b>	\$980	\$360	\$70	\$1,410
Hours	4	3	0	7
<b>Step 4. Implementation Planning and Reality Check</b>	\$980	\$270	0	\$1,250
Hours	4	4	1	9
<b>Step 5. Develop monitoring and Oversight Plan and Finalize. Includes final proofing, review and formatting.</b>	\$980	\$360	\$70	\$1,410
<b>TOTAL</b>	\$15,190	\$1,530	\$280	<b>\$17,000</b>

**More Cost Estimate Details.** No out-of-scope work will be undertaken without prior written approval from the District. Out-of-scope work includes new or extra work on existing tasks, which exceeds the total estimated cost for the project. Actual travel and other expenses will be charged. No photo, printing, or other materials costs are envisioned to be needed for this proposal.

**Rates.** Strategy planning and management consulting rate for the senior consultants is \$245.00 per hour. Outreach and public involvement programs rate for the senior consultants is \$175 per hour. Outreach and public involvement programs rate for associate consultants is \$115 per hour. Graphic designer and webmaster services rate is \$105 per hour. Social media and writing specialist's rate is \$45 to \$90 per hour. Rate for Administration, Production Manager, is \$70 per hour.

For meetings involving travel, the minimum charge is four hours.

## Executive Committee 9/2/2021 - Strategic Plan Consultant Overview

Company	Consultant	Cost	Strategic Plan Workshop	Deliverables	Added Benefits	Timeline	Years of Experience	Exp. w/ Special Districts	Exp. w/ MVCD
BHI Management Consulting	Brent Ives	\$17,220 (travel fees billed separately)	3- 5 hours In-person or Zoom	Strategic Plan developed by staff and guided by Consultant		2-4 weeks to begin  3–4-month completion	20 years plus	Yes	No
LRI	Eric Douglas  Karin Bloomer  Roseanne Lopez	\$17,550 to \$15,390 determine by LRI Consultant (travel expenses billed separately)	Up to 8 hours In-person or Zoom	Strategic Plan developed by staff and guided by Consultant		54 hours	Varies depends on Consultant 15 +	Yes	No
Rauch  <i>District's Previous SP Consultant</i>	Martin Rauch	\$17,000 (travel expenses billed separately)	Yes In-person or Zoom	Strategic Plan with implementation plan	Community engagement but with added cost  expertise is community engagement	Complete by end of 2021	50 years	Yes	Yes