

# HEBER PUBLIC UTILITY DISTRICT REPORT TO BOARD OF DIRECTORS

**MEETING DATE:** September 19, 2019

**FROM:** Laura Fischer, General Manager

**SUBJECT:** Authorize the General Manager to Execute a Contract with Management Partners to prepare a Strategic Plan; Modify the FY 2019-20 Budget and Reserve Resolution to Include Funding for the Project.

## **ISSUE:**

Shall the Board of Directors authorize the General Manager to execute a Contract with Management Partners to prepare a Strategic Plan, Modify the FY 2019-20 Budget and Reserve Resolution to Include Funding for the Project?

## **GENERAL MANAGER'S RECOMMENDATION:**

Authorize the General Manager to execute a contract with Management Partners to prepare a Strategic Plan. Modify the FY 2019-20 Budget and Reserve Resolution to Include Funding for the Project.

**FISCAL IMPACT:** The total not to exceed amount for this project is \$39,900. This is not in the current operating budget, thus the FY 2019-20 budget will need to be modified to include this project. Funding for the project is available in the Reserve Fund set aside in the Reserve Resolution in FY 2019-20 for the Water and Sewer Master Plan. The funding for the water and sewer master plan will not be needed as this project will be 100% funded by the Disadvantaged Community Grant Prop 1 Funds. There is \$50,000 reserved for the water and sewer master plan (\$25,000 in water and \$25,000 in sewer) which can be appropriated to the Strategic Plan project. The Strategic Plan will expend up to \$39,900 of these funds.

## **DISCUSSION:**

The HPUD submitted a Request for Proposal and received three responses. The General Manager and Finance Manager met to review and score the responses. The Selection Process was outlined in the Request for Proposal as follows:

## ***SELECTION PROCESS***

The HPUD management team will review and rank the applications and prepare a recommendation to the Board of Directors. The Management Team will evaluate proposals considering factors including (but not limited to):

- Completeness and quality of response
- Ability to meet requested service needs
- Experience in conducting strategic planning processes

- Expertise and availability of key project personnel
- Total cost to HPUD
- References from no less than three clients

Selection will be based on the qualifications of the firm and assigned personnel and on the quality of the proposal. Selection will not be based solely on cost. HPUD reserves the right, at its sole discretion, to waive minor irregularities in submittal requirements, to request modifications of the response, to accept or reject any or all responses received, and/or to cancel all or part of this Request for Proposal at any time prior to awards.

The final management team recommendations are as follows:

<b>STRATEGIC PLANNING CONSULTANT</b>		
<b>RANK</b>		
<b>1</b>	<b>Management Partners</b>	
	Location:	Costa Mesa, CA
	# of Associates:	100+
	Years of Experience	30 Years
	# of hours	219
	Expenses	Included:
	TOTAL COST:	<b>\$ 39,900.00</b>
	Cost per hour	\$ 182.19
	Total time frame:	16 weeks (4 Months)
<b>2</b>	<b>The Natelson Dale Group</b>	
	Location:	Yorba Linda, CA
	Associates:	5
	Years of Experience	45
	# of hours	213
	Expenses	<b>1,200.00</b>
	TOTAL COST:	<b>\$ 38,330.00</b>
	Cost per hour	\$ 179.95
	Total time frame:	(+ - ) 11 weeks (4 Months)
	Starting Early October	
<b>3</b>	<b>Moss Adams LLP</b>	
	Location:	San Diego, CA
	Associates:	300 +
	Years of Experience	100 + Years
	# of hours	213
	Expenses -Calculated at 10% + -	<b>4,000.00</b>
	TOTAL COST:	<b>\$ 45,000.00</b>
	Cost per hour	\$ 211.27
	Total time frame:	
	Starting Early October	(4 Months)

**DISCUSSION:**

Staff felt that Management Partners had greater experience working with Special Districts and Cities to develop Strategic Plans. The less expensive company, Natelson Dale Group, had a lot of experience developing Economic Strategic Plans, but not strategic plans for Special Districts. Staff felt that the Management Partners were a better fit for HPUD.

**CONCLUSION:**

The Heber PUD issued a Request for Proposal and receive three responsive bids. General Manager and Finance Manager reviewed and ranked the applications, and Management Partners ranked the highest.

Staff recommends authorizing the General Manager to execute a contract with Management Partners in the amount not to exceed \$39,900. Modify the budget to include the funding for this project, and modify the Reserve Resolution to appropriate funds from the Water and Sewer Master Plan project to the Strategic Plan project.

**ALTERNATIVES:**

- 1) Do not authorize the General Manager to execute a contract with Management Partners, and provide alternate direction to staff.
- 2) Do not authorize a budget modification, which would not fund the project.
- 3) Do not approve the appropriation of funds from the Water and Sewer Master Plan project and provide alternative direction regarding funding to staff.

Respectfully Submitted,

Laura Fischer, General Manager

**RESOLUTION NO. 2019-03**

**A RESOLUTION OF THE HEBER PUBLIC UTILITY DISTRICT ADOPTING RESERVE GUIDELINES AND BUDGET FOR FISCAL YEAR 2019-20**

**WHEREAS**, the General Manager has submitted the Reserve Guideline and Reserve 2019-20 Budget to the Board of Directors for its review and consideration in accordance with reserve policies and objectives established by the Board of Directors, and

**WHEREAS**, the 2019-20 Reserve Guidelines are intended to provide guidelines for the Heber Public Utility District to designate money in order to balance the budget, respond to emergencies, keep rates affordable, maintain current infrastructure and plan for future public projects; and

**WHEREAS**, the Reserve Guidelines are as follows:

**Committed Funds –**

**Capacity Fees:** These reserves are monies received from new service connections that increase our need for increased capacity in our Water and Wastewater Enterprise Funds.

**Capital Reserve Funds:** These funds are reserved to ensure monies are available to implement the current FY year projects included in the Board adopted Five Year Capital Improvement Project List.

**Restricted Fund Balance –**

**Debt Service Funds:** These are funds that are mandated by law to be held in reserve.

**Capital Replacement Reserve Funds:** The Capital Replacement Reserve Fund (Short Lived Asset Reserve) are mandated by law to be funded each year.

**Assigned or Designated Fund Balance –**

**Water, Sewer and Solid Waste Operating and Maintenance Reserve Funds:** The Heber Public Utility District will maintain a 90 day operation and maintenance Reserve for Water, Sewer and Solid Waste (Trash) Funds.

**Parks and Recreation Operating and Maintenance Reserve Funds:** The Heber Public Utility District will maintain a 180 day operation and maintenance Reserve for Parks and Recreation Funds.

**Unrestricted Reserves –**

**Unrestricted Reserves:** These funds can be programed and expended for any purpose as directed by the Board of Directors.

**WHEREAS**, in said fiscal year beginning July 1, 2019, there is hereby Reserved within the Treasury of the Heber Public Utility District for District purposes by the various departments of said District for the fiscal year 2019-20, the projected amount of \$2,664,594; and

**WHEREAS**, the Proposed Reserve Funds Established for FY 2019-20 are described below; and

<b>Heber Public Utility District Reserve Resolution Backup FY 2019-20</b>					
* Unchanged Capital assets for Projections purposes only				Adopted Via Resolution 2019-03	
<b>Proposed Reserve Funds Established via Resolution Number 2019-3</b>					
<b>PROJECTED CASH BROUGHT FORWARD AS OF JUNE 30, 2019</b>	<b>Parks &amp; Rec</b>	<b>Water</b>	<b>Sewer</b>	<b>Trash</b>	<b>Totals</b>
	<b>711,480</b>	<b>1,591,335</b>	<b>1,199,966</b>	<b>142,380</b>	<b>3,645,161</b>
<b>Other Sources of Revenues:</b>					
<b>Per-Capita State Park Grant Prop. 68</b>	<b>200,000</b>				
<b>IID - Rec. Building Grant</b>	<b>37,500</b>				
<b>Total Funds:</b>	<b>948,980</b>	<b>1,591,335</b>	<b>1,199,966</b>	<b>142,380</b>	<b>3,882,661</b>
<b>Committed Funds:</b>					
Capacity Fees					
Water and Sewer Master Plan - Use of Capacity Fees		<b>25,000</b>	<b>25,000</b>		<b>50,000</b>
<b>Capital Reserve Funds (Future Projects)</b>					
Upgrades to Shop at Ingram Ave.	<b>20,000</b>	<b>90,000</b>	<b>90,000</b>		<b>200,000</b>
Manhole Replacement			<b>100,300</b>		<b>100,300</b>
Liftstations Up-grades					-
Water Distribution Lines Improvements					-
New HPU D Offices					-
Tertiary wastewater treatment project					-
Correll Park Reserves - MOVED TO CHILDRENS					-
Recreation Room at Littlefield with IID Funds	<b>175,000</b>				<b>175,000</b>
Jiggs Johnson Restroom and Lights	<b>35,769</b>				<b>35,769</b>
Children's Park - New Playground Equip, sidewalk repairs, shade - USE CORRELL PARK FUNDS (remaining balance \$55K plus \$25K)	<b>80,000</b>				<b>80,000</b>
<b>Restricted Funds:</b>					
Wastewater debt to Parks (Debt Authorized via Resolution 2018-06) (Reserve Amended via Resolution 2018-10)	<b>(48,828)</b>		<b>48,828</b>		
Debt Service Reserve Funds - USDA		<b>87,418</b>			<b>87,418</b>
SWRCBA Water Loan - Debt Reserve		<b>161,802</b>			<b>161,802</b>
SWRCBA Wastewater Loan - Debt Reserve			<b>211,000</b>		<b>211,000</b>
2019 Short Lived Assets Projected Balance		<b>251,074</b>	<b>83,965</b>		<b>335,039</b>
FY 2019-2020 Withdrawal for Equipment Replacement (-) in FY 2019-20		<b>(109,500)</b>	<b>(29,100)</b>		<b>(138,600)</b>
<b>Assigned or Designated Fund Balance:</b>					
Operating and Maintenance Reserve Funds 90 days Operating and Maintenance Costs for Water and Sewer. 180 days for all funds.	<b>269,112</b>	<b>574,767</b>	<b>499,463</b>	<b>23,523</b>	<b>1,366,866</b>
<b>TOTAL RESERVES FOR FY 19-20</b>	<b>531,053</b>	<b>1,080,561</b>	<b>1,029,456</b>	<b>23,523</b>	<b>2,664,594</b>
<b>PROJECTED UNRESTRICTED RESERVE BALANCE:</b>	<b>417,927</b>	<b>510,774</b>	<b>170,510</b>	<b>118,857</b>	<b>1,218,067</b>

**WHEREAS**, All modifications to the Fiscal Year 2019-20 Budget of Reserved Funds, departments and/or activities shall be made by the Board of Directors except that the General Manager may, on her own initiative and without prior approval of the Board of Directors, transfer between budget accounts within a fund, activity, or capital improvement fund, or from a budget

account or appropriation, to the said fund reserve, amounts determined to be in excess of actual requirements; as long as such changes are reported regularly to the Board of Directors; and

**NOW, THEREFORE, THE BOARD OF DIRECTORS OF THE HEBER PUBLIC UTILITY DISTRICT, DOES HEREBY RESOLVE AS FOLLOWS:**

1. That the foregoing is true, correct and adopted.
2. That the Board of Directors Adopts the Reserve Guidelines and the Reserve Fund Budget for Fiscal Year 2019-2020.
3. That the Board of Directors of the Heber Public Utility District does hereby adopt this Resolution approving the Fiscal Year 2019-2020 Reserve Guidelines and Reserve Funds Budget as set forth.
4. That the President of the Board of Directors of the Heber Public Utility District is hereby authorized to sign said Resolution, a copy of which is on file at the District office.

**PASSED AND ADOPTED** at a regular meeting of the Board of Directors of the Heber Public Utility District held on the 18<sup>th</sup> day of July, 2019.

\_\_\_\_\_  
Pompeyo Tabarez, Jr., Board President

ATTEST:

\_\_\_\_\_  
Laura Fischer, General Manager on behalf of the Board Secretary

APPROVE AS TO FORM:

\_\_\_\_\_  
Steven M. Walker, General Counsel

STATE OF CALIFORNIA )  
COUNTY OF IMPERIAL )  
HEBER PUBLIC UTILITY )  
DISTRICT )

I, LAURA FISCHER, General Manager of the Heber Public Utility District, County of Imperial, State of California, DO HEREBY CERTIFY that the foregoing resolution was dully passed, approved and adopted by the Board of Directors of the Heber Public Utility District at its regularly scheduled meeting held on the 18<sup>th</sup> day of July, 2019.

By \_\_\_\_\_  
Laura Fischer, General Manager on behalf of the Clerk of the Board



Proposal for  
**Strategic Planning  
Consultant**  
**Heber Public Utility  
District**

September 4, 2019



Submitted by Management Partners  
2107 North First Street, Suite 470  
San Jose, California 95131







September 4, 2019

Ms. Laura Fischer  
General Manager  
Heber Public Utility District  
1078 Dogwood Road, Suite 103  
Heber, CA 92249

Dear Ms. Fischer:

Management Partners is pleased to provide this response to your request for a proposal to assist the Heber Public Utility District with a strategic planning initiative. We have helped other California special districts plan for their future, and we have completed dozens of strategic plans and goal-setting facilitations for California local governments in the past few years.

Management Partners is a professional management consulting firm that helps local government organizations meet service demands, improve effectiveness, and streamline operations. Our clients benefit from the expertise of professionals with experience in all aspects of public management and knowledge of how the best agencies in the country provide services.

We understand the importance of using a strategic planning process to envision the District's path going forward. This proposal describes a process that engages the Board of Directors, District management and staff and the community to understand priorities; facilitates a strategic planning process that results in a mission, vision, goals and strategies; includes additional engagement with the public and District officials once the draft strategic plan is complete; and creates an implementation action plan to ensure the plan guides the District's work in the coming years. Our team for this project is Partner Greg Larson, who has helped other California special districts chart their course for the future, and Special Advisor Gloria Hurtado, who has extensive experience in local government, along with our analyst staff.

Our team is excited about the potential of this project and we look forward to discussing our approach and qualifications with you in more detail. Please let me know if there is any other information we can provide. Our office addresses are below, and you can also reach me at [jnewfarmer@managementpartners.com](mailto:jnewfarmer@managementpartners.com) or (513) 313-0503.

Sincerely,

A handwritten signature in black ink that reads "Jerry Newfarmer". The signature is fluid and cursive, with the first name being more prominent.

Jerry Newfarmer  
President and CEO



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## WHO WE ARE

Management Partners helps local governments across the U.S. to work more effectively and run more efficiently. We have significant experience in strategic and business planning.

**Founded:** 1994

**Offices:** Costa Mesa and San Jose, California; Cincinnati, Ohio

**Associates:** 100+, including 22 former city/county managers

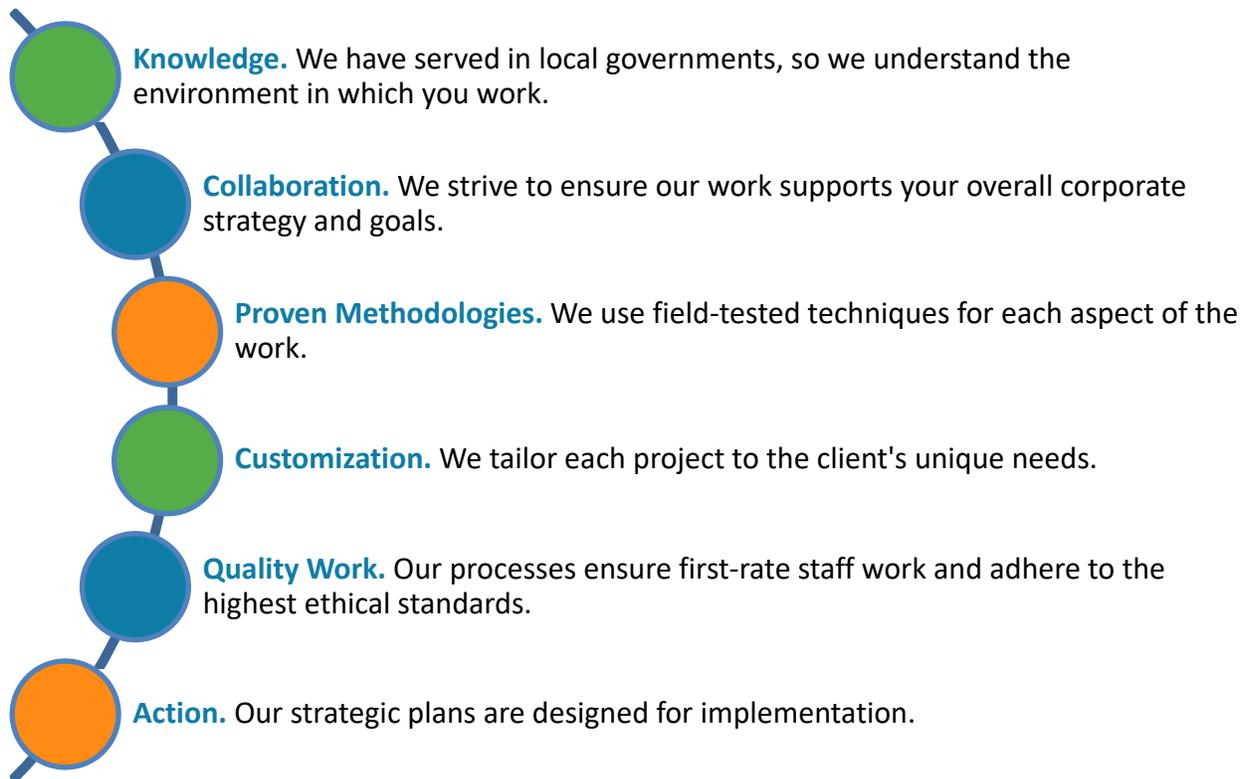
**Clients to date:** 900+ local governments in 42 U.S. states

**Projects completed:** More than 1,700

**Services offered:**

- Strategic and Business Planning
- Organization Assessments
- Organization Development
- Performance Management
- Process Improvement
- Service Sharing and Service Consolidation
- Management Services
- Executive Recruitment
- Financial Planning, Budgeting and Analysis

**Our many repeat clients tell us they choose us because of the principles on which our work is built:**



## EXPERIENCE AND TECHNICAL COMPETENCE

Management Partners specializes in providing quality strategic planning and facilitation to local government clients. In addition to the references below, our website, [managementpartners.com](http://managementpartners.com), has information about our past clients, which includes hundreds of jurisdictions in 42 states. You are welcome to contact any of them about our performance. We believe our track record completing similar projects on time and on budget, with quality deliverables specifically designed to be implemented, makes Management Partners well qualified to successfully complete this work for the Heber Public Utility District.

### Our Experience Conducting Strategic Planning

We are proud to have assisted a wide range of organizations with strategic planning and are experienced working with small and large jurisdictions, as illustrated by the list of recent clients below.

- Benicia, California
- Bladensburg, Maryland
- Boone County, Kentucky
- Boulder City, Nevada
- Brentwood, California
- Cass County, Michigan
- Cypress, California
- Davie, Florida
- Deerfield Beach, Florida
- El Segundo, California
- Fresno County Fire Protection District, California
- Green Township, Ohio
- Hillsborough, California
- Ingham County, Michigan
- Kansas City Area Transportation Authority, Missouri
- Lake Forest, California
- Martinez, California
- Modesto, California
- Monterey County, California
- Montgomery, Ohio
- Newport, Rhode Island
- Parkland, Florida
- Pleasanton, California
- Port Chester, New York
- Port Orange, Florida
- Rochester, Minnesota
- San Pablo, California
- Santa Barbara County, California
- Soquel Creek Water District, California
- South Bay Cities Council of Governments, California
- South San Luis Obispo Sanitation District, California
- Tracy, California
- Tustin, California
- Ventura County General Services Agency, California
- West Palm Beach, Florida

In addition to strategic planning, the firm has extensive experience helping improve both the efficiency and effectiveness of all local government services. We have assisted jurisdictions with organizational staffing and improvement projects in virtually every type of local government service, including reviews of entire governments as well as selected studies of individual departments and functional activities.

## REFERENCES

We are happy to provide contact information for any former client.

### City of Alameda, California ⇨ Public Works Strategic Plan

Management Partners facilitated an engaging process that resulted in an updated strategic plan for the Department of Public Works. The process built upon documents and resources previously developed by the department, including prior vision, mission and goals. Management Partners conducted interviews with management, led staff focus group meetings, and researched best practices and comparative data that was used to inform the updated strategic plan. The engagement included a highly interactive strategic planning workshop with the management team and the preparation of a plan that will serve as a valuable guiding document for the department over the next three years.

**Contact:** Mr. Liam Garland  
Director of Public Works  
City Hall West  
950 W. Mall Square, Suite 110  
Alameda, CA 94501  
(510) 747-7962  
[lgarland@alamedaca.gov](mailto:lgarland@alamedaca.gov)

### Soquel Creek Water District, California ⇨ Strategic Plan

Management Partners was retained by the Soquel Creek Water District to help the Board and staff develop a five-year strategic plan. The work plan included conducting individual interviews with Board members and staff on the executive team, leading a workshop to discuss vision, mission, values, goals and strategies to achieve the goals, and developing a strategic plan document. Following the workshop, we also helped facilitate community forums to solicit input about the Water District's goals.

**Contact:** Mr. Ron Duncan, General Manager  
5180 Soquel Drive  
Soquel, CA 95073  
(831) 475-8501x144  
[rond@soquelcreekwater.org](mailto:rond@soquelcreekwater.org)

Melanie Mow Schumacher, PE, Special Projects/Community Dialogue Manager  
(831) 475-8501x153  
[melanies@soquelcreekwater.org](mailto:melanies@soquelcreekwater.org)

### Coastside County Water District, California ⇨ Facilitation of Board Priority Setting

**Project:** Management Partners was engaged to update the District's Strategic Plan with an updated strengths, weaknesses, opportunities and threats (SWOT) analysis and new priorities for the years ahead. Following interviews and other research, the Board of Directors and staff team engaged in teambuilding and priority setting. As a result of this multi-faceted effort the District has defined clear and achievable priorities for the next few years.

**Contact:** Mr. David Dickson, General Manager  
Ms. Mary Rogren, Assistant General Manager  
Coastside County Water District  
766 Main Street  
Half Moon Bay, CA 94019  
(650) 726-4405  
[ddickson@coastsidewater.org](mailto:ddickson@coastsidewater.org)  
[mrogren@coastsidewater.org](mailto:mrogren@coastsidewater.org)

### **Boulder City, Nevada** ⇒ Strategic Planning

**Project:** Management Partners was retained by the City of Boulder City to plan and facilitate their new strategic plan. We developed and helped the City deploy a community survey and employee survey. We then analyzed the results of each and compared the results of the community survey to one that had been done six years before. We also planned and facilitated four community engagement sessions throughout the City to provide input about the plan. Next, we two facilitated sessions with Council members and senior staff to identify the vision, mission, values and goals as well as strategies and success factors. Once the strategic plan was approved by Council, we facilitated a workshop with senior staff to develop an Implementation Action Plan. This deliverable provides a blueprint for ensuring the goals and strategies are realized. Amy Cohen Paul served as project manager for this project.

**Contact:** Mr. Alfonso Noyola, City Manager  
401 California Avenue  
Boulder City, NV 89005  
(702) 293-9202  
[ANoyola@bcnv.org](mailto:ANoyola@bcnv.org)

### **Davenport Institute, California** ⇒ Strategic Positioning Analysis and Strategic Plan

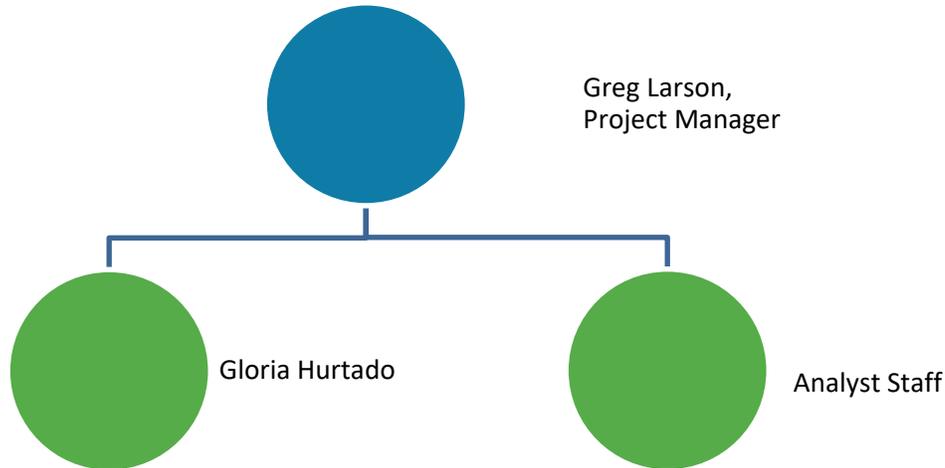
Management Partners led an extensive stakeholder outreach effort and conducted research and analysis on factors driving local government public engagement activities. The results helped inform a highly engaging strategic planning workshop of the Davenport Institute's Advisory Council. The combination of qualitative and quantitative information provided a solid foundation for a productive two-day workshop. Following the workshop, Management Partners created a five-year Strategic Plan to serve as a road map for the Institute as it strives to fulfill its mission to help build stronger communities in California by promoting public participation in local governance. The Strategic Plan contains goals with specific, actionable strategies. Management Partners then created an Implementation Action Plan that identifies key activities, the responsible party, and a suggested priority for each strategy. This implementation plan is the means to track and monitor progress on the Strategic Plan's goals.

**Contact:** Ms. Ashley Trim, Executive Director  
Davenport Institute  
24255 Pacific Coast Hwy  
Drescher Graduate Campus  
Malibu, CA 90263  
(310) 506-6878  
[ashley.trim@pepperdine.edu](mailto:ashley.trim@pepperdine.edu)

## OUR TEAM

Our core team of associates assigned to this project all possess relevant experience, including many years of public service and consulting expertise.

Greg Larson will serve as project manager and will be responsible for the day-to-day management of the project. He will be supported by Gloria Hurtado and our analyst staff.



The qualifications of our team members are briefly summarized below. We have included complete resumes for them in Attachment A of this response.

### Greg Larson, Partner

- Has **30 years of experience in leading, managing and supporting public, non-profit and educational organizations.**
- Currently focuses his work on **facilitation, community engagement, and comparative assessments.**
- Most of his career was spent as a turnaround specialist, taking on troubled organizations and issues, and then helping to restore them operationally, financially and structurally. More recently he has been **working with healthy organizations to meet emerging challenges and new opportunities.**
- Diverse experience includes serving as **city manager of two cities (Milpitas and Los Gatos), president and CEO of United Way Silicon Valley**, rising from a legislative analyst to department head, deputy city manager and Mayor’s chief of staff for the City of San Jose, twice serving as director of planning and community development (Scottsdale and Santa Cruz), and as chief deputy controller for the State of California.



## Coastside County Water District, California ⇒ Facilitation of Board Priority Setting

Management Partners was engaged to update the District's Strategic Plan with an updated strengths, weaknesses, opportunities and threats (SWOT) analysis and new priorities for the years ahead. Following interviews and other research, the Board of Directors and staff team engaged in teambuilding and priority setting. As a result of this multi-faceted effort the District has defined clear and achievable priorities for the next few years.

Greg Larson was the project manager for this project.

**Contact:** Mr. David Dickson, General Manager  
Ms. Mary Rogren, Assistant General Manager  
Coastside County Water District  
766 Main Street  
Half Moon Bay, CA 94019  
(650) 726-4405  
[ddickson@coastsidewater.org](mailto:ddickson@coastsidewater.org)  
[mrogren@coastsidewater.org](mailto:mrogren@coastsidewater.org)

## East Contra Costa Fire Protection District ⇒ Strategic Plan

Management Partners was engaged to organize and facilitate the development of a comprehensive community-based strategic plan for this large but fiscally challenged fire and emergency services special district. Community outreach efforts included online surveys, interviews, focus groups and community workshops as well as five Board retreats and workshops. In addition, Management Partners prepared a detailed Implementation Action Plan to guide achievement of the adopted Strategic Plan.

Greg Larson was the project manager for this project.

**Contact:** Brian Helmick, Fire Chief  
150 City Park Way, Brentwood, CA 94513  
(925) 584-8468  
[BHelmick@ECCFPD.org](mailto:BHelmick@ECCFPD.org)

### Gloria Hurtado, Special Advisor

- Recently joined Management Partners, bringing **25 years of local government management experience** in three communities: as deputy city manager for Santa Rosa, California; assistant city manager for San Antonio, Texas; and human services director for the City of Phoenix, Arizona.
- Provides assistance to local governments through her strong organizational and communication skills, and **her ability to work with diverse groups and stakeholders.**
- Expertise **facilitating groups, leading strategic planning, teambuilding and developing group norms**, mentoring and career development, program development, and problem solving.
- Held major leadership positions in professional organizations and has participated as a speaker at conferences.
- Member of the International City/County Management Association and **recently received ICMA's Career Development Award.**



### Huntington Beach, California ⇒ City Manager's Office Workshop Facilitation

Management Partners was engaged to facilitate a workshop for the City Manager's Office. With a new City Manager to take office soon, the interim City Manager initiated the workshop. The purpose was to review the role of staff, responsibilities of the office and the ICMA Code of Ethics; establish team norms; and prepare for the new City Manager. In preparing for the workshop our associate conducted individual interviews and administered a survey about team norms. The workshop result was agreement on norms and how best to position the office for the new City Manager's success.

**Contact:** Mr. Dave Kiff  
Interim City Manager  
[dave.kiff@gmail.com](mailto:dave.kiff@gmail.com)  
(949) 290-7037 (mobile)

Mr. Travis Hopkins  
Interim Assistant City Manager/Public Works Director  
[thopkins@surfcity-hb.org](mailto:thopkins@surfcity-hb.org)  
(714) 474-5438

Note: While Gloria has only been with Management Partners a short time, and this is her only related reference at this point, we have selected her for this assignment based on her extensive experience helping diverse local government organizations improve and plan for the future, as well as for her geographical proximity to Heber (she lives in San Diego County).

## PROJECT APPROACH

We make a commitment to quality and timely performance with each client we serve.

**Understanding of the Engagement:** The Heber Public Utility District (HPUD) provides public services consisting of water treatment and delivery, wastewater collection and treatment, waste hauling via contracted services, and parks and recreation services to the 7,000 residents of Heber, an unincorporated area of Imperial County. Heber is located between El Centro and Calexico, the two most populated cities in the County, and is approximately seven miles north of the U.S./Mexico border and the Calexico port of entry.

The District service area has experienced rapid and significant residential growth in recent years and the population base could nearly double by 2040. Its proximity to Imperial Valley Mall and surrounding development, as well as its location near Highways 86 and 111, Interstate 8 and Dogwood Road have contributed and will continue to contribute to area growth. The projections underscore the need for HPUD to plan for its future and ensure services expand in tandem with growth.

HPUD consists of a five-member Board of Directors elected by the public. The District's General Manager reports to the Board of Directors and oversees the District's operation and employees. The District also has a legal counsel that reports to the Board of Directors and the General Manager.

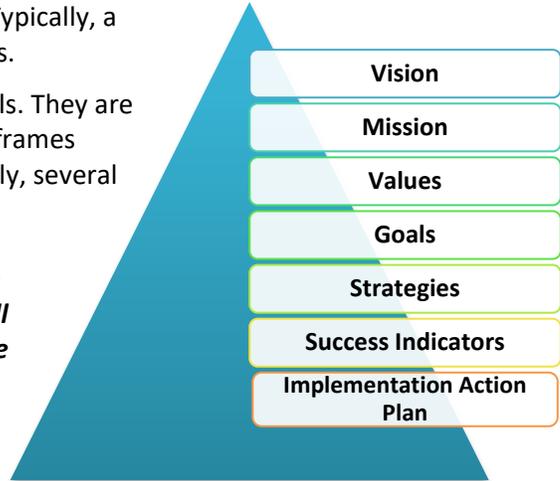
Given the recent and projected growth, it is important for the District to examine its goals and priorities and create a strategic plan to guide its operations over the next three to five years. The District takes seriously its commitment to the residents and stakeholders of Heber, and as such, leaders want to ensure that the public has a voice in creating the strategic plan.

Management Partners has extensive experience with similar work and is prepared to assist HPUD with all elements of the scope of work as identified in the RFP. Our approach emphasizes engagement and partnership with District leaders, staff and the community, taking into account the distinctive circumstances of the organization and community. This approach will ensure a meaningful vision, mission, values, goals, and strategic priorities are articulated to inform budget development as well as the use of resources in the coming years.

**Elements of Strategic Planning:** Before we describe our suggested work plan, we would like to explain the elements of strategic planning that will be considered as we proceed collaboratively with your project team. The framework and process we describe below will be tailored to the specific needs of HPUD.

- A **vision** is a clear and concise statement of where the organization wants to be in the future. All goals, objectives and strategies are directed toward achieving the vision. The current vision statement is: ***"To enhance current services and influence future growth and development."***
- A **mission statement** states the purpose of the organization – its reason for existence. The current mission statement is: ***"To provide our community excellent services at economical rates."***
- The **values** are the core operating principles of an organization. Values govern the actions and behaviors of policy makers and employees.

- **Goals** state the desired outcomes to be achieved. Typically, a strategic plan has four to six broad, multi-year goals.
- **Strategies** are the means to achieve multi-year goals. They are measurable, with specific resources assigned, timeframes allocated, and responsibilities determined. Generally, several strategies are established for each goal.
- **Success indicators** express the final results that are desired. They should answer the question: ***How will we know if we are successful at achieving what we set out to do?***
- An **implementation action plan** is the blueprint for carrying out the strategic plan. It is a management tool to help the organization assure that goals are attained. It is well suited to periodic check-in about progress, changes or challenges. An example of an implementation action plan template is shown below.



Goal:					
Strategy 1:					
Key Tasks	Fiscal Year to Start/Complete	Resources (Staff, Funding, Other)		Lead Manager/ Team Members	Milestones
		Currently Available	Needed		

- **Reporting on progress** in implementing the strategic plan is a key element. As part of the process, a reporting structure and timeline is created. It can range from a quarterly update of each goal and strategy, to a semi-annual review, once as part of the budget process and again in six months, with adjustments made to reflect changing conditions and accomplishments.

## SCOPE OF SERVICES

We would be pleased to refine the following framework to address your specific interests.

Based on our experience and our understanding of the needs of the Heber Public Utility District as outlined in the RFP, we have prepared the following detailed plan of work that will result in a strategic plan document and draft Implementation Action Plan.

**The result of the strategic planning effort is that the District will align its current efforts with a focused strategic vision, mission and goals, as well as a plan for prioritizing and executing them.**

- This will ensure that the District is pursuing its goals with intention and purpose and will provide a way to measure achievement of the goals.
- This shared vision will create consensus among those tasked with moving the Heber Public Utility District forward and reduce or eliminate effort spent on work that falls outside of the District's agreed-upon vision.

The District's staff and leaders will have an important role in preparing the strategic plan, including developing goals and strategies. We will provide expert advice, facilitation and preparation of the strategic plan document.

### Activity 1 – Start Project

We will begin by meeting with the District's General Manager and any other key staff the General Manager may designate. During the kickoff meeting, we will discuss:

- Objectives,
- Overall process,
- Detailed schedule, and
- Each major task.

This initial planning meeting will afford the opportunity to share information, establish communication protocols and refine the schedule and approach so it is comfortably integrated with staff's other work demands during the project.

***Required from staff: Assistance with logistics, attendance at initial meeting***

***Deliverables: Kickoff agenda, detailed work plan/schedule***

### Activity 2 – Gather and Analyze Information

Next, we will gather information through the major tasks described below.

- **Conduct Interviews.** We will interview each member of the Board, senior staff, and key stakeholders identified by the District. The purpose of these interviews will be to obtain input for the strategic plan. At the conclusion of the interviews we will prepare a summary of the themes. Examples of questions we may ask are:
  - What are the strengths, weaknesses, opportunities and threats (SWOT) facing the District?
  - What is your vision for the District?
  - How should the District's mission be expressed?
  - What are its core values?
  - What goals would you like to see the District strive for during the next several years?

- **Design and Administer Online Staff Survey.** HPUD employees will have important observations and suggestions that will be helpful in creating the strategic plan. Management Partners will design a confidential online survey to seek their input about vision, mission, values, goals and objectives.
  - The District will send the link to all employees. It will be important to provide computer access (or hard-copy surveys) for any staff that do not normally have access, so they are encouraged to participate.
  - Once the survey is closed, we will summarize the survey results.
- **Design and Administer Online Community Survey.** Seeking input from the District’s customers and stakeholders will also be important in developing the strategic plan. We will design and administer a confidential online survey to obtain their input. Questions will elicit their vision for the District and priorities for the future.
  - The District will send a link to the survey to a wide variety of individuals for whom there are email addresses (e.g., board and committee members, recreation class participants, volunteers and others), and also place a link on its website (and any other locations the District identifies as helpful for dissemination).
  - Once the survey is closed, we will summarize the results and prepare a document containing the key themes, including charts and graphs showing respondents’ answers.
- **Design and Facilitate Community Meeting.** We will work with you to plan and facilitate a community meeting to offer additional opportunities for customers and stakeholders to provide input about services and ideas for the strategic plan.
  - The community input session is structured and interactive to allow customers and other stakeholders an opportunity to provide input about the District’s programs, services, and issues for the future.
  - A summary of themes from the community meetings and survey will be prepared and included in the preparatory materials for the workshop (described below).
- **Review Relevant Documents.** We will review the District’s background materials such as budgets, organization charts, and master plans to understand existing priorities and other planning initiatives underway that will be important factors and context for developing the strategic plan.

We will also do an on-site visit and attend a Board meeting.

We will analyze this information once gathered, as it will be important input into creating the draft materials to be used in the workshop (described below).

**Required from staff: Assistance with logistics, attendance at initial meeting, participation in interviews and survey, dissemination of survey to community, assistance publicizing community meeting**  
**Deliverables: Summary of results**

### Activity 3 – Provide Guidance for Environmental Scan

During this activity, District staff will prepare an environmental scan with advice from Management Partners. An environmental scan will provide important information for discussions in the workshop described in Activity 4. Types of information that could be gathered for the environmental scan include the following:

- Demographic trends and projections
- Budget information (revenue and expenditure trends over the past five years and any available financial forecasts),
- Existing services provided and how they have changed over the past several years,
- Service demand drivers,
- Infrastructure needs profile, and
- Regional and state mandates and issues of importance to the District.

We will provide examples of environmental scans to staff. After staff prepare the scan, we will review it and provide feedback. We suggest District staff compile and present the information during the workshop.

***Required from staff: Production of environmental scan (with review by Management Partners)***  
***Deliverables: Examples of environmental scan from Management Partners***

### Activity 4 – Prepare for and Facilitate Strategic Planning Workshop

Next, we will facilitate a workshop with the Board of Directors and senior staff to review the information gathered in the previous activities and create the vision, mission, values, goals and strategies. To prepare for the workshop, the following tasks will be completed.

- ***Determine workshop participants and coordinate logistics.*** We will coordinate logistics, including location, room setup and other aspects necessary to set the stage for productive sessions for all participants.
- ***Prepare draft agenda and workshop materials.*** We will prepare a detailed agenda for the workshop, as well as a briefing book with workshop materials. To ensure the time during the workshops is used most productively, we are likely to ask participants to complete work in advance of the session.

We anticipate the workshop will last between six and eight hours and may include any of the following components, subject to input from the project team:

- Review current mission and vision statements,
- Discuss results of the interviews, surveys, community meeting and document review,
- Develop vision, mission, and values,
- Reach consensus about multi-year goals,
- Review programs and services and how they support emerging goals,
- Identify several short- and longer-term strategies for each goal, and
- Determine reporting and accountability mechanisms.

Following the workshop, we will prepare a summary of the outcomes.

***Required from staff: Assistance with logistics***  
***Deliverables: Summary of outcomes***

## Activity 5 – Prepare Strategic Plan

During this activity, Management Partners will prepare a draft strategic plan document. It will be visually pleasing, using photos supplied by the District to illustrate goals and highlight some of its assets. It is likely to contain the following components:

- Description of the process, including how data were gathered;
- Vision, mission, values;
- Multi-year goals;
- Several strategies for each goal;
- Success indicators for each goal; and
- Reporting and accountability mechanisms for the strategic plan.

Once we have prepared a draft plan, we will carry out the following tasks:

- a) Review the first draft with District staff.
- b) Facilitate a second community meeting during which we will review the draft document and gather feedback from residents and stakeholders.
- c) After the community meeting we will make appropriate changes to the strategic plan.
- d) Review the draft with project representatives and others identified by the District.
- e) Finalize the strategic plan based on feedback from District staff.
- f) Prepare Implementation Action Plan (IAP) template which staff will use in creating action steps and milestones. We will load all of the goals and strategies into this template and staff will identify the following action elements: key tasks, timeline (start and completion dates), resources needed and currently available, staff to be assigned (including a lead person), and milestones.

***Required from staff: Assistance with logistics for and attendance at community meeting, review of draft plan, images for plan***

***Deliverables: Draft and final strategic plan; Implementation Action Plan template***

## Optional Activity – Facilitate Implementation Action Plan Workshop and/or another Implementation Process

If the District desires, Management Partners will facilitate a workshop with District staff to create the action plan. Alternatively, or in conjunction with a workshop, Management Partners would be pleased to work with District staff on other implementation processes as would be useful. If either of these would be of interest, we will scope and price them separately, depending on what is desired.

## COST

We estimate it would take 219 hours over about four months to complete this project, at a cost of \$39,900.

Management Partners anticipates devoting 219 hours of our staff time to complete the plan of work described above. The total cost of this project is \$39,900, which includes all fees and expenses. The ultimate test of a quality project is that the client is pleased with the results, and we are committed to achieving that goal. As long as the District is prepared to start the project by early October 2019, we will have the strategic plan completed before the District’s deadline of February 2020.

Activity	Fee	Schedule
Activity 1: Start Project	\$3,800	Week 1
Activity 2: Gather Information	\$15,900	Weeks 1-6
Activity 3: Advise Staff on Preparation of Environmental Scan	\$1,400	Weeks 1-6
Activity 4: Conduct Strategic Planning Workshop	\$10,700	Weeks 4-8
Activity 5: Prepare Strategic Plan	\$8,100	Weeks 7-11
<b>Total</b>	<b>\$39,900</b>	
<i>Optional Activity – Facilitate Implementation Action Plan Workshop and/or Other Implementation Processes</i>	TBD	

## SUBCONTRACTORS

We do not intend to use any subcontractors for this project.



## CONCLUSION

Management Partners has the experience, the professional talent, and the commitment to quality necessary to successfully complete this project for the Heber Public Utility District. We welcome the opportunity to provide additional information that may be helpful, and we look forward to the chance to discuss the ideas contained in this proposal.

Cover photo courtesy of the Heber Public Utility District Facebook page.

## ATTACHMENT A – PROJECT TEAM RESUMES

### GREG LARSON

Greg Larson, Partner, has worked on more than 30 consulting assignments since joining Management Partners in 2016, including city manager and city attorney performance evaluations, development of strategic plans, City Council priority setting and team building, community engagement, comparative research, performance management, best practices, and the recruitment and placement of interim city managers and other executive staff. Greg is a high energy, creative and collegial leader who is able to engage elected officials, community members and senior staff to work towards shared goals and outcomes.

Greg has over 30 years of leading and managing organizations large and small, including serving as city manager (in Los Gatos and Milpitas) and as community development director (in Santa Cruz and Scottsdale, Arizona). He rose from analyst to deputy city manager for the City of San Jose and served as California Chief Deputy Controller and President of United Way Silicon Valley.

### Relevant projects

Greg has facilitated decision-making for many city councils and special district board of directors, including priority setting, adoption of best practices, strategic planning, and appointee performance evaluations. His clients have included the cities of Atherton, Sonoma, Novato, Half Moon Bay, Milpitas, East Palo Alto, and Sand City, California and Puyallup, Washington. He has also worked with many special districts, including the East Contra Costa Fire Protection District, First 5 Santa Clara County, Hayward Area Parks and Recreation District, and the Coastside Water District.

Greg has recruited and placed interim city managers and other executive staff for organizations such as Cupertino, Emeryville, Gilroy, Milpitas, Half Moon Bay, Campbell, Belmont, Millbrae, First 5 Santa Clara County, and the Hayward Area Parks and Recreation District.

Greg has also led several projects involving extensive community engagement and comparative analysis. These include Santa Clara utilities, Pasadena program evaluation, San Clemente district elections, Milpitas budget outreach, Los Altos Hills administrative review, and Santa Cruz budget benchmarking.

### Experience

30 years in local and state government. Greg also directs the Silicon Valley Local Government Leadership Academy, training 36 emerging local government staff professionals every year.

### Expertise

Facilitating decision-making by elected bodies, strategic planning, priority setting, city manager performance evaluations, and the recruitment and placement of interim executive staff members.

### Education

Greg is a graduate of Stanford University, where he served as student body co-president.

## Other

Greg was President of Cal-ICMA, delivered the opening invocation at the 2010 ICMA Conference, and has served in many national and regional professional roles supporting the profession and the development of the next generation of local government leaders. Six of his prior staff appointees have become city managers.

## GLORIA HURTADO

Gloria Hurtado, Special Advisor, has over 25 years of local government experience in three communities. She previously served as deputy city manager for Santa Rosa, California, assistant city manager for San Antonio, Texas, and human services director for Phoenix, Arizona. She has held leadership positions in professional organizations and has served as a mentor and coach for local government professionals. Gloria joined Management partners in 2019.

### Experience

Gloria developed her expertise through a series of increasingly demanding jobs beginning with the City of Phoenix. There she served in a variety of management positions over a 19-year period, concluding as human services director. She also worked for the City of San Antonio initially as human services director before being appointed assistant city manager. Most recently she served as deputy city manager for the City of Santa Rosa.

Gloria has managed multiple departments and implemented new strategies and innovations. She implemented an adult literacy program with wrap-around social services through collaboration with library and human services departments. She also helped improve consolidated funding procurement and a contracting process that provided City funding to over 60 agencies. She was also responsible for expanding programs for seniors in underutilized parks facilities and implementing code changes to support innovations in mobile food vending and farmer's markets.

### Expertise

Gloria's local government experience includes strategic planning, developing organizational vision, mission and values, implementing organizational improvements, teambuilding, and problem solving. She has worked with individuals at all levels of organizations, including elected officials and community partners.

### Other

In 2018, Gloria received ICMA's award for Career Development in memory of L.P. Cookingham. She developed the Women's Leadership Mentoring Program for San Antonio, which also received ICMA recognition. She also authored "Your Local Government Career – Tips on getting the most out of it," which appeared in the April 2019 issue of *Public Management Magazine*.

Gloria is an ICMA member, has served as president of the Arizona Community Action Association and on the boards of several nonprofit organizations including United Way, YMCA, San Antonio Educational Partnership and the Hispanic Women's Conference. She is a native of California, holds a bachelor of arts in political science from Whittier College and a master of business administration from the University of Phoenix.



# Management Partners



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# Proposal for Professional Services



## STRATEGIC PLANNING CONSULTANT

Submitted to:

**HEBER PUBLIC UTILITY DISTRICT**

---

**SUBMITTED BY:**

**N** THE NATELSON DALE GROUP, INC.  
YORBA LINDA, CA • [www.natelsondale.com](http://www.natelsondale.com)  
O: 714.692.9596 • F: 714.692.9597

Primary Contact: Roger Dale

Email: [dale@natelsondale.com](mailto:dale@natelsondale.com)

**September 4, 2019**

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Cover Photo Credit: Bill Nash, Public Information Officer, County of Ventura, CA.

# 1. COVER LETTER

The Natelson Dale Group, Inc.  
P.O. Box 489  
Yorba Linda, CA 92885  
(714) 692-9596 phone / (714) 692-9597 fax  
[www.natelsondale.com](http://www.natelsondale.com)

September 4, 2019

Ms. Laura Fischer  
General Manager  
Heber Public Utility District  
1078 Dogwood Road, Suite 103  
Heber, CA 92249

Re: Proposal for Strategic Planning Services

Dear Ms. Fischer:

In response to your solicitation, The Natelson Dale Group, Inc. (TNDG) is extremely pleased to submit this proposal to lead the preparation of a strategic plan for the Heber Public Utility District (HPUD). Our team brings together the full range of facilitation experience, local government expertise, and strategic orientation necessary to effectively complete this important assignment.

TNDG is a national consulting firm established in California in 1974, specializing in providing a range of strategic solutions for public agencies. Meeting facilitation services are a core component of virtually all of the firm's strategic planning work. We have longstanding familiarity with Imperial County and adjacent Yuma County, Arizona, based on numerous consulting assignments over the past three decades.

TNDG's interest in this project is also based on the following categories of our experience and expertise, developed over the last 45 years:

- Strategic planning for economic development and other topics, conducted for cities, counties, community service districts, workforce development agencies, economic development NGOs, and others. These projects typically take a comprehensive view of community development opportunities, involving a broad spectrum of stakeholders as participants in the planning process and as implementation partners.
- Fiscal analyses and fiscal modeling related to infrastructure projects, including transportation, solid waste, wet utilities, and other elements as well as real estate development.
- Project locations in both urban regions and in rural areas where infrastructure constraints are a major consideration for strategically positioning development opportunities and quality-of-life enhancements.

**PROPOSAL TO LEAD HPUD STRATEGIC PLANNING PROCESS**

The Natelson Dale Group Inc.

TNDG is a “boutique” firm not only in terms of size but also in terms of philosophy and approach. As the firm’s principal, I personally manage every contract and maintain primary contact with the client. As our references will attest, exceptional responsiveness to the unique needs of each client is a hallmark of our approach.

We very much appreciate your consideration of our firm and sincerely hope we have the opportunity to serve HPUD on this exciting project.

Respectfully submitted,

THE NATELSON DALE GROUP, INC.

A handwritten signature in blue ink, appearing to read "Roger A. Dale", is centered on the page. The signature is fluid and cursive.

Roger A. Dale  
Managing Principal

## 2. CONSULTANT QUALIFICATIONS AND ROLES

### A. General Information – Firm Profile

<b>Firm Name</b>	<b>The Natelson Dale Group, Inc.</b>
<b>Firm Description</b>	Economic, financial, and strategic planning consulting firm serving public and private clients throughout the United States
<b>Number of Professional Personnel</b>	5
<b>Years in Business</b>	45
<b>Office Locations</b>	Yorba Linda, CA (headquarters) Phoenix, AZ (satellite office)
<b>Areas of Expertise</b>	<ul style="list-style-type: none"> <li>• Strategic planning and visioning</li> <li>• Community/stakeholder meeting facilitation</li> <li>• Public agency program development</li> <li>• Fiscal analysis and budget forecasting</li> <li>• Local economic development</li> <li>• Parks and recreation master planning</li> <li>• Real estate development and redevelopment</li> <li>• Implementation of public/private partnerships</li> <li>• Business retention/expansion/attraction</li> <li>• Entrepreneurial development</li> </ul>
<b>Personnel to be Assigned to this Project</b>	<p>Roger Dale, Managing Principal (point person) Yorba Linda, CA <a href="mailto:dale@natelsondale.com">dale@natelsondale.com</a> (714) 692-9596</p> <p>Joe McClure, Senior Associate Phoenix, AZ <a href="mailto:mcclure@natelsondale.com">mcclure@natelsondale.com</a> (602) 840-3699</p> <p>Alan Levenson, Senior Associate Yorba Linda, CA <a href="mailto:levenson@natelsondale.com">levenson@natelsondale.com</a> (714) 692-9596</p> <p>Joe Collins, Research Associate Phoenix, AZ <a href="mailto:collins@natelsondale.com">collins@natelsondale.com</a> (602) 840-3699</p>

## B. Summary of Strategic Planning Experience

**The Natelson Dale Group, Inc. (TNDG)** is a national consulting firm established in California in 1974, specializing in providing a range of strategic solutions for municipalities, involving land asset management, program assessment, policy development, financial forecasting / fiscal management, economic and community development, outsourcing of services, quality of life initiatives, and alignment of local programs with regional policies. TNDG's work in strategic planning includes projects for a diverse range of communities in California, Arizona, Florida, Texas, Colorado, and elsewhere. Meeting facilitation services as part of plan development are a core component of virtually all of the firm's strategic planning work.

The TNDG meeting facilitators and team principals guiding the other aspects of the strategic planning process – Roger Dale and Joe McClure – bring exceptional backgrounds to these tasks. Mr. Dale and Mr. McClure each have 30+ years of experience advising local governments (mostly in the context of fiscal management and community development) and have a broad understanding of the challenges currently facing small public agencies. They also have extensive hands-on experience as facilitators (sometimes involving sensitive or controversial topics) for the following types of entities:

- Community service district / water agency boards
- City councils
- Redevelopment agency boards
- County boards of supervisors
- City planning commissions
- City parks and recreation commissions
- Nonprofit organization boards (mostly related to environmental issues, workforce development and social services)
- Economic development corporations
- Citizens advisory committees (for municipal planning processes)

The firm's work in fiscal impact analysis and fiscal impact/growth modeling for communities, which typically includes face-to-face interaction with department heads on the budgetary implications of their operations, is also relevant to this assignment. This experience expedites our ability to integrate the fiscal and economic implications of alternative strategic concepts and choices into the strategic planning process.

**Meeting facilitation as success factor.** TNDG has conducted assignments within the structure of a variety of meeting facilitation processes. Key guiding principles we apply to these processes include the following:

- Orientation of the group to the design of the session, its intended results, and other details.
- Background/baseline information summaries tailored to the differences in audience's familiarity with the topics at hand.
- Live documentation of the proceedings.

An abbreviated listing of TNDG’s relevant project experience is provided below:

<b>Strategic Plans for Local/Regional Governments</b>	
<u>Community Services Districts</u> Cambria CSD (California)	<u>Cities</u> Anaheim, CA Arvin, CA Beaumont, CA Burbank, CA Camarillo, CA Canyon Lake, CA Coachella, CA Compton, CA Escondido, CA Fresno, CA Garland, TX Kyle, TX Los Angeles, CA Menifee, CA Ontario, CA Palm Desert, CA San Francisco, CA Simi Valley, CA Stockton, CA Tracy, CA Ventura, CA
<u>Indian Tribes</u> Agua Caliente (Palm Springs, CA) Cahuilla (Riverside County, CA) Yavapai-Apache (Arizona)	
<u>Counties</u> Guilford County (North Carolina) Kern County (California) Larimer County (Colorado) Osceola County (Florida) San Bernardino County (California) San Joaquin County (California) Ventura County (California) Yuma County (Arizona)	
<u>Multi-County Regions</u> Tri-cities Area of Northeast Tennessee/Southwest Virginia Hampton Roads Region (Virginia)	

## C. Key Project Descriptions

### *Comprehensive Strategic Plans:*

**Beaumont, California: Economic Development Strategic Plan (2019).** TNDG has just completed a detailed Economic Development Strategic Plan, including a target industry analysis and commercial/ industrial real estate market forecast, for the City of Beaumont. The Plan focuses on leveraging the City's strategic location in the eastern Inland Empire, available land resources, skilled resident workforce, and quality-of-life amenities.

**Camarillo, California: Economic Development Strategic Plan (2018).** TNDG completed a detailed Economic Development Strategic Plan, including a target industry analysis and commercial/ industrial real estate market forecast, for the City of Camarillo. The Plan focuses on improving the City's business/development friendliness, maintaining the strength of the City's retail shopping districts, leveraging the emerging cluster of technology start-ups in Ventura County, and pursuing placemaking investments as part of a larger focus on economic vitality.

**Palm Desert, California: Economic Development Strategic Plan (2018).** TNDG completed a detailed Economic Development Strategic Plan, including a target industry analysis and commercial/industrial real estate market forecast, for the City of Palm Desert. The Plan focuses on leveraging the City's strategic location within the Coachella Valley and its well-established reputation as a center for tourism, retail trade, and higher education. The implementation plan includes a business incubator/accelerator focused the Valley's emerging technology cluster.

**Ventura County, California: Economic Vitality Strategic Plan (2017).** TNDG completed a comprehensive Economic Vitality Strategic Plan for the County of Ventura. The year-long effort included the following components: an extensive analysis of the current state of the Ventura County economy; an innovative Economic Impact Analysis that gathers and analyzes relevant data sets to quantify the impact of County governmental operations on the local economy; a detailed industry cluster analysis; and extensive stakeholder outreach. Consistent with longstanding community values, the Plan focuses on advancing economic vitality while carefully protecting the region's amenity-rich, high quality of life environment.

**Hampton Roads, Virginia: Strategic Plan for Growth Opportunities (GO) Virginia Program (2017).** TNDG served as a subcontractor to Old Dominion University on the preparation of a strategic economic plan addressing challenges among the communities in the Hampton Roads region of Virginia. Blessed by the nation's largest natural deep water port and host to the world's biggest naval base, the Hampton Roads region has nonetheless struggled to recover from decreases in federal procurement spending and curtailed defense spending associated with the Budget Control Act of 2012.

**Larimer County (Fort Collins), Colorado: Economic Development Asset Assessment (2016).** TNDG completed a comprehensive assessment of the public, private and institutional "assets" that influence Larimer County's economic development potentials. The assessment is intended to identify existing strengths that can be better leveraged as well as existing gaps in infrastructure and service provision that warrant future investment by the County. The assessment will provide the framework for a long-range economic development vision and strategy for the County.

**Stockton, California: Economic Development Strategic Plan (2015).** The TNDG team completed a detailed Economic Development Strategic Plan for the City of Stockton, California. The Plan provides a comprehensive blueprint for the City's economic development programming as part of an overall restructuring of the municipal government. The planning process included extensive interaction with a range of public and private partner organizations that will have critical roles in implementing the strategy. Given the City's across-the-board efforts to reposition itself economically, the Plan encompasses a broad range of topics including infrastructure, economic incentives, development streamlining, neighborhood revitalization, visitor amenities, housing diversification, retail tenant recruitment, target industry attraction and entrepreneurial development.

**Yuma County, Arizona: Manufacturing Development Strategy (2015).** The TNDG Team prepared a strategic plan for Yuma County for the Investing in Manufacturing Communities Partnership (IMCP) program. This work included a manufacturing-focused target industrial analysis; infrastructure assessment; substantial stakeholder outreach; and development of a comprehensive Action Plan. The planning process involved extensive coordination with the County, four cities (three in Arizona and one in Mexico), two universities, a community college, the county-level Workforce Investment Board, and various private organizations involved in county-level economic development (Economic Development Corporation, Manufacturers Association, and Chamber of Commerce).

**Kyle (Greater Austin), Texas: Economic Development Strategic Plan (2015).** TNDG has just completed a detailed Economic Development Strategic Plan, including a target industry analysis, for the City of Kyle. The Plan focuses on leveraging the City's strategic location along I-35 between Austin and San Antonio. A key theme of the Plan is to position the City as a destination for regional visitors and higher-value economic activities. The Plan provides a framework for re-organizing the City's Economic Development Tourism Board, and for re-assessing the City's partnerships with several regional economic development organizations.

**Garland (Greater Dallas), Texas: Target Industry Strategy (2014).** TNDG participated in the preparation of this strategic plan, which included a target industry analysis, competitive assessment of Garland with respect to other Dallas-area communities, assessment of the current manufacturing base in the city and the challenges faced by employers and real estate developers, and community development issues. Although the Plan focused on strategies for target industries, TNDG integrated these with relevant community and workforce-development strategies.

**Osceola County (Greater Orlando), Florida: Economic Diversification Strategy (2012).** Osceola County is adjacent to Orlando, Florida and experienced significant disinvestment in the early 2000's due to older visitor amenities (hotels, motels, amusement facilities, etc.) not keeping pace with competitive facilities in Orlando. TNDG's strategy focused on identifying potential industries (in addition to tourism) that can provide the basis for diversifying and revitalizing the local economy.

**Yuma County, Arizona: Workforce and Economic Development Summit (2001, repeated 2011).** TNDG facilitated a Workforce and Economic Development Summit for Yuma County. The consultants' work for the six-month Summit process involved substantial background research and analysis; facilitation of a series of Summit meetings with approximately 70 local stakeholders; and preparation of a comprehensive Action Plan. As part of the analytical work, the consultants identified key industry "clusters" suitable for

diversifying Yuma’s economic base. The Summit process was originally completed in 2001; based on the success of the original effort, the client retained TNDG to repeat the process in 2010-2011.

**San Joaquin County, California: Comprehensive Economic Development Strategy (2010).** TNDG prepared a Comprehensive Economic Development Strategy (CEDS) document for San Joaquin County. In addition to writing the CEDS document, TNDG was responsible for facilitating the CEDS Strategy Committee (as required by the U.S. Economic Development Administration). TNDG also coordinated extensively with the individual cities in the County to define an integrated economic development strategy and to identify and rank candidate projects for EDA funding. As part of the technical/ background research for the CEDS, TNDG completed a county-wide target industry/cluster analysis.

**Ventura, California: Business Plan for “Eco Industry” Industrial Park (2003).** TNDG completed a feasibility study and business plan for the development of an eco-industrial park (EIP) in the City of San Buenaventura. The intent of the program was to attract “eco industrial” users to major Brownfield sites previously occupied with abandoned oil production facilities.

**Fresno, California: Federal Empowerment Zone (EZ) Application (2001).** The TNDG Team prepared a successful application resulting in Fresno’s designation as one of only seven urban Empowerment Zones under Round III of the EZ program. Fresno’s submission was ranked number one in the country during this application round. TNDG was responsible for the overall management of several hundred stakeholders involved in various aspects of the application process.

**Burbank, California: Economic Diversification Strategy (2000).** The team developed a comprehensive Action Plan to guide the City of Burbank’s economic development programming over the next five to ten years. As background to the strategic recommendations, TNDG completed an industry “cluster” analysis to identify new sectors into which the City’s economy can diversify, and a detailed “competitive assessment” identifying Burbank’s competitive position within the state.

**Kern County, California: Economic Development Strategic Plan (2000).** TNDG was retained by the County of Kern to develop a strategic plan to create the approximately 20,000 new jobs needed for the County to fulfill its obligations under the CalWORKS (welfare-to-work) program. The consultants’ work included a detailed industry “cluster” analysis to identify the sectors with the greatest potential for employment growth. The Strategy was developed over approximately a one-year time frame and involved a substantial public outreach effort.

***Previous Assignments for Community Service Districts:***

**Cambria, California: Buildout Reduction Strategy .** As part of a comprehensive effort to reduce long-term water demand within its service area, the Cambria Community Services District engaged a multi-disciplinary consulting team to develop a strategy to permanently retire a significant number of undeveloped residential lots in the community. TNDG’s role on the team was to evaluate the implementation costs of potential alternative approaches of achieving the targeted number of lot retirements. TNDG also identified potential funding sources and financing mechanisms to support the implementation program.

**Cambria, California: Population and Tourism Forecasts for Water Master Plan.** TNDG prepared detailed forecasts of population and tourism for the Cambria Community Services District in unincorporated San Luis Obispo County. TNDG’s work involved the development of a GIS-based analysis model to evaluate a range of growth scenarios. The forecast was utilized by the District to support preparation of a water facilities master plan. This work also supported the District’s input to the North Coast Area Plan then being developed by the County of San Luis Obispo.

**Cambria, California: Water Rate and Capacity Charge Analysis.** TNDG was retained by the Cambria Community Services District (CCSD) to prepare a detailed forecasting model to evaluate potential changes to the District’s water rate schedule. Based on case studies from other jurisdictions, the model analyzed the degree to which price increases would induce significant water conservation. The model also evaluated the potential impacts to the District’s total annual water revenue.

**Cambria, California: Evaluation of Economic Benefits of East-West Ranch Purchase.** TNDG was retained by the Cambria Community Services District (CCSD) to evaluate the potential economic benefits that would result from the District’s proposed financial participation in the purchase the East-West Ranch. The East-West Ranch is a 418-acre preservation area. The key financial benefits to the district would water rights retirement; acquisition of service and riparian corridors; and acquisition of land for CCSD public facilities

#### ***Park and Recreation Master Plans:***

TNDG has completed economic and financial analysis, and related funding/implementation strategies, for the following park and recreation-related assignments:

- Master Plan for Calico Ghost Town (County of San Bernardino)
- Mojave Narrows Water Park Feasibility Study (County of San Bernardino)
- Chino Hills Open Space Management Plan (City of Chino Hills)
- Citywide park and recreation master plan (City of Fontana)
- Feasibility and Funding Study for Moonridge Animal Park (Big Bear Park and Recreation District)
- Simi Valley Restaurant Site Review (Rancho Simi Park and Recreation District)
- Temecula Water Park Feasibility Study (City of Temecula)
- Citywide park and recreation master plan (City of Glendora)
- Citywide park and recreation master plan (City of Malibu)
- Hahamonga Park Plan (City of Pasadena)
- Master Plan for Bakersfield Metropolitan Recreation Center and Kern County Museum (County of Kern)
- Park and Community Facilities Master Plan (City of La Puente)
- Master Plans for Two Parks (Conejo Recreation and Park District)
- Citywide park and recreation master plan (City of Lake Forest)
- Citywide park and recreation master plan (City of La Habra)
- Citywide park and recreation master plan (City of South Pasadena)
- Citywide park, recreation and open space master plan (City of San Juan Capistrano)
- Feasibility Study for BMX facility (City of Irvine)

## D. Team Member Resumes and Roles

### Roger Dale – Managing Principal, TNDG

**Project Role:** Mr. Dale will serve as Project Manager (“point person”) for the assignment. In this capacity, he will be responsible for primary client liaison, day-to-day completion of work assignments and products, and coordination of the overall project team. Mr. Dale will serve as the lead presenter/facilitator at all meetings for the assignment. Mr. Dale has been a project manager with TNDG for 31 years and managed TNDG’s work on all of the previous TNDG projects listed in this proposal

**Experience:** Roger Dale has been affiliated with The Natelson Dale Group, Inc. (TNDG) since 1988 and currently serves as the firm’s managing principal. His background encompasses numerous fields related to municipal management: real estate development, economic development, regional economic analysis, environmental and land use policy, fiscal analysis and budget forecasting, infrastructure planning and financing, and quality of life. His project experience with TNDG includes preparation of regional-scale and local economic development strategic plans, real estate market forecasting, demographic research and modeling, financial and fiscal impact analysis, cost/benefit assessment, redevelopment feasibility, business retention/attraction, and workforce development program assessments. Virtually all of Mr. Dale’s work for public sector clients includes a significant meeting facilitation component.

Over the past 20 years, a significant focus of Mr. Dale’s work has been strategic plan development for communities and counties, including the cities of Anaheim, Los Angeles, and Burbank, and San Buenaventura, California; the County of Kern, California; the County of Yuma, Arizona; the High Desert Regional Economic Development Authority (San Bernardino County, California); the Forward Greensboro (North Carolina) Economic Development Partnership; the Tri-Cities (Tennessee/Virginia) Economic Development Alliance; the County of Osceola, Florida; the County of Larimer, Colorado; and the cities of Garland and Kyle, Texas.

Reflecting his longstanding interest in sustainability issues, he serves on the Board of the Roberts Environmental Center – a leading publisher of global climate change research and the nation’s foremost analyst of corporate sustainability reporting. He has recently completed feasibility studies and related development strategies for solar energy projects in California, Arizona and China.

**Education:** Mr. Dale received his B.A. cum laude in Economics from Claremont McKenna College in Claremont, California. He also holds a master’s degree in Resource and Environmental Economics from the University of California at Riverside.

## Joe McClure – Senior Associate, TNDG

**Project Role:** Mr. McClure will be a principal participant throughout the process, including integrating the various research and community input processes into the comprehensive strategic plan. Along with Roger Dale, he will serve as a facilitator at all public/stakeholder meetings for the assignment.

**Experience:** Joe McClure has served as senior member of land economics research and development advisory-services organizations for more than 35 years. Through TNDG, Joe provides services in economic geography in community planning and development. The range of solutions he has developed is represented by the following service categories:

- Development strategic focus: consolidating views on a region’s economic development targets, issues, and approaches, and relating a region’s existing economic base to its competitive environment.
- Market analysis focus with fiscal and strategic components: highest and best use analysis, analysis of rapidly growing trade areas, cash flow and development strategy analysis, fiscal benefits of development.
- Fiscal/economic analysis focus with a strategic component: impacts of freeway and other road projects, and assessing redevelopment prospects of underperforming areas.

Mr. McClure’s multidisciplinary background incorporates many phases of the community and real estate development process: economic analysis and strategy development, market and financial feasibility assessment, and planning and design. Mr. McClure is a member of the Western Regional Science Association and the Urban Land Institute (ULI). He has served as Adjunct Lecturer at the University of Arizona in the Geography and Regional Development program, and on Arizona and national ULI Advisory Services panels. McClure served as a Civil Engineering Officer in the U.S. Air Force. He is currently advising a tech start-up in the field of electronic communications.

**Education:** Joe has an M.S. in Urban Planning, in a program that emphasized regional economics, from the University of Arizona and completed additional post-graduate work in economic geography at UA. He has a B.S. in Architecture from the University of Cincinnati.

## Alan Levenson – Senior Associate, TNDG

**Project Role:** Mr. Levenson will lead the supplemental data collection/research process, and support Mr. Dale and Mr. McClure in preparing background materials to distribute in advance of stakeholder meetings.

**Experience:** Mr. Levenson brings to The Natelson Dale Group, Inc. an academic background in economic theory with particular emphasis on economic development. Prior to joining the firm, Mr. Levenson spent two years as a research consultant for NEMESIS (Núcleo de Estudos Modelos Espaciais Sistêmicos), which is a research network dedicated to the study of systemic spatial models of the Brazilian economy.

Mr. Levenson has managed the preparation of a number of regional economic development plans, with a particular focus on industry “cluster” strategies. This work has involved a wide range of activities: from performing quantitative/ statistical analysis to more qualitative analysis, including conducting numerous interviews with key players of potential clusters. Mr. Levenson has participated in industry cluster studies for the following clients: the Forward Greensboro (North Carolina) Economic Development Partnership, the Tri-Cities Tennessee Cluster Study (Tennessee), the Yuma Private Industry Council (Arizona), and the City of San Buenaventura (California).

In addition to his direct work for clients, Mr. Levenson played a key role in developing and preparing TNDG’s National and Regional Directory of Targeted Growth Industries, a publication that provided detailed summaries of business attraction initiatives at the statewide and metropolitan statistical area (MSA) level.

**Education:** Mr. Levenson joined TNDG 19 years ago after receiving his B.A. with honors in Economics and Political Science from the University of California at Riverside. Mr. Levenson’s undergraduate studies included additional coursework in applied mathematics related to economic analysis. He also holds a Master’s in Business Administration degree, with a concentration in Real Estate Finance, from UCLA’s Anderson School of Management.

## Joe Collins – Associate, TNDG

**Project Role:** Mr. Collins will support the project with data analysis and preparation of graphic materials (charts, maps, etc.) to enhance the visual impact of the strategic plan document.

**Experience:** Over the years, Joseph Collins’ professional career has involved him in a variety of projects that concern both private and public interests in the Midwest and Southwest US. His varied experience includes: regional economic assessments in support of economic development strategic planning, fiscal and land-economic feasibility analysis, geospatial and descriptive data analytics using GIS and other systems, market analysis, and the practice of urban planning and development including entitlement issues for individual properties.

**Education:** Mr. Collins obtained a M.B.A. from Grand Canyon University in Phoenix, Arizona, a M.S. in Regional and Community Planning from Kansas State University in Manhattan, Kansas, and a B.S. in Geography/Community Planning from Kansas State University. In addition, he has completed coursework for general real estate appraisal at the Arizona School of Real Estate and Business in Scottsdale, Arizona.

### 3. APPROACH AND WORK PLAN

TNDG’s approach to this project is focused on a hands-on, in-person public participation process with meetings structured around a combination of TNDG’s presentations of research findings and suggested strategic directions, and input from participants concerning the full range of problems and opportunities, aspirations, policy support, and other issues pertaining to the service region in general and specific utilities in particular.

#### Scope of services

Key elements of TNDG’s work would include the following:

- The **pre-meeting or kickoff meeting** for the project, to refine everyone’s understanding of the desired outcome of the project. This meeting will include coordination of TNDG’s **initial site visit**.
- **Review of relevant documents.** TNDG will review documents identified by the Board and General Manager, and will also compile and review public data pertinent to strategic opportunities likely to be explored within the strategic planning process, including demographic and economic data, workforce characteristics, and information pertaining to development patterns, major projects, development opportunities and constraints, quality-of-life issues, and the like.
- **Meetings.** TNDG will attend at least one regularly scheduled meeting of the Heber Public utility District Board of Directors, as well as other specified meetings, elaborated upon below. The Board meeting and other meetings will also provide insight regarding issues, priorities, and perceived opportunities and constraints on the part of meeting participants. The timing, structure, invited participants, agenda, and other details for meetings related to the project will be closely coordinated with HPUD. While TNDG has worked with many different meeting formats, we recommend the following format be part of the consideration of how these meetings are structured and conducted:
  - The “Summit” concept, used successfully by TNDG for strategic plan development for other clients, would consist of a progressive series of three large-scale stakeholder meetings/workshops during the course of the assignment and could (if desired by HPUD) also be designed to allow for periodic (i.e., annual) follow-up stakeholder meetings subsequent to the completion of the plan (see Optional Tasks, below). In TNDG’s experience, the follow-up meetings provide a highly effective mechanism for monitoring (and showcasing) implementation progress and, very importantly, for maintaining the stakeholders’ interest in (and sense of accountability for) long-term success of the program. If this system were adopted for this assignment, the sequence of Summit meetings would generally work out to be as follows:
    - Summit Meeting #1 would occur early in the process and would have two major purposes: (a) TNDG would present key findings from our document and data review; and (b) TNDG would facilitate a workshop session to get the stakeholders’ initial ideas on key issues, constraints and opportunities and other issues. Generally speaking, topics at public meetings will focus on those with a “strategic imperative” expected to be addressed within the Strategic Plan.

- Summit Meeting #2 would occur mid-way through the process. TNDG would present a preliminary strategic framework for the Plan and then facilitate a workshop to get stakeholder input on potential implementation strategies.
  - Summit Meeting #3 would occur approximately one month before the end of the process. At this meeting TNDG would review the draft strategic plan (which would be circulated to the Summit participants in advance of the meeting) and would get feedback from participants regarding: (a) the final format and prioritization of the specific strategies included in the Plan, and (b) designation of “lead entities” (other than HPUD, in other words external “partner” organizations) for each implementation strategy.
- **Communications.** TNDG will coordinate closely with the HPUD General Manager on methods of encouraging participation in the public meetings, and on press releases or other public outreach.
  - **Deliverables.** Deliverables will be prepared to coincide with presentations at the various Summit or other public meetings including primary findings from all processes, and preliminary strategic directions – for example at Summit Meeting #2. A draft Strategic Plan will be prepared to coincide with Summit Meeting #3, or similar session. The final Strategic Plan, based on feedback on the draft document, will be prepared in advance of the Final Presentation, as discussed below.
  - The topics and nature of specific elements to be included within the Strategic Plan will be coordinated with HPUD, and may include any of the following, as examples:
    - Key **strategic initiatives**, in an “Action Plan” format, for immediate implementation and within the next 5 years (minimum).
    - An **overview of economic development prospects** and how these fit within the development conditions within the HPUD service territory.
    - **Workforce perspective on the territory**, addressing additional needs for coordinating the resident workforce with emerging or otherwise changing regional opportunities.
    - **Infrastructure development needs**, including those within the purview of HPUD and other elements, from the standpoint of supporting both the general community and any desired economic development activity.
    - **Prioritization/timing** of various strategic actions, reflecting also the interrelationship of recommended actions, how various elements can leverage others, and other considerations.
    - Assignment of **responsibility** for carrying out strategic actions, matching these actions with not only HPUD but other partnering entities, public and private.
    - Recommended performance-based “**metrics**” for each strategy, using readily available data sources.
  - **Presentation/final deliverable.** TNDG will present the final Strategic Plan at a Board of Directors meeting, at the desired time.

***Optional tasks (not budgeted)***

**Survey.** If desired by HPUD, the Summit sessions (or whatever public meeting format is preferred by HPUD) could be supplemented by an online survey to gain broader community input on strategic priorities (*this optional task is not included in our cost proposal*).

***Follow-up Workshop (12 months after implementation).*** As part of the process of tracking implementation of the Plan, TNDG could return to Heber 12 months after the Plan is adopted to facilitate a follow-up Summit meeting with the stakeholders involved in the Plan development. This follow-up meeting would include presentations from HPUD staff and partner organizations tasked with carrying out key Plan initiatives. The performance milestones established in the Plan would provide a basis for reviewing implementation progress and showcasing initial accomplishments. *Note, this optional task is also not included in the TNDG budget included with this submittal.*

### **HPUD involvement and key decision points**

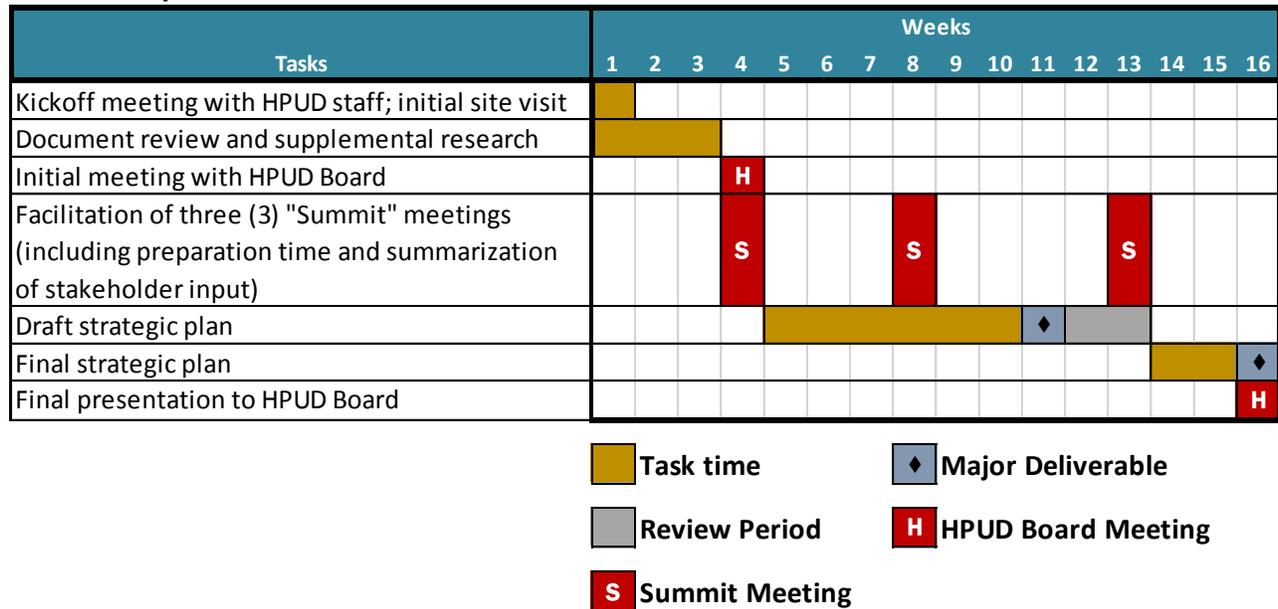
TNDG anticipates that, besides staff being available for general coordination, HPUD will help identify stakeholders, venues, details such as meeting time preferences and best ways to publicize meetings, and similar details. Key decision points in the process will include HPUD’s review and comment on (at a minimum) the following:

- TNDG’s draft presentation material, prior to each of the Summit or other public meetings.
- TNDG’s notes summarizing key points from each of the Summit meetings.
- The draft Strategic Plan.

## 4. COMPLETION SCHEDULE AND BUDGET

TNDG would complete this project (through delivery of the final strategic plan document) within approximately four months (16 weeks) of authorization to proceed.

### TNDG Proposed Timeline



TNDG's proposed budget is shown below. TNDG is fully committed to working with HPUD to refine the work scope and budget, if and as needed.

### TNDG Proposed Budget

Tasks	Hourly rates	Hours			Staff cost totals
		\$185.00	\$185.00	\$150.00	
		Dale	McClure	Other Staff	
Kickoff meeting with HPUD staff; initial site visit		8	8	-	\$2,960
Background document review and supplemental research		8	12	32	\$8,500
Initial meeting with HPUD Board		4	4	-	\$1,480
Facilitation of three (3) "Summit" meetings (including preparation time and summarization of stakeholder input)		24	30	15	\$12,240
Draft strategic plan		12	20	12	\$7,720
Final strategic plan		6	8	6	\$3,490
Final presentation to HPUD Board		4	-	-	\$740
<b>Total staff</b>		<b>66</b>	<b>82</b>	<b>65</b>	<b>\$37,130</b>
Expenses:					
Travel					\$1,200
<b>Total project cost</b>					<b>\$38,330</b>

## 5. REFERENCES AND PREVIOUS WORK PRODUCTS

We are providing client references and links to final work products for four previous assignments:

<b>Project:</b>	<b>Economic Development Strategic Plan for City of Palm Desert, CA</b>
<b>Description:</b>	TNDG completed a detailed Economic Development Strategic Plan, including a target industry analysis and commercial/industrial real estate market forecast, for the City of Palm Desert. This assignment included the following meeting facilitation services: <ul style="list-style-type: none"> <li>• Facilitation of a series of three economic development “Summit” meetings involving approximately 30 public and private sector stakeholders</li> <li>• One-on-one interviews with all members of the City Council</li> <li>• City Council study session</li> <li>• Coordination meetings with regional partner agencies</li> </ul>
<b>Client Contact:</b>	Martin Alvarez Director of Economic Development (760) 346-0611 <a href="mailto:malvarez@cityofpalmdesert.org">malvarez@cityofpalmdesert.org</a>
<b>Final Report:</b>	<a href="https://www.cityofpalmdesert.org/home/showdocument?id=9273">https://www.cityofpalmdesert.org/home/showdocument?id=9273</a>
<b>Key Personnel:</b>	Roger Dale, Joe McClure, Alan Levenson, Joe Collins

<b>Project:</b>	<b>Economic Vitality Strategic Plan for County of Ventura, CA</b>
<b>Description:</b>	TNDG recently completed the Economic Vitality Strategic Plan for the County of Ventura. The Plan provides actionable steps for the County of Ventura to enhance regional economic activity. Consistent with longstanding community values, the Plan focuses on advancing economic vitality while carefully protecting the region’s amenity-rich, high quality of life environment. This effort included the following facilitation services: <ul style="list-style-type: none"> <li>• Facilitation of a series of four economic vitality “Summit” meetings involving over 100 public and private sector stakeholders</li> <li>• Facilitation of two retreat-style meetings with County’s Service Excellence Council (consisting of County Executive Officer and heads of all County departments and agencies)</li> <li>• Facilitation of periodic meetings with project Steering Committee (key personnel from County Executive Office and selected collaborating agencies)</li> <li>• Executive interviews with key County staff and external partners</li> <li>• Public hearing session at County Board of Supervisors meeting</li> </ul>
<b>Client Contact:</b>	Paul Stamper Deputy Executive Officer, County Executive Office County of Ventura (805) 654-3938 <a href="mailto:Paul.Stamper@ventura.org">Paul.Stamper@ventura.org</a>
<b>Final Report:</b>	<a href="https://s29417.pcdn.co/wp-content/uploads/County-of-Ventura-Economic-Vitality-Strategic-Plan.pdf">https://s29417.pcdn.co/wp-content/uploads/County-of-Ventura-Economic-Vitality-Strategic-Plan.pdf</a>
<b>Key Personnel:</b>	Roger Dale, Joe McClure, Alan Levenson, Joe Collins

<b>Project:</b>	<b>Target Industry Analysis &amp; Economic Development Strategic Plan for City of Stockton, CA</b>
<b>Description:</b>	<p>TNDG completed a detailed Economic Development Strategic Plan for the City of Stockton, California. The Plan provides a comprehensive blueprint for the City's economic development programming as part of an overall restructuring of the municipal government. The planning process included extensive interaction with a range of public and private partner organizations that will have critical roles in implementing the strategy. TNDG's facilitation services included:</p> <ul style="list-style-type: none"> <li>• Coordination of a project steering committee composed of key City staff and representatives of various partner organizations</li> <li>• Facilitation of a series of three economic development "Summit" meetings involving approximately 50 public and private sector stakeholders</li> <li>• One-on-one interviews with all members of the City Council</li> <li>• City Council study session</li> </ul>
<b>Client Contact:</b>	<p>Janice Miller  Deputy Director, Economic Development Department  City of Stockton, CA  (209) 937-8862  <a href="mailto:janice.miller@stocktongov.com">janice.miller@stocktongov.com</a></p>
<b>Final Report:</b>	<a href="http://www.stocktongov.com/files/EDStrategicPlan.pdf">http://www.stocktongov.com/files/EDStrategicPlan.pdf</a>
<b>Key Personnel:</b>	Roger Dale, Joe McClure, Alan Levenson

<b>Project:</b>	<b>Comprehensive Economic Development Strategy (CEDS) for City of Escondido, CA</b>
<b>Description:</b>	<p>TNDG prepared a Comprehensive Economic Development Strategy (CEDS) for the City of Escondido in 2012 and an updated CEDS in 2017. The original CEDS and the update included the following stakeholder facilitation services:</p> <ul style="list-style-type: none"> <li>• One-on-one interviews with all members of the City Council</li> <li>• Facilitation of City Council study sessions</li> <li>• Facilitation of a series of meetings of with the CEDS Steering Committee (approximately 30 public and private sector stakeholders)</li> <li>• Management of online surveys of the CEDS Committee (to supplement information derived from meetings)</li> <li>• Executive (one-on-one) interviews with key City staff and external partners</li> </ul>
<b>Client Contact:</b>	<p>Michelle Geller  Economic Development Manager (City Manager's Office)  City of Escondido, CA  (760) 839-4587  <a href="mailto:mgeller@escondido.org">mgeller@escondido.org</a></p>
<b>Final Report:</b>	<a href="https://www.escondido.org/Data/Sites/1/media/PDFs/CMOffice/Attachmenttostaffreport-Updated2017CEDS_v2.pdf">https://www.escondido.org/Data/Sites/1/media/PDFs/CMOffice/Attachmenttostaffreport-Updated2017CEDS_v2.pdf</a>
<b>Key Personnel:</b>	Roger Dale, Joe McClure, Alan Levenson

**PROPOSAL TO LEAD HPUD STRATEGIC PLANNING PROCESS**

The Natelson Dale Group Inc.

## 6. INSURANCE COVERAGE

The Natelson Dale Group, Inc. (TNDG) maintains the following insurance coverages:

<b>Policy Type</b>	<b>Limits</b>
Commercial General Liability	Each occurrence - \$2,000,000 General aggregate - \$4,000,000
Automobile Liability	(included in General Liability)
Workers' Compensation	E.L. each accident - \$1,000,000 E.L. disease (each employee) - \$1,000,000 E.L. disease (policy limit) - \$1,000,000
Professional Liability	Per claim - \$2,000,000 Aggregate - \$2,000,000

Upon selection for the contract, TNDG will furnish a certificate of insurance for all coverages required by the HPUD Board of Directors.



# OPPORTUNITY RISING

*STRATEGIC PLANNING CONSULTANT PROPOSAL FOR*

**HEBER PUBLIC UTILITY DISTRICT**

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**Mark Steranka, Partner**

Moss Adams LLP  
4747 Executive Drive, Suite 1300  
San Diego, CA 92121  
(858) 627-1400



MOSSADAMS

Dear Ms. Fischer:

Moss Adams LLP is extremely pleased to submit our proposal to provide strategic planning services for the Heber Public Utility District (the District). We understand that the District is seeking development of a three- to five-year strategic plan that reflects the needs, voices, and interests of the community. We are confident we offer the team, capabilities, approach, and level of dedicated service that will meet or exceed your expectations for the following reasons:

- **We offer extensive strategic planning experience.** Moss Adams provides strategic planning services to businesses, not-for-profit organizations, and government entities. Our experience includes work with organizations representing government, utilities, renewable energy industries, construction, financial services, food and agriculture, health care, high tech, manufacturing, professional services, and tribal gaming and hospitality. We are especially experienced working with local governments. Recent examples include the cities of Carson City, Nevada; Creswell, Oregon; Modesto, California; and Patterson, California.
- **Our team offers extensive experience working with local governments, especially counties, utilities, and other special purpose districts.** Moss Adams has a firmwide team of nearly 300 professionals providing services to government and not-for-profit clients, including numerous cities, counties, and special purpose districts. The vast majority of these professionals focus primarily in serving tax-exempt entities. This team currently serves over 1,500 clients throughout the United States and provides more than 260,000 hours of service to those clients each year.
- **We believe in taking the time to understand our clients' business.** We tend to more than just the technical task at hand. We focus on how we can deliver the greatest value to our clients by helping them to strengthen their ability to serve their communities. This work typically involves the identification and evaluation of alternative solutions and provision of recommendations.
- **Our philosophy is to work collaboratively with our clients to achieve improvements.** Rather than performing engagements for our clients, we team with them to address what is needed to improve operational economy, efficiency, and effectiveness. We firmly believe in meaningfully engaging our clients in the discovery process and positioning them for continuous improvement.
- **We are an established, reputable firm with extensive local resources and technical proficiency.** Headquartered in Seattle, Moss Adams is one of the 15 largest accounting and consulting firms in the nation. The firm employs over 3,200 personnel serving clients from more than 25 locations.

September 3, 2019

**Ms. Laura Fischer**  
*General Manager*

**Heber Public Utility  
District**  
1078 Dogwood Road, Ste. 103  
Hebert, CA 92249

September 3, 2019

**Ms. Laura Fischer**  
General Manager

**Heber Public Utility  
District**  
1078 Dogwood Road, Ste. 103  
Hebert, CA 92249

- **Our team is totally independent and objective.** Our approach is based upon straightforward analysis, bringing unbiased views and a fresh look to each situation. We have built a solid reputation for fair and objective assessments, as well as being savvy about government business practices.

Moss Adams is highly qualified to provide these services, and we firmly believe we offer the kind of special dedication, continuity, and commitment that inspires mutual trust and confidence in projects of this type. Our team is able to execute all components of this project, available to begin our work on shortly after contract execution.

I am the authorized contact person for this proposal and my contact information provided below. Please contact me with any questions. We look forward to the possibility of working with you on this important undertaking. Thanks very much for your consideration.

Sincerely,



**Mark Steranka**  
Partner  
999 Third Avenue, Suite 2800  
Seattle, WA 98104  
(206) 302-6409  
[mark.steranka@mossadams.com](mailto:mark.steranka@mossadams.com)

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# Qualifications

## FIRM BACKGROUND

Moss Adams is a fully integrated professional services firm dedicated to growing, managing, and protecting prosperity. With over 3,200 professionals across more than 25 locations in the market capitals of the West and beyond, we work with the world's most innovative, dynamic, and promising clients and markets. Through a full spectrum of accounting, consulting, and wealth management services, we bring the deep industry specialization and inspired thinking our mid-market clients seek.

Since we put down roots in the Pacific Northwest more than 100 years ago, we've steadily expanded to serve clients not only in the West, but also across the nation and globally. Our full range of services includes accounting (assurance and tax), consulting (IT, strategy & operations, transactions, and specialty), as well as individual and institutional wealth management.

Moss Adams is one of the 15 largest US accounting and consulting firms and a founding member of Praxity, a global alliance of independent accounting firms providing clients with local expertise in the major markets of North America, South America, Europe, and Asia.

## Government Experience

We recognize governmental organizations are accountable to many different constituencies—oversight agencies, audit committees, elected officials, taxpayers—all with different expectations and demands. That's why we commit significant personnel and resources to our Government Services Practice, building technical experience in all areas of government. Our experienced partners and senior managers lead consulting and audit engagements for governmental entities, including state agencies, cities and counties, utility districts, public colleges and universities, ports, and transit agencies. The vast majority of these professionals focus primarily—if not exclusively—in serving tax-exempt entities. This team currently serves over 1,500 clients throughout the United States and provides more than 260,000 hours of service to those clients each year. This team's reputation for industry knowledge and quality service has been the primary reason for the growth of this practice. A representative list of our local government clients is provided below.

Representative Government Clients		
• Benton County	• City of Normandy Park	• Community Transit
• Carson City	• City of Phoenix	• Deschutes County
• City of Albuquerque	• City of Portland	• Housing Authority of Santa Clara County
• City of Astoria	• City of Poulsbo	• Island County
• City of Bellevue	• City of Redmond	• Lane County
• City of Bellingham	• City of Riverside	• Lyon County
• City of Bend	• City of Roseville	• Maricopa County
• City of Corvallis	• City of San Diego	• Marion County
• City of Edmonds	• City of San Francisco	• Multnomah County
• City of Everett	• City of San Jose	• Pierce County
• City of Hillsboro	• City of Santa Monica	

### Representative Government Clients

- City of Issaquah
- City of Kent
- City of Los Angeles
- City of Lynnwood
- City of Modesto
- City of Mount Vernon
- City of Seattle
- City of Shoreline
- City of Stockton
- City of Tacoma
- City of West Richland
- Clark County
- Richland School District
- San Juan County
- Snohomish County
- Sonoma County
- Washington County

### Our Utility Services

Our professionals provide accounting, tax, and consulting services for public power generation, transmission, and distribution markets; water; wastewater; and solid waste utilities. We have ongoing general audit services in Oregon, Washington, California, Alaska, Arizona, Colorado, Hawaii, Idaho, Kansas, Montana, and New Mexico, including public utility districts, cooperative organizations, municipal entities, mutual corporations, joint powers entities, and independent power producers. Our clients deal with many of the same issues, risks, opportunities, and constraints you do. We are experienced and familiar with the terrain you face, and this makes us more effective auditors and business resources. Below is a representative sampling of our utility and energy-related clients.

### Energy and Utility Clients

- Alaska Electric Generation & Transmission Cooperative, Inc.
- Alaska Power and Telephone Company
- Arizona Electric Power Cooperative
- Benton PUD
- City of Idaho Falls–Electric Fund
- City of Portland–Hydroelectric Fund
- Clark Public Utilities
- Clackamas River Water District
- Clatskanie People’s Utility District
- Commercial Energy of California
- Cordova Electric Cooperative, Inc.
- Emerald People’s Utility District
- Eugene Water & Electric Board
- Firgrove Mutual, Inc.
- Gila River Indian Community Utility Authority
- Imperial Irrigation District
- Intermountain Rural Electric Association
- Kauai Island Utility Electric Cooperative
- King County Metro Water Quality Fund
- Kirkwood Meadows Public Utility District
- Klickitat Public Utility District
- Lake Stevens Sewer District
- Matanuska Electric Association, Inc.
- McMinnville Water & Light
- Northern California Public Power Agency
- Okanogan County Electric Cooperative
- Orcas Power and Light Cooperative
- Pacific Northwest Generating Cooperative
- Pend Oreille County Public Utility District
- Public Utility District No. 1 of Clark County
- Public Utility District No. 1 of Lewis County
- Santa Clara Valley Water District
- Seattle Public Utilities
- Snohomish County PUD
- Southern California Public Power Authority
- Springfield Utility Board
- Tacoma Public Utilities
- Truckee Donner Public Utility District
- Tualatin Valley Water District
- Western Generation Agency

## STRATEGIC PLANNING EXPERIENCE WITH PUBLIC AGENCIES

Moss Adams has over 40 years of experience developing strategic plans for governments, nonprofit organizations, and businesses. The breadth and depth of our planning expertise will enable us to help the District develop a comprehensive, practical, and achievable strategic plan. We excel at developing plans that are supported by broad stakeholder engagement, performance metrics, and processes that support progress tracking and reporting.

One example of our strategic planning experience is the comprehensive strategic planning process we facilitated for Carson City, Nevada, an integrated city/county. Our services included facilitation of the entire planning process, as well as preparation of the strategic plan. The planning process consisted of the following activities:

- Facilitated an initial work session with senior management to review and update existing mission, vision, and goals, with core values added as a new component
- Facilitated a follow-up work session with senior management to develop objectives and strategies for each goal
- Attended a planning retreat with the board of supervisors and senior management to review and revise their mission, vision, goals, objectives, and strategies
- Presented the draft strategic plan to the board of supervisors for approval and to share with citizens and businesses
- Held a series of public open houses to review the plan components and solicit input on any areas of focus to add; two additional objectives and associated strategies were identified and incorporated into the plan as a result of this process
- Ran a confidential online survey to gain public input; the survey received over 200 responses, which were considered as part of the strategic planning process
- Conducted direct outreach to community and business leaders
- Developed performance measures for each goal
- Presented the final strategic plan to the board of supervisors for adoption

In addition to our work with Carson City, we have also completed relevant planning, policy, and performance engagements for the following organizations:

- City of Creswell
- City of Issaquah
- City of Modesto
- City of Patterson
- Columbia River Mental Health Services
- Goodwill Industries of Tacoma
- Hayden Ross
- Legacy Capital Group
- Navajo Nation Gaming Enterprise
- Nisqually Red Wind Casino
- Northwest Power and Conservation Council
- Oregon Department of Transportation
- Schellinger Construction
- Southern California Grantmakers
- Umpqua Community College
- Washington Department of Transportation
- Washington Self-Insurers Association
- Wenatchee Valley Medical Center

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# Project Team

## TEAM COMPOSITION

Working with the right team of professionals makes all the difference to your engagement. The team members we have thoughtfully selected to serve your specific needs have the right experience. But more than that, you will find they bring an optimistic perspective focused on helping the District explore and embrace emerging opportunity. Your Moss Adams team will personally engage with your team and bring a new level of energy and enterprise to your engagement.

We have assembled a highly experienced and cohesive team tailored to the specific requirements for this project. Our team is designed to provide the expertise and capacity required to successfully complete this important engagement.

- Colleen Rozillis, PMP, senior manager, will serve as the project manager. She will oversee all aspects of the project and make sure it is completed on time, within budget, and to the District's satisfaction.
- Mark Steranka, partner, will provide quality assurance. Mark directs the firm's strategic planning services.
- Olga Darlington, partner, will perform quality assurance reviews. Olga specializes in working with public utility districts.
- Emily Hayes, manager, and Annie Rose Favreau, senior, will support research and analysis, respectively, to gain input from all employees, key stakeholders, and the community.

## SUBCONTRACTORS

Moss Adams will not be utilizing any subcontractors.

## RESUMES

Brief resumes for our team members are provided below.

### **Mark Steranka, Partner**



#### **Professional Experience**

Mark offers over 30 years of operational audit and consulting experience. He leads the firm's strategic planning, organizational assessment, and performance audit service team. He has worked extensively with local and state governments, special purpose districts, and not-for-profits throughout the western United States to evaluate risks; operational economy, efficiency, and effectiveness; internal controls; and compliance with requirements.

Engagements he has directed have ranged in size from \$25,000 to \$1 million and have addressed compliance, finance, fraud, governance, management, operations, organization, policies, procedures, and processes. Mark has performed audits and other consulting services for clients such as:

- **States:** Alaska, California, Idaho, Oregon, Washington
- **Counties:** King, Pierce, San Juan, Snohomish, Sonoma
- **Cities:** Anacortes, Burien, Carson City, Culver City, Edmonds, Lynnwood, Issaquah, Modesto, Portland, Redondo Beach, San Jose, Santa Monica, Santa Rosa, Stockton, West Richland
- **Special purpose districts:** Community Transit, Lake Stevens Sewer District, North Perry Water District, Richland School District; Santa Clara Valley Water District, Snohomish County PUD No. 1, Tacoma Department of Public Utilities

Mark is experienced reporting to boards, commissions, committees, councils, and executive management and working with citizen committees and stakeholder groups. He is also well versed in designing and facilitating meetings, focus groups, and customer surveys.

#### **Professional Affiliations**

- Member, Institute of Internal Auditors
- Member, American Society of Public Administration

#### **Education**

- Executive Management Program, University of Washington
- BS, mechanical engineering, University of Notre Dame Education



### **Professional Experience**

Olga has practiced public accounting since 1997 including five years with Deloitte & Touche. She focuses on providing accounting and consulting solutions to clients in the energy, utility, not-for-profit, and government industries. Throughout her career, Olga has performed many audits, consulting projects, and agreed-upon procedures engagements and has extensive experience directing all phases of audits and other types of assurance engagements, including compliance testing, fieldwork management, and report preparation. Olga is an active member of the Audit Review Panel for United Way of Snohomish County. Olga facilitates internal and external training on accounting and auditing topics. She also serves on the firm's technical committee and is a regular presenter on accounting and operational topics.

### **Professional Affiliations**

- Member, American Institute of Certified Public Accountants
- Member, Washington Society of Certified Public Accountants
- Member and chair, Governmental Accounting and Auditing Committee, Washington Society of Certified Public Accountants
- Special technical reviewer, Government Finance Officers Association

### **Education**

- BS, accounting, Central Washington University



### **Professional Experience**

Colleen has over 12 years of experience advising state and local governments and not-for-profits. She regularly helps them improve operations and efficiency by assessing organizational and program effectiveness and developing and refining performance and level-of-service measures. She works collaboratively with clients to understand their goals and objectives; develop policies, processes, and tools; and define organizational and programmatic changes to better equip and position them to achieve their goals and objectives. Her areas of expertise include:

- Performance assessment and measurement
- Organizational assessment
- Policy development
- Performance metric development and reporting
- Business process reengineering
- Strategic planning
- Decision-maker strategic communications and reporting
- Best practices benchmarking
- Competitive analysis

Colleen's additional government experience includes planning, policy, and financial analysis in Alaska, Arizona, California, Colorado, Michigan, Nevada, Ohio, Oregon, Pennsylvania, Texas, and Washington. She managed the performance reporting branch of the Washington State DOT and authored the 2011–2015 WSDOT strategic plan. She has also recently provided performance and effectiveness consulting services to clients including Carson City, City of Modesto, City of Stockton, Santa Clara Valley Water District, Snoqualmie Tribe, Sound Transit, and Southern California Grantmakers.

### **Professional Affiliations**

- Member, Project Management Institute
- Member, Institute of Internal Auditors
- Member, International City and County Management Association
- Treasurer and board trustee, Humanities Washington

### **Education**

- MS, public policy and management, Carnegie Mellon University
- BA, English and political science, University of Michigan



### **Professional Experience**

Emily has over seven years of experience working regularly with clients across all industries to provide extensive, value-added research and analysis. With a wide breadth of experience across sectors and practice focus areas, she regularly delivers key data and analysis to allow the transformation of information into insights. Her in-depth areas of focus include:

- Business process mapping
- Procedures analysis and improvements
- Financial and operational benchmarking
- Best-practice and peer benchmarking
- Survey design, administration, and analysis

Emily also provides clients with a diverse set of research services including economic and industry market analysis, public record and legal document searches, and compensation and other human capital research. With access to a full range of proprietary research sources and broad experience in obtaining hard-to-find information, she provides focused research and analysis across hundreds of engagements each year.

Emily has supported planning and process improvement engagements for clients including the Blackfeet Indian Tribe, California Institute for Regenerative Medicine, City of Modesto, City of Stockton, IATTC-AIDCP, Southern California Grantmakers, Toyota USA Foundation, and multiple private-sector clients.

### **Professional Affiliations**

- Research Core Expert Certified, Qualtrics Research Suite
- Member, Institute of Internal Auditors
- Member, International City and County Manager's Association

### **Education**

- MS, information management, University of Washington
- BA, international studies, American University

## Annie Rose Favreau, *Senior*



### **Professional Experience**

Annie Rose helps public and social sector clients increase their impact through organizational assessments, strategic planning, and performance measurement development. With a focus on organizational development, she has a strong background in quantitative and qualitative research, strategic communications, and collaborative facilitation. Annie Rose has worked with a variety of clients including the Berkeley Public Library, City of Santa Monica, City of Stockton, City of Salem, Seattle Public Schools, El Camino Hospital, Ben Franklin Transit, and the University of Nevada, Las Vegas.

### **Professional Affiliations**

- Member, Institute of Internal Auditors
- Member, International City and County Manager's Association

### **Education**

- MPA, Daniel J. Evans School of Public Policy and Governance, University of Washington
- BA, French and English literature, Seattle University

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# Project Approach and Schedule

## APPROACH TO STRATEGIC PLANNING



For over 40 years, we have been helping local governments develop short- and long-range plans, establish priorities, develop policies, define outcomes, develop key performance indicators, and measure performance. We believe the strategic planning process is just as important as the resulting plan.

By placing the same level of attention on the process as the product, the District will have greater commitment to the plan and, therefore, higher likelihood of plan success.

Our proposed approach reflects three keys to success, which include the following:

- Robust planning process
- Effective stakeholder engagement
- Implementation management

Each of these keys to success is described below.

**Robust planning process:** One key to success is facilitating holistic planning sessions that address the elements that comprise a comprehensive strategic plan. A comprehensive plan should reflect a mission, vision, and core values; analysis of strengths, weaknesses, opportunities, and threats (SWOT analysis); community needs; strategic goals and objectives; priority initiatives; and key performance measures.

**Effective stakeholder engagement:** Our approach will address another key to success, which is enabling District employees and community members to participate in the planning process. Broad participation will enhance insights and perspectives represented by the plan and buy-in to the plan, which are critical to implementation success. An inclusive approach will also foster overall employee and community engagement.

**Implementation management:** A strategic plan provides a road map for achieving a defined vision, but it is not always used as an effective management tool. In addition to delivering a comprehensive plan document, we will also prepare a one-page plan summary and reporting protocols to facilitate effective communication of the plan, ongoing management of the plan, and progress reporting on the plan.

We will work collaboratively with the District to deliver high-quality, insightful work products that facilitate a productive and rewarding planning process, including public engagement. We will utilize the following methods to engage the public:

- Open house
- Confidential online survey
- Public meetings

## WORK PLAN

We will achieve a successful strategic planning process by properly initiating and defining the project, efficiently performing the work, and preparing clearly articulated deliverables. We offer an integrated approach to strategic planning. Each phase of our proposed planning process is described below.

### PHASE 1

#### COORDINATION

Project coordination will encompass finalizing the work plan, establishing progress reporting requirements, confirming District and Moss Adams responsibilities and timing, providing ongoing project management, and performing quality assurance.

##### *Finalize Work Plan*

Upon contract award, we will conduct a kickoff meeting with the General Manager to finalize the work plan and establish clear expectations for the project. The work plan will define the scope, timing, resources, and level of effort required to complete each phase. One of the key components of strategic planning is assembling the information needed to support the planning sessions. We will work with you to establish District and Moss Adams' roles and responsibilities for generating information, such as performance relative to the prior plan, environmental scan, SWOT analysis, District inputs, and community inputs. The work plan will also specify the stakeholder engagement process, including target participants for each engagement opportunity (i.e., survey, town halls, and facilitated planning sessions).

##### *Provide Progress Reports*

We will work with the General Manger to establish protocols for managing the work and submitting progress reports to verify the project is being performed on time, within budget, and at a level of quality that's satisfactory to the project team. To keep you informed of project progress, at the District's desired frequency we will provide regular reports that address schedule status, budget status, and any issues that may require attention.

##### *Perform Quality Assurance*

A partner will review all deliverables to verify that the District's and Moss Adams' quality standards are met before submittal to the District.

#### DELIVERABLES



#### PHASE 1

- Final work plan and schedule
- Ongoing progress reports
- Ongoing quality assurance reviews

### PHASE 2

#### PREPARATION

We believe the strategic planning process is just as important as the resulting plan. Preparation activities will include stakeholder engagement and assembling appropriate information from relevant documents. We will work closely with the District to assemble information and plan engagement activities.

##### *Conduct Needs Assessment / Environmental Scan*

The needs assessment / environmental scan will also provide essential input for the planning process through the identification of focus areas to be addressed by goals, objectives, and initiatives. Key

elements of the needs assessment and environmental scan will include understanding the District's direction and future needs as we assess the District's values, strengths, weaknesses, opportunities and threats.

Core information to support the planning process will include capital and operating planning documents, needs assessment, and budgets. Programs will be organized by District service and correlated to strategic priorities to facilitate input from stakeholder engagement activities regarding the focus of the strategic plan. In addition, we will attend at least one regularly scheduled Board meeting.

***Perform Stakeholder Engagement***

We will conduct a robust stakeholder engagement process and obtain meaningful input from key stakeholders and the general community by utilizing interviews and open houses to engage stakeholders in the preparation process. The techniques we will utilize to engage each stakeholder group are described below:

- **Interviews and site visit.** We will interview all members of the Board of Directors and all employees to assess strengths, weaknesses, opportunities, and threats (SWOT analysis). We will also conduct a site visit.
- **Open houses.** We will conduct two open houses (community meetings) to gain input from the general public to gain feedback regarding the draft strategic plan. We will work with the District to define the structure and timing of the open houses.

This combination of engagement techniques will offer a robust platform for stakeholders to participate in the planning process that will provide essential inputs to defining a shared vision, blueprint for success, and road map for the future.

<b>DELIVERABLES</b>	<b>PHASE 2</b>
	<ul style="list-style-type: none"><li>• Needs assessment / environmental scan results</li><li>• SWOT analysis results</li><li>• Open house results</li></ul>
<b>PHASE 3</b>	
<b>PLANNING</b>	

We will conduct one facilitated planning session with the District to develop the plan's formal components. The planning session will focus on the development of mission, vision, values, goals, objectives, strategic initiatives, outcome measures, action plans, and performance metrics. Key inputs from the needs assessment / environmental scan and stakeholder engagement will be packaged for consideration during these sessions.

The planning session will include the Board of Directors and staff. This meeting will also be open to the public. We will work with the District to schedule the planning session.

<b>DELIVERABLES</b>	<b>PHASE 3</b>
	<ul style="list-style-type: none"><li>• Planning session results</li></ul>

## PHASE 4

### DELIVERABLES

In addition to the information we will develop for each stage of the planning process to support stakeholder input and the work session, the primary deliverable will be a comprehensive strategic plan in a traditional format. The plan will document the planning process, participants, and results. Deliverables to the District during the planning process will include the results of phases 1, 2, 3, and 4.

The strategic plan will function both as the District's blueprint for success and as a powerful communication tool that clearly defines the District's mission, vision, priorities, goals, objectives, strategies, and outcome measures. The plan will cover a three- to five-year period. The plan will establish annual priorities and plans, which will identify, communicate, and support monitoring of progress. The overall strategic plan will incorporate the following elements:

- Vision, values, and mission
- Priorities, goals, objectives, and strategies
- Implementation timing and outcome measures
- Performance metrics

We will also deliver a consolidated, one-page strategic plan summary that captures all key strategic plan elements. The purpose of this deliverable is to facilitate dissemination of the plan and serve as a management tool to facilitate tracking and reporting on implementation progress.

A key to implementation success is ongoing tracking, reporting, and evaluation of plan execution. We will work with the District to establish a process for data collection required to support outcome measures, performance reporting to support evaluation of plan implementation, decision-making to make adjustments to the plan as necessary.

#### DELIVERABLES



#### PHASE 4

- Draft strategic plan
- Final strategic plan

### SCHEDULE

Projects of this nature typically take approximately three to four months to complete to accommodate all of the stakeholder engagement, workshop, and planning session activities, as well as ongoing interaction with the District between these activities. Our proposed project schedule is provided on the following page. We will tailor the schedule to the District's needs as part of the kickoff process.

We will provide a draft strategic plan in time for the February 2020 (or earlier) Board of Directors meeting.

Phases and Tasks	Month 1	Month 2	Month 3	Month 4
<b>PHASE 1: COORDINATION</b>				
Finalize work plan	◆			
Provide progress reports	■	■	■	■
Perform quality assurance		■	■	■
<b>PHASE 2: PREPARATION</b>				
Conduct needs assessment/envir. scan	■			
Perform stakeholder engagement		■		
<b>PHASE 3: PLANNING</b>				
Prepare planning session materials		■	■	
Conduct planning sessions			◆	◆
<b>PHASE 4: DELIVERABLES</b>				
Prepare draft strategic plan			■	
Present draft strategic plan				◆
Prepare final strategic plan				■

## COST

We are committed to estimates that are fair and commensurate with the experience and level of service described in our proposal for strategic planning services. We have prepared the following cost estimate based on our understanding of your current service needs. Expenses are estimated at 10% of fees.

Service Description	Not-to-Exceed Fees
Phase 1: Coordination	\$4,000
Phase 2: Preparation	\$18,000
Phase 3: Planning	\$13,000
Phase 4: Deliverables	\$6,000
Expenses	\$4,000
<b>Total</b>	<b>\$45,000</b>

Our fee schedule is based on the level of effort described in our proposal. We are prepared to work with the District to refine our scope of work as needed—so that it meets your expectations and needs—and adjust our fee schedule accordingly.

## INSURANCE

Moss Adams maintains insurance coverage that will satisfy the insurance requirements set for this engagement. Should Moss Adams be selected for this engagement, we'll provide all necessary third-party certificates of insurance coverage in accordance with the requirements of any finalized contract negotiated by the parties.

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# References

We are pleased to provide references that reflect our relevant experience for this important project. Below we have provided contact and service details for three recent strategic planning engagements we have conducted for other local government clients. We encourage you to contact these references for feedback about the quality of service we provide and their level of satisfaction.

<b>CITY OF CRESWELL, OR</b>	Michelle Amberg City Administrator	(541) 895-2531 <a href="mailto:mdamberg@creswell-or.us">mdamberg@creswell-or.us</a>
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We performed comprehensive strategic planning services that included interviews, data gathering, meeting facilitation, and plan development through extensive interaction with the City Council and department directors.

<b>CITY OF PATTERSON, CA</b>	Ken Irwin City Manager	(209) 895-8015 <a href="mailto:kirwin@ci.patterson.ca.us">kirwin@ci.patterson.ca.us</a>
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We performed comprehensive strategic planning services that included interviews, data gathering, meeting facilitation, and plan development through extensive interaction with the City Council and department directors.

<b>CARSON CITY, NV</b>	Nancy Paulson City Manager	(775) 283-7142 <a href="mailto:npaulson@carson.org">npaulson@carson.org</a>
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We performed comprehensive strategic planning services that included interviews, data gathering, meeting facilitation, and plan development through extensive interaction with the board of supervisors and department directors.

## PERFORMANCE GUARANTEE

### The Moss Adams Service Philosophy

At Moss Adams, we are all in, personally engaging with clients to help them anticipate, prepare for, and embrace the future. We take the time to understand your organization or individual situation, anticipate needs, and identify gaps before they become obstacles, so you can grow, manage, and protect your assets with confidence.

One of the ways we foster closer relationships with our clients is through a high level of partner involvement with each engagement. You get personal attention from our most experienced professionals, who lend their proven technical skills, thoughtful guidance, and steady hand to your most complex challenges.

And thanks to a staff-to-partner ratio that averages around six to one, we have created an environment of intense professional development. This mean our partners—and also our senior managers, managers, and other personnel—can provide the District with well-trained, seasoned, tested expertise.

From our clients, we expect total honesty. In return, we promise to be proactive, candid, accessible, and knowledgeable—always ready to share our expertise, but seeking first to listen to make sure we understand your business, its unique needs, and how we can help. Our professional skills are the foundation upon which we build a successful client relationship. It is the innovative way we apply those skills to your unique circumstances that sets Moss Adams apart.

*Assurance, tax, and consulting offered through Moss Adams LLP. Investment advisory services offered through Moss Adams Wealth Advisors LLC. Investment banking offered through Moss Adams Capital LLC.*