

**BOARD OF TRUSTEES
REGULAR BOARD MEETING**

DATE: September 11, 2024

TIME: 7:00 p.m.

LOCATIONS: District Headquarters, 595 Helman Lane, Cotati, CA. 94931

Videoconference & Teleconference Option:

[Zoom Link](#) Meeting ID: 869 6056 0056 Telephone Access: 1-669-900-9128

* Sonoma Satellite Location: Alio Labs Inc., 5793 Skylane Blvd., Suite D, Windsor, CA. 95492

* Marin Satellite Location: Central Marin Police Authority, Community Room, 250 Doherty Dr., Larkspur, CA. 94939

* 71 Montevideo Wy., San Rafael, CA. 94903

* 2352 Mar East St., Tiburon, CA. 94920

* 903 Hacienda Cir., Rohnert Park, CA. 94928

* 1 Tenaya Ln., Novato, CA. 94947

*Items marked * are enclosed attachments.*

Items marked # will be handed out at the meeting.

1. **CALL TO ORDER**
2. **PLEDGE OF ALLEGIANCE**
3. **ROLL CALL** (*13 members must be present for a quorum*)

Bruce Ackerman, Fairfax

Cathy Benediktsson, Tiburon (**Secretary**)

Gail Bloom, Larkspur

Tamara Davis, Sonoma Co. at Large

Laurie Gallian, Sonoma

Rika Gopinath, San Rafael

Susan Harvey, Cotati

Susan Hootkins, Petaluma

Evan Kubota, Windsor

Alison Marquiss, Corte Madera

Shaun McCaffery, Healdsburg

Vicki Nichols, Sausalito

Diana Rich, Sebastopol (**Second V.P.**)

Herb Rowland, Jr., Novato

Ed Schulze, Marin Co. at Large

Richard Snyder, Belvedere

Michael Thompson, Rohnert Park

David Witt, Mill Valley (**First V.P.**)

Carol Pigoni, Cloverdale (**President**)

Open Seats:

Ross, one Marin County at Large, San Anselmo, Santa Rosa and one Sonoma County at Large

In accordance with the Americans with Disabilities Act, if you require special assistance to participate in this meeting, please contact the Marin/Sonoma Mosquito & Vector Control District (MSMVCD) at 1-800-231-3236.

Translators, American Sign Language interpreters, and/or assistive listening devices for individuals with hearing disabilities will be available upon request. A minimum of 48 hours is needed to ensure the availability of translation service.

MSMVCD hereby certifies that this agenda has been posted in accordance with the requirements of the Government Code.

4. PUBLIC TIME

*Public Time is time provided by the board so the public may make comment on any item **not on the agenda**.*

The public will be given an opportunity to speak on each agenda item at the time the item is presented. Once the public comment portion of any item on this agenda has been closed by the Board, no further comment from the public will be permitted unless authorized by the Board President and if so authorized, said additional public comment shall be limited to the provision of information not previously provided to the Board or as otherwise limited by order of the Board.

We respectfully request that you state your name and address and provide the Board President with a Speaker Card so that you can be properly included in the consideration of the item.

Please limit your comments to three (3) minutes per person or twenty (20) minutes per subject in total so that all who wish to speak can be heard.

5. CONSENT CALENDAR

A. APPROVAL OF AGENDA

B.* MINUTES – Minutes of Board Meeting held on August 14, 2024.

C.* FINANCIAL REPORTS – Accept Financial Reports for August 2024.

ACTION NEEDED

RECOMMENDATION: Approve and accept the consent calendar.

INFORMATION ENCLOSED

6. ITEMS REMOVED FROM CONSENT

7. INFORMATION ONLY

8. COMMITTEE REPORTS

A. Executive Committee
No Report

B. Budget Committee
No Report

C. Audit Committee
No Report

D. Policy Committee
No Report

9. **DEPARTMENT REPORTS**

A.* **Administrative/Manager's Report**
Report by Peter Bonkrude

B.* **Operations/Asst. Manager's Report**
Report by Erik Hawk

C.* **Laboratory/Scientific Programs Manager's Report**
Report by Dr. Kelly Liebman

D.* **Community Outreach/Public Information Officer**
Report by Nizza Sequeira

INFORMATION ENCLOSED

10. **NEW BUSINESS**

A.* **Discussion and recommendation to approve the District Service Cost Fee Schedule**

RECOMMENDED ACTION:

Consider a motion to approve the Service Cost Fee Schedule Sheet for FY 2024-25.

INFORMATION ENCLOSED

B.* **Discussion and/or appointment of an Ad Hoc Facilities Improvement Committee**

RECOMMENDED ACTION:

Staff Recommends: Consider a motion to approve the formation of an Ad Hoc Facilities Improvement Committee with membership not to exceed 7 members of the Board.

C.* **Discussion and/or approval to select a firm to facilitate the District's Strategic Plan Process for 2025-2028**

RECOMMENDED ACTION:

Staff Recommends: Consider a motion to select Advocacy and Management Group, Inc. (AMG) to facilitate the Marin/Sonoma Mosquito and Vector Control District's 2024-2028 Strategic Plan.

11. **WRITTEN COMMUNICATIONS**

CORRESPONDENCE RECEIVED BY THE DISTRICT FROM RESIDENTS OR ANY OTHER PARTY SHALL BE READ ALOUD OR HANDED OUT TO THE BOARD

12. **OPEN TIME FOR BOARD OR STAFF COMMENTS**

13. **ADJOURNMENT**

Marin/Sonoma Mosquito & Vector Control District

Board of Trustees
595 Helman Lane
Cotati, CA 94931

August 14, 2024
MINUTES

1. **CALL TO ORDER**

President Pigoni called the meeting to order at 7:06 p.m.

2. **PLEDGE OF ALLEGIENCE**

3. **ROLL CALL**

Members present:

Ackerman, Bruce

Benediktsson, Cathy

Bloom, Gail *Arrived at 7:07*

Davis, Tamara

Gopinath, Rika

Harvey, Susan

Hootkins, Susan

McCaffery, Shaun

Nichols, Vicki

Rowland Jr., Herb

Schulze, Ed

Snyder, Richard

Witt, David

Pigoni, Carol

Members absent:

Gallian, Laurie *Attended as public*

Kubota, Evan

Marquiss, Alison

Rich, Diana *Attended as public*

Thompson, Michael

Open seats: Ross, one Marin County at Large, San Anselmo, Santa Rosa and one Sonoma County at Large

Others present:

Peter Bonkrude, District Manager

Liz Garcia, Administrative Services Manager

Dawn Williams, Administrative Technician (Confidential)

Janet Coleson, General Counsel

A quorum was present and due notice had been published.

4. **APPOINTMENT OF NEW TRUSTEE**

Manager Bonkrude introduced the City of Rohnert Park's new appointee Michael Thompson who was not in attendance at the meeting.

5. **PUBLIC TIME**

No public comment.

6. **CONSENT CALENDAR**

A. **CHANGES TO AGENDA/APPROVAL OF AGENDA**

B. **MINUTES** – Minutes of Regular Board Meeting held on June 12, 2024, and Special Board Meeting held on August 7, 2024.

C. **FINANCIAL REPORTS** – Accept Financial Reports for June and July 2024.

D. **Discussion and/or approval of the August 2024 revision of the Marin/Sonoma MSMVCD Covid Prevention Plan (CPP), subject to meet and confer with the Teamsters 665**

It was M/S Trustee Davis/Trustee Schulze to accept the Consent Calendar.

Motion passed with a roll call vote:

Ayes: Trustee Ackerman, Trustee Benediktsson, Trustee Bloom, Trustee Davis, Trustee Gopinath, Trustee Harvey, Trustee Hootkins, Trustee McCaffery, Trustee Nichols, Trustee Rowland, Trustee Schulze, Trustee Snyder, Trustee Witt and Trustee Pigoni

No: (none)

Abstain: (none)

Absent: Trustee Gallian, Trustee Kubota, Alison Marquiss, Trustee Rich and Trustee Thompson

7. **ITEMS REMOVED FROM CONSENT**

No items removed from consent calendar.

8. **INFORMATION ONLY**

No Report

9. **COMMITTEE REPORTS**

A. **Executive Committee**

No Report

B. **Budget Committee**

No Report

C. **Audit Committee**

No Report

D. **Policy Committee**

No Report

10. DEPARTMENT REPORTS

A. Administrative/Manager’s Report

Manager Bonkrude explained that he addressed Trustee Bloom’s questions that were asked back in June regarding the calculations on SCI’s Engineer’s report, which were answered within the Manager’s report.

B. Operations/Assistant Manager’s Report

Assistant Manager Hawk added to his report that he plans to share some pictures of the trip to Laguna de Santa Rosa with the board at a later date.

Manager Bonkrude wanted to highlight the 3D printer mentioned in Assistant Manager Hawks report. The printer is located in the back of board room and is being tested by Scientific Programs Manager, Dr. Kelly Liebman and Education Program Specialist, Casey Richter.

C. Laboratory/Scientific Programs Manager’s Report

Scientific Programs Manager Dr. Liebman explained that she is currently working with the 3D printer to create a new EVS trap for adult mosquitoes. She is in the process of redesigning a newly developed trap to help with ease of operation.

11. NEW BUSINESS

A. Discussion and/or approval to authorize the District Manager to issue a Request for Proposal (RFP) for Data Collection Software.

It was M/S Trustee Snyder/Trustee Harvey to authorize the District Manager to issue a Request for Proposal (RFP) for Data Collection Software at a cost not to exceed \$150,000.

Motion passed with a roll call vote:

Ayes: Trustee Ackerman, Trustee Benediktsson, Trustee Bloom, Trustee Davis, Trustee Gopinath, Trustee Harvey, Trustee Hootkins, Trustee McCaffery, Trustee Nichols, Trustee Rowland, Trustee Schulze, Trustee Snyder, Trustee Witt and Trustee Pigoni

No: (none)

Abstain: (none)

Absent: Trustee Gallian, Trustee Kubota, Alison Marquiss, Trustee Rich and Trustee Thompson

B. Discussion and/or approval to authorize the District Manager to issue a Request for Proposal (RFP) for Strategic Planning Services.

It was M/S Trustee Harvey/Trustee Davis to authorize the District Manager to issue a Request for Proposal (RFP) for Strategic Planning at a cost not to exceed \$15,000, from account # 101-5100-6429: Other Services.

Motion passed with a roll call vote:

Ayes: Trustee Ackerman, Trustee Benediktsson, Trustee Bloom, Trustee Davis, Trustee Gopinath, Trustee Harvey, Trustee Hootkins, Trustee McCaffery, Trustee Nichols, Trustee Rowland, Trustee Schulze, Trustee Snyder, Trustee Witt and Trustee Pigoni

No: (none)

Abstain: (none)

Absent: Trustee Gallian, Trustee Kubota, Alison Marquiss, Trustee Rich and Trustee Thompson

C. Recognition of Employees for their Service to the District

It was M/S Trustee Davis/Trustee Gopinath to commend the staff members listed for their years of dedicated service to the District and its mission.

FY 2024/25: 20 Years of Service

Sarah Brooks – July 2024

Jeff Petersen – July 2024

Motion passed with a roll call vote:

Ayes: Trustee Ackerman, Trustee Benediktsson, Trustee Bloom, Trustee Davis, Trustee Gopinath, Trustee Harvey, Trustee Hootkins, Trustee McCaffery, Trustee Nichols, Trustee Rowland, Trustee Schulze, Trustee Snyder, Trustee Witt and Trustee Pigoni

No: (none)

Abstain: (none)

Absent: Trustee Gallian, Trustee Kubota, Alison Marquiss, Trustee Rich and Trustee Thompson

D. Discussion and/or approval of the 2024-2028 Memorandum of understanding between the Marin/Sonoma and Vector Control District and the Teamsters 665.

It was M/S Trustee Davis/Trustee Nichols to approve the 2024-2028 Memorandum of Understanding between the Marin/Sonoma Mosquito and Vector Control District and Teamsters Local 665, with key details outlined in Attachment A.

Motion passed with a roll call vote:

Ayes: Trustee Ackerman, Trustee Bloom, Trustee Davis, Trustee Gopinath, Trustee Harvey, Trustee Hootkins, Trustee McCaffery, Trustee Nichols, Trustee Rowland, Trustee Schulze, Trustee Snyder, Trustee Witt and Trustee Pigoni

No: Trustee Benediktsson

Abstain: (none)

Absent: Trustee Gallian, Trustee Kubota, Alison Marquiss, Trustee Rich and Trustee Thompson

12. WRITTEN COMMUNICATIONS

No written communications.

13. OPEN TIME FOR BOARD OR STAFF COMMENTS

Trustee McCaffery attended the Sonoma Fair; the District’s table display was notable and staff are very informative and engaging. Always nice to see the booth busy.

Vector Control Technician/MOU Representative Teresa Thomas-Nett explained that she is one of the longstanding employees with almost 20 years at the District. She expressed her heartfelt gratitude to District Manager Bonkrude and to the negotiating staff. She expressed great optimism for staff and for where the District is heading.

Trustee Benediktsson requested to have an agenda item at the next board meeting showing the straight-line of income and expenses cross.

Trustee Gallian wanted to thank all involved in post negotiations and looks forward to successful relationships for the next few years.

14. ADJOURNMENT

There being no further business to come before the Board, it was M/S Trustee Schulze/Trustee Harvey to adjourn the meeting at 8:33 p.m.

*District Representative
MSMVCD*

Date of Approval

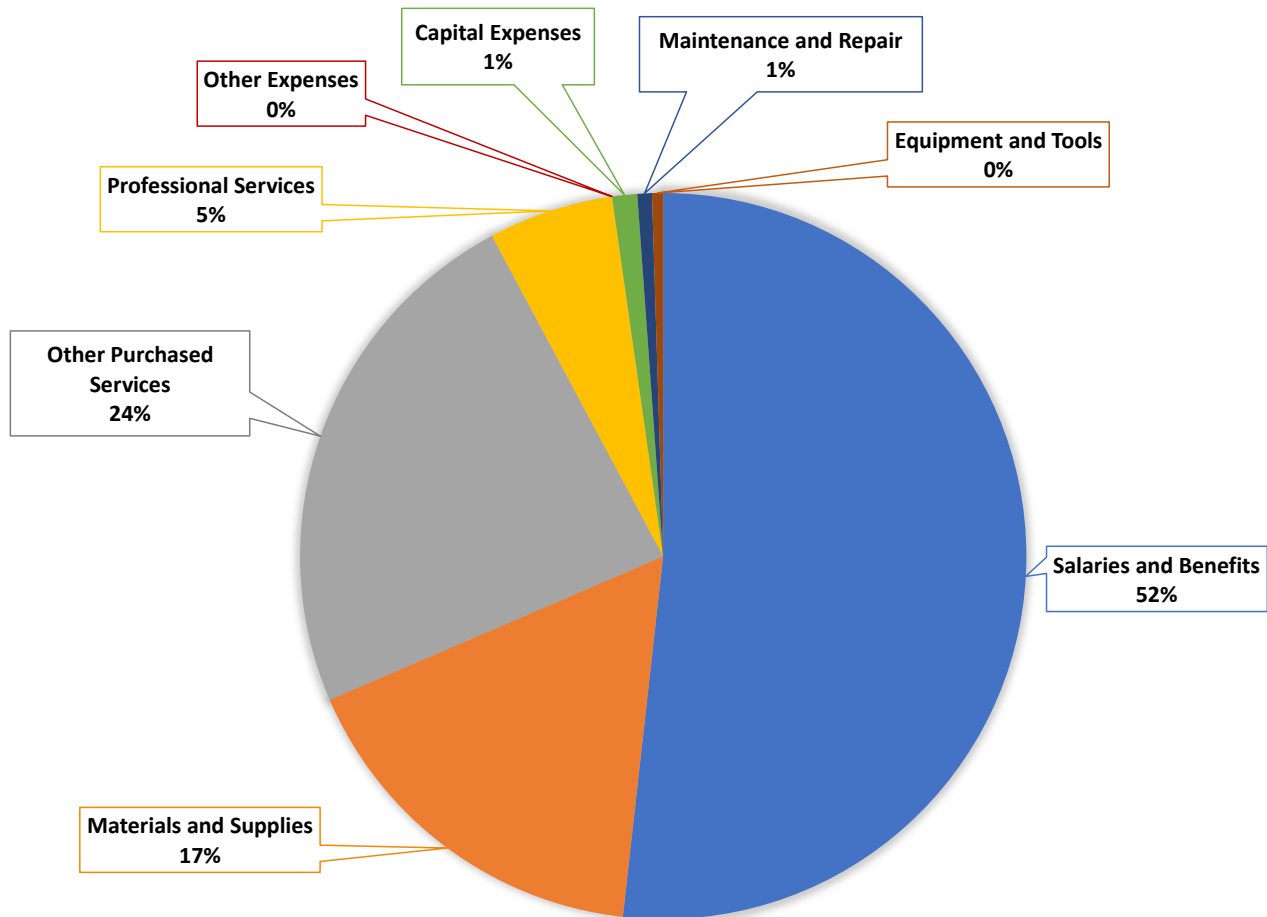
*Trustee
MSMVCD Board of Trustees*

Date of Approval

MARIN/SONOMA MOSQUITO & VECTOR CONTROL DISTRICT
Monthly Budget Summary Report
 August 2024

| | Current Month Commitments | Year To Date Commitments | Current Appropriation | Available Appropriation | Percent Committed | % of Total Expenses |
|--------------------------|--------------------------------------|-------------------------------------|----------------------------------|------------------------------------|------------------------------|--------------------------------|
| Salaries and Benefits | \$636,502 | \$1,164,260 | \$7,449,377 | \$6,285,117 | 16% | 52% |
| Materials and Supplies | 88,049 | 376,528 | 1,213,374 | 836,846 | 31% | 17% |
| Other Purchased Services | 25,181 | 532,262 | 1,120,032 | 587,770 | 48% | 24% |
| Professional Services | 115,644 | 124,860 | 1,008,684 | 883,824 | 12% | 6% |
| Other Expenses | 0 | 0 | 818,320 | 818,320 | 0% | 0% |
| Capital Expenses | 25,205 | 25,205 | 324,220 | 299,015 | 8% | 1% |
| Maintenance and Repair | 10,749 | 14,571 | 104,600 | 90,029 | 14% | 1% |
| Equipment and Tools | 5,680 | 11,061 | 88,940 | 77,879 | 12% | 0% |
| | \$907,010 | \$2,248,747 | \$12,127,547 | \$9,878,800 | 19% | 100% |

YEAR TO DATE COMMITMENTS BY TYPE



Objects 6000-6099

| Object | Committed Current Month | Committed YTD | Original Appropriation | Current Appropriation | Available Appropriation | % Comm. |
|---|----------------------------|---------------------|---------------------------|--------------------------|----------------------------|------------|
| 6010 Salaries and Wages | 404,640.46 | 737,966.82 | 4,469,471.00 | 4,469,471.00 | 3,731,504.18 | 17% |
| 6012 Marin County Emp Retirement Assoc. | 2,426.64 | 4,759.75 | 28,704.00 | 28,704.00 | 23,944.25 | 17% |
| 6014 Overtime | 707.47 | 1,735.99 | 27,500.00 | 27,500.00 | 25,764.01 | 6% |
| 6015 Seasonal Wages | 38,929.13 | 71,933.95 | 291,900.00 | 291,900.00 | 219,966.05 | 25% |
| 6016 Trustee Wages | 0.00 | 0.00 | 28,800.00 | 28,800.00 | 28,800.00 | 0% |
| 6022 Medicare Employer portion | 6,325.43 | 11,553.63 | 69,039.00 | 69,039.00 | 57,485.37 | 17% |
| 6023 FICA (Social Security) | 2,413.61 | 4,460.97 | 18,097.00 | 18,097.00 | 13,636.03 | 25% |
| 6030 Retirement - Employer Classic | 46,601.29 | 90,461.15 | 613,459.00 | 613,459.00 | 522,997.85 | 15% |
| 6032 Retirement - Employer PEPPRA | 37,226.31 | 73,043.53 | 434,642.00 | 434,642.00 | 361,598.47 | 17% |
| 6041 Kaiser - Active Employees | 52,487.60 | 105,200.20 | 737,164.00 | 737,164.00 | 631,963.80 | 14% |
| 6043 Dental - Active Employees | 4,155.42 | 8,310.84 | 52,312.00 | 52,312.00 | 44,001.16 | 16% |
| 6045 Vision Service Plan - Active | 761.94 | 1,523.88 | 9,844.00 | 9,844.00 | 8,320.12 | 15% |
| 6047 Teamsters Anthem | 6,221.06 | 12,442.12 | 79,504.00 | 79,504.00 | 67,061.88 | 16% |
| 6051 Sentry Life and Hartford Life | 302.40 | 604.80 | 4,900.00 | 4,900.00 | 4,295.20 | 12% |
| 6053 Employee Assistance Program (EAP) | 0.00 | 0.00 | 1,248.00 | 1,248.00 | 1,248.00 | 0% |
| 6055 Employee Boot Allowance | 0.00 | 312.92 | 7,600.00 | 7,600.00 | 7,287.08 | 4% |
| 6057 Employee Wellness Benefit | -1,058.77 | 373.83 | 21,100.00 | 21,100.00 | 20,726.17 | 2% |
| 6059 State Unemployment | 181.07 | 856.34 | 14,812.00 | 14,812.00 | 13,955.66 | 6% |
| 6061 Retiree Spousal - Teamsters, WHA | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0% |
| 6063 Retiree Spousal - Kaiser | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0% |
| 6065 Retiree Medical Benefit | 27,313.29 | 27,313.29 | 351,600.00 | 351,600.00 | 324,286.71 | 8% |
| 6067 Retiree Health Savings Account | 6,867.38 | 11,406.42 | 64,681.00 | 64,681.00 | 53,274.58 | 18% |
| 6068 Cal Employers' Pension Prefunding | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0% |
| 6069 Cal Employer's Retiree Benefit | 0.00 | 0.00 | 123,000.00 | 123,000.00 | 123,000.00 | 0% |
| 6XXX Object Group Total | 636,501.73 | 1,164,260.43 | 7,449,377.00 | 7,449,377.00 | 6,285,116.57 | 16% |
| Grand Total: | 636,501.73 | 1,164,260.43 | 7,449,377.00 | 7,449,377.00 | 6,285,116.57 | 16% |

| Vendor | Amount | Description | Fund |
|---|-----------|-------------------------------------|------------------|
| ADAPCO, INC. | 13,739.19 | Bti Liquid | GENERAL |
| ADAPCO, INC. | 5,361.12 | Bti Granules | GENERAL |
| ADAPCO, INC. | 33,988.80 | BACILLUS SPHAERICUS/Bti GRANULES | GENERAL |
| ADAPCO, INC. | 2,514.48 | Drione | GENERAL |
| ADVENTURE OFFROAD GROUP | 25,204.86 | Field Equipment | CAPITAL PROJECTS |
| AFLAC | 1,252.56 | | GENERAL |
| AG-AIR, INC. | 49,254.43 | Aerial Application-Helicopter&Drone | GENERAL |
| ASCENT ENVIRONMENTAL, INC. | 2,772.25 | Other Professional Services | CAPITAL PROJECTS |
| AT & T | 443.24 | AT&T | GENERAL |
| BAY ALARM COMPANY | 2,901.27 | Admin Building | GENERAL |
| BAY ALARM COMPANY | 1,167.56 | Alarm Services | GENERAL |
| BRYCE CONSULTING, INC. | 7,790.00 | Other Professional Services - Human | GENERAL |
| CAGWIN & DORWARD | 641.00 | Landscape Services | GENERAL |
| CALICHI DESIGN GROUP | 15,300.00 | Other Professional Services | CAPITAL PROJECTS |
| CALPERS 457 PLAN | 14,836.46 | | GENERAL |
| CAPITAL PROGRAM MANAGEMENT, INC | 1,061.50 | Other Professional Services | CAPITAL PROJECTS |
| CINTAS CORPORATION | 2,802.64 | Uniforms | GENERAL |
| CINTAS CORPORATION | 300.79 | Janitorial Services | GENERAL |
| CINTAS CORPORATION | 300.79 | COVID-19 Expenses | GENERAL |
| CITY OF COTATI - IRRIGATION 01-1210-00 | 609.25 | Water - Irrigation/Industrial | GENERAL |
| CITY OF COTATI - SEWER - 12-1220-00 | 719.83 | Water and Sewer | GENERAL |
| COMCAST BUSINESS | 1,071.27 | Phone System | GENERAL |
| COMCAST BUSINESS | 295.16 | Comcast | GENERAL |
| COUNTY OF MARIN | 27,313.29 | Retiree Medical Benefit | GENERAL |
| Connect Your Care | 12.95 | Other Professional Services - Human | GENERAL |
| DAWN WILLIAMS - PETTY CASH | 6.00 | Booth Rental | GENERAL |
| DELTA DENTAL OF CALIFORNIA | 4,155.42 | Dental - Active Employees | GENERAL |
| ECONOMY PLUMBING | 659.80 | Other Professional Services | GENERAL |
| GREAT AMERICA FINANCIAL SERVICES | 349.54 | Copier Supplies | GENERAL |
| GREAT AMERICA FINANCIAL SERVICES | 332.09 | Copy Machine Lease | GENERAL |
| HOME DEPOT CREDIT SERVICES | 40.17 | Other Clothing and Safety Supplies | GENERAL |
| HOME DEPOT CREDIT SERVICES | 35.61 | Mosquito Traps | GENERAL |
| INNOVATIVE SCREEN PRINTING | 98.10 | Uniforms | GENERAL |
| INTERSTATE BATTERY SYSTEM | 131.29 | Vehicle Maintenance | GENERAL |
| INTERSTATE BATTERY SYSTEM | 129.42 | ATV/UTV Repair | GENERAL |
| KAISER FOUNDATION HEALTH PLAN | 7,525.00 | | GENERAL |
| KAISER FOUNDATION HEALTH PLAN | 52,337.60 | Kaiser - Active Employees | GENERAL |
| KELLY FUREY | 332.50 | Staff Travel | GENERAL |
| LIEBERT CASSIDY WHITMORE | 8,512.50 | Labor Negotiating Services | GENERAL |
| LIEBERT CASSIDY WHITMORE | 165.00 | Human Resources Legal Services | GENERAL |
| LIFE TECHNOLOGIES CORPORATION | 1,159.06 | RT PCR Supplies | GENERAL |
| LOWE'S BUSINESS ACCOUNT | 43.08 | Vehicle Maintenance | GENERAL |
| MARIN COUNTY EMPLOYEES RETIREMENT ASSOC | 42,718.48 | | GENERAL |
| MARIN COUNTY EMPLOYEES RETIREMENT ASSOC | 46,601.29 | Retirement - Employer Classic | GENERAL |
| MARIN COUNTY EMPLOYEES RETIREMENT ASSOC | 37,226.31 | Retirement - Employer PEPPA | GENERAL |
| MARIN INDEPENDENT JOURNAL | 56.16 | Newspaper and Legal Notices | GENERAL |
| MISSION SQUARE RETIREMENT | 6,867.38 | Retiree Health Savings Account | GENERAL |
| NATIONAL ICE DELIVERY, INC | 3,847.50 | Dry Ice | GENERAL |
| NATIONWIDE TRUST COMPANY, FSB | 2,400.00 | | GENERAL |
| NATIVE SAGE ENVIRONMENTAL CONSULTING | 13,930.00 | Other Professional Services | CAPITAL PROJECTS |
| NICK BARBIERI TRUCKING,LLC | 21,239.51 | Fuel and Oil | GENERAL |
| NORTH MARIN WATER DISTRICT | 257.03 | Hydrant Water | GENERAL |
| P G & E - GAS | 1,328.92 | Gas and Electricity | GENERAL |

| Vendor | Amount | Description | Fund |
|--|-------------------|---|---------|
| P G & G - ELECTRIC | 25.46 | Gas and Electricity | GENERAL |
| PETER BONKRUDE | 654.00 | Recruitment Services | GENERAL |
| PETER BONKRUDE | 332.50 | Staff Travel | GENERAL |
| QUADIENT FINANCE USA, INC. | 250.00 | Postage and Postage Supplies | GENERAL |
| QUADIENT LEASING USA, INC. | 282.34 | Postage Machine Lease | GENERAL |
| RECOLOGY SONOMA MARIN | 412.57 | Solid Waste Collection and Disposal | GENERAL |
| RICHARD A. SANCHEZ | 1,642.50 | Janitorial Services | GENERAL |
| SAFETY KLEEN CORP | 3,680.54 | Hazardous Materials Cleaning | GENERAL |
| SANTA ROSA AUTO PARTS | 492.20 | Vehicle Maintenance | GENERAL |
| SONOMA MEDIA GROUP | 103.00 | Newspaper and Legal Notices | GENERAL |
| SONOMA MEDIA INVESTMENTS, LLC | 103.00 | Newspaper and Legal Notices | GENERAL |
| STREAMLINE | 8,640.00 | Web Design, Hosting and Photography | GENERAL |
| TASC | 1,608.30 | | GENERAL |
| TEAMSTERS LOCAL 665 - UNION | 650.00 | | GENERAL |
| TEAMSTERS LOCAL UNION NO. 856 HEALTH AND | 1,162.50 | | GENERAL |
| TEAMSTERS LOCAL UNION NO. 856 HEALTH AND | 6,221.06 | Teamsters Anthem | GENERAL |
| THE HARTFORD | 302.40 | Sentry Life and Hartford Life | GENERAL |
| UPS | 461.07 | Disease Surveillance and Testing (DART) | GENERAL |
| US BANK | 153.29 | Yellow Jackets - Suits and Gloves | GENERAL |
| US BANK | 130.78 | Food for Staff for Business Meetings | GENERAL |
| US BANK | 710.78 | Other Food and Household Supplies | GENERAL |
| US BANK | 516.74 | Office Supplies | GENERAL |
| US BANK | 13.35 | Copier Supplies | GENERAL |
| US BANK | 18.45 | Postage and Postage Supplies | GENERAL |
| US BANK | 201.59 | Printer Cartridges and Supplies | GENERAL |
| US BANK | 771.72 | Other Outreach and Education Supplies | GENERAL |
| US BANK | 33.90 | Other Office Expense | GENERAL |
| US BANK | 108.08 | Fish Supplies | GENERAL |
| US BANK | 155.99 | Mosquito Traps | GENERAL |
| US BANK | 86.51 | Field Tools | GENERAL |
| US BANK | 175.10 | YJ Field Equipment | GENERAL |
| US BANK | 32.76 | Other Field Equipment | GENERAL |
| US BANK | 109.49 | Furniture | GENERAL |
| US BANK | 1,309.60 | Computer Software | GENERAL |
| US BANK | 16.96 | Printers | GENERAL |
| US BANK | 3,793.85 | Other Computer Equipment/Tools | GENERAL |
| US BANK | 591.19 | Vehicle Maintenance | GENERAL |
| US BANK | 99.43 | Field Equipment | GENERAL |
| US BANK | 2,645.01 | Admin Building | GENERAL |
| US BANK | 7,695.00 | American Mosquito Control | GENERAL |
| US BANK | 246.41 | Other Memberships and Subscriptions | GENERAL |
| US BANK | 922.50 | Staff Travel | GENERAL |
| VERIZON WIRELESS | 7,978.09 | Cell Phone Services | GENERAL |
| VISION SERVICE PLAN (CA) | 761.94 | Vision Service Plan - Active Employees | GENERAL |
| WINE COUNTRY RADIO | 2,700.00 | Radio Advertising | GENERAL |
| Total: | 523,141.40 | | |



Manager's Report

September 4th, 2024

595 Helman Lane
Cotati, CA 94931
707.285.2200
707.285.2210 fax

www.msamosquito.org

Peter Bonkrude
District Manager

BOARD OF TRUSTEES

Carol Pigoni,
President
Cloverdale

David Witt,
1st Vice President
Mill Valley

Diana Rich,
2nd Vice President
Sebastopol

Cathy Benediktsson
Secretary
Tiburon

Bruce Ackerman
Fairfax

Gail Bloom
Larkspur

Tamara Davis
Sonoma County At Large

Laurie Gallian
Sonoma

Rika Gopinath
San Rafael

Susan Harvey
Cotati

Susan Hootkins
Petaluma

Evan Kubota
Windsor

Alison Marquiss
Corte Madera

Shaun McCaffery
Healdsburg

Vicki Nichols
Sausalito

Herb Rowland Jr.
Novato

Ed Schulze
Marin County At Large

Richard Snyder
Belvedere

Implementation of Negotiated MOU Items: Over the past few weeks, our team has made significant progress in implementing the items outlined in the recently negotiated Memorandum of Understanding (MOU). Key actions include updating procedures and payroll to align with the new agreements, conducting informational sessions for staff to ensure smooth transitions, and enhancing communication channels to address any arising concerns. Continued monitoring and evaluation will be essential to ensure all MOU provisions are fully integrated and effective.

Budget Forecast Development: We have initiated work on a preliminary budget forecast to guide our financial planning. This forecast provides a foundational overview of expected revenues and expenditures, setting the stage for a more comprehensive 10-year financial projection to be developed in the future. This initial forecast will help the board make informed decisions and allocate resources effectively in the short term. In the coming months, we will refine this forecast with more detailed assumptions and analyses to support long-term strategic planning.

PEIR and CPM Needs Assessment: Progress on the Programmatic Environmental Impact Report (PEIR) continues as scheduled, with critical evaluations and stakeholder consultations underway. This report will provide an update to our existing regulatory document and is crucial for ensuring compliance and sustainable practices. Concurrently, we are planning the Capital Program Management (CPM) needs assessment, aimed at identifying and addressing the future infrastructure needs for the District. This assessment will involve gathering input from various stakeholders to ensure our programs are effectively meeting local demands and expectations.

RFPs for Strategic Planning and Data Collection Systems: We are in the process of sending out and responding to Requests for Proposals (RFPs) related to strategic planning and data collection systems. These RFPs are designed to identify and engage with vendors who can offer expert guidance and innovative solutions for enhancing our strategic initiatives and data management practices. By leveraging external expertise, we aim to develop a robust framework for strategic planning and implement advanced data collection systems to support evidence-based decision-making. We will evaluate the proposals as they are submitted to ensure they meet our organizational needs and objectives.

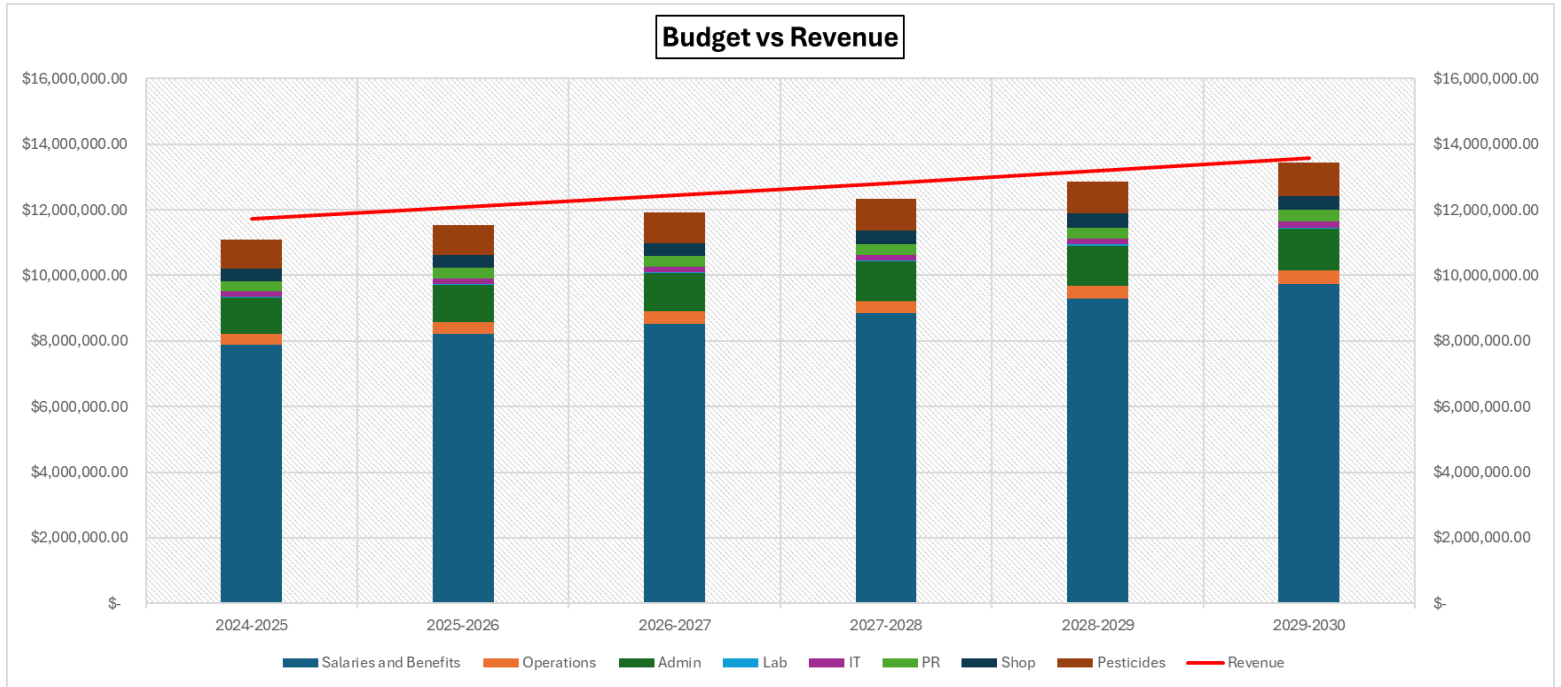
Notable Events:

- Attended Webinar on Cybersecurity Grant from CalOES
- Met with Native Sage to discuss ongoing projects
- Met with AMCA to discuss National Media Campaign
- Met with CPM to discuss District Needs Assessment
- Met with several vendors to discuss Strategic Planning RFP
- Met with several vendors to discuss Data Collection RFP
- Met with Bay Area District Managers to discuss ongoing collaborative projects
- Attended the AMCA Board of Directors Meeting as the AMCA South Pacific Regional Director

5-year Budget Forecast:

Utilization of the following assumptions

1. After the MOU ends (2027-2028)- Salaries and Benefits 5% annual increases
2. 3% Increase in revenue annually
3. 3% Increase in most expenditures with the following exceptions
 - a. Shop 2%
 - b. Lab 2%
 - c. IT 2%



| | Salaries and Benefits | Operations | Admin | Lab | IT | PR | Shop | Pesticides | Revenue | TOTAL Expenditures |
|-----------|-----------------------|---------------|-----------------|--------------|---------------|---------------|---------------|-----------------|------------------|--------------------|
| 2024-2025 | \$ 7,882,156.00 | \$ 346,322.00 | \$ 1,096,456.00 | \$ 37,150.00 | \$ 159,905.00 | \$ 302,400.00 | \$ 385,797.00 | \$ 880,600.00 | \$ 11,736,387.00 | \$ 11,090,786.00 |
| 2025-2026 | \$ 8,224,644.75 | \$ 356,711.66 | \$ 1,129,349.68 | \$ 37,893.00 | \$ 163,103.10 | \$ 311,472.00 | \$ 393,512.94 | \$ 907,018.00 | \$ 12,085,552.91 | \$ 11,523,705.13 |
| 2026-2027 | \$ 8,528,510.19 | \$ 367,413.01 | \$ 1,163,230.17 | \$ 38,650.86 | \$ 166,365.16 | \$ 320,816.16 | \$ 401,383.20 | \$ 934,228.54 | \$ 12,445,120.65 | \$ 11,920,597.29 |
| 2027-2028 | \$ 8,844,547.35 | \$ 378,435.40 | \$ 1,198,127.08 | \$ 39,423.88 | \$ 169,692.47 | \$ 330,440.64 | \$ 409,410.86 | \$ 962,255.40 | \$ 12,815,400.46 | \$ 12,332,333.07 |
| 2028-2029 | \$ 9,286,774.71 | \$ 389,788.46 | \$ 1,234,070.89 | \$ 40,212.35 | \$ 173,086.31 | \$ 340,353.86 | \$ 417,599.08 | \$ 991,123.06 | \$ 13,196,711.82 | \$ 12,873,008.74 |
| 2029-2030 | \$ 9,751,113.45 | \$ 401,482.12 | \$ 1,271,093.01 | \$ 41,016.60 | \$ 176,548.04 | \$ 350,564.48 | \$ 425,951.06 | \$ 1,020,856.75 | \$ 13,589,383.74 | \$ 13,438,625.51 |

Assistant Manager's Report

- As anticipated, service requests for yellowjacket-related issues have increased. Field staff are responding and controlling the nests. The Administrative Clerk and Seasonal Receptionist have been doing good work on fielding service requests and setting up yellowjacket control operations. We have received several compliments from the public about this program and positive interactions with staff.
- Operations staff conducted large-scale mosquito surveillance in tidal marshes in Marin and Sonoma counties in late August. Mosquito control efforts were successful and prevented significant adult mosquito fly-offs.
- A marsh adjacent to Point San Pedro Road in San Rafael was intentionally flooded by opening tide gates during the first week of September. This was part of a management effort to control invasive plant species in the marsh. Prior flooding this year resulted in a substantial adult mosquito fly-off and several service requests from the public. The District has worked diligently to control mosquito populations and prevent adult mosquitoes from leaving the marsh and entering adjacent neighborhoods.
- Operations and laboratory staff continue to work to control mosquitoes at the Ellis Creek Water Recycling Facility in Petaluma. Adult mosquito trapping occurs weekly, adult mosquito control operations were conducted in late August, and a mosquito larvicide application was conducted via helicopter during the first week of September.
- The Source Reduction/Wastewater Specialist, Eric Seder, has been performing mosquito surveillance, source reduction, and control associated with waste/recycled water irrigation on multiple ranches in Marin and Sonoma counties. He has worked with irrigators to manage irrigation practices and minimize mosquito production.
- The Rodent Control Specialist, Tony Russo, has received a steady stream of service requests for rat-related issues. He has provided residents with information relevant to excluding rats from properties, homes, and outbuildings and reducing rat populations.
- The Mechanic/Facilities Manager (MFM), Rob McGovern, and The Shop/Facilities Assistant, Ernesto Viruel, have kept the District's on - and off-road vehicle fleet well-maintained during the busy mosquito season. They have been learning the nuances involved with maintaining the new generation of Argo amphibious all-terrain vehicles. The MFM has also been managing several projects, including the repair of the security gate that provides access to the yard.
- The MFM and I have been working with Diamondback Airboats on building the District's boat. Since our last airboat build, new propellor technology has become available. We should experience improved performance compared to the boat we received in 2023.
- I have been communicating with California Department of Fish and Wildlife staff regarding District operations and future cost reimbursement. They are processing reimbursement for all fiscal year 23-24 operational costs.

Scientific Programs Update

In August, laboratory staff expanded weekly adult mosquito surveillance by incorporating seven weekly Autocidal Gravid Ovitrap (AGOs), on top of the 32 EVS, 13 gravid traps, and 14 BG Sentinel traps. Combined with operations, a total of 388 adult mosquito traps were set in August. In addition, Biologist Kristen Holt and Lead Biologist Sarah Brooks identified over 19,000 larvae in over 530 larval samples.

Four hundred and forty-nine (449) pools of adult female *Culex* species mosquitoes were submitted to the UC Davis DART laboratory for testing for West Nile virus, St. Louis encephalitis virus, and western equine encephalitis virus, all of which tested negative. The graph below shows a comparison of the cumulative number of pools tested for 2024 as compared with 2023 and the 5-year average.

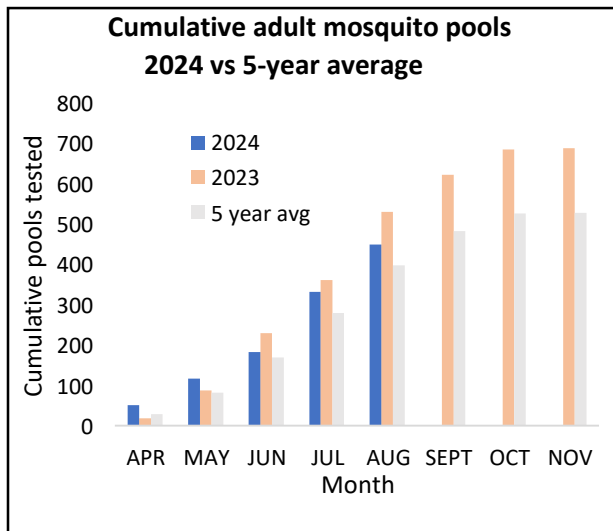
To date the laboratory has sampled 10 dead birds reported by the public, all of which tested negative for West Nile virus.

Tick sentinel site surveillance continued at Foothill Regional Park, the Marin Municipal Water District, and Annadel State Park in August. Tick populations are down for the season, and additional general tick surveillance will resume in October or November.

Additional activities:

- Laboratory staff tested out multiple new adult mosquito traps, including the BG-Pro (which serves as an EVS-style trap and a sentinel trap) and the Recon Flex (which serves as an EVS-style trap and a gravid trap). A 3-D printed EVS-style trap designed by Scientific Programs Manager (SPM) Kelly Furey (the Furey 3000) was also analyzed. Results will be presented during the September 2024 board meeting.
- Biologist Kristen Holt and Lead Biologist (LB) Sarah Brooks identified and saved samples of *Anopheles franciscanus* for Placer County Mosquito and Vector Control District to use in training new AI mosquito identification equipment.
- Lead Biologist Sarah Brooks provided feedback to VectorSurv staff on the changes made to the new user interface.
- SPM Furey met virtually with the vector-borne disease epidemiologist for Sonoma County, opening communication for further work and collaboration.

| Species breakdown for adult mosquito traps | |
|--|--------------|
| Species | Total Adults |
| <i>Culex erythrothorax</i> | 3,445 |
| <i>Culex stigmatosoma</i> | 1,076 |
| <i>Culex pipiens</i> | 633 |
| <i>Culiseta incidens</i> | 266 |
| <i>Culex tarsalis</i> | 200 |
| <i>Culiseta particeps</i> | 183 |
| <i>Aedes dorsalis</i> | 103 |
| <i>Anopheles franciscanus</i> | 45 |
| <i>Aedes sierrensis</i> | 39 |
| <i>Anopheles freeborni</i> | 27 |
| <i>Aedes washinoi</i> | 17 |
| <i>Anopheles punctipennis</i> | 10 |
| <i>Culex thriambus</i> | 7 |



Designing and field testing EVS traps

Kelly A. L. Furey, PhD, MPH



Objectives

- Determine how well our current EVS traps are working
- Compare our EVS traps to newer BG-Pro trap
- Design and print a version of new EVS trap that functions at the same level as the BG-Pro trap but doesn't have the same limitations



Traditional EVS trap with fan,
light and catch bag

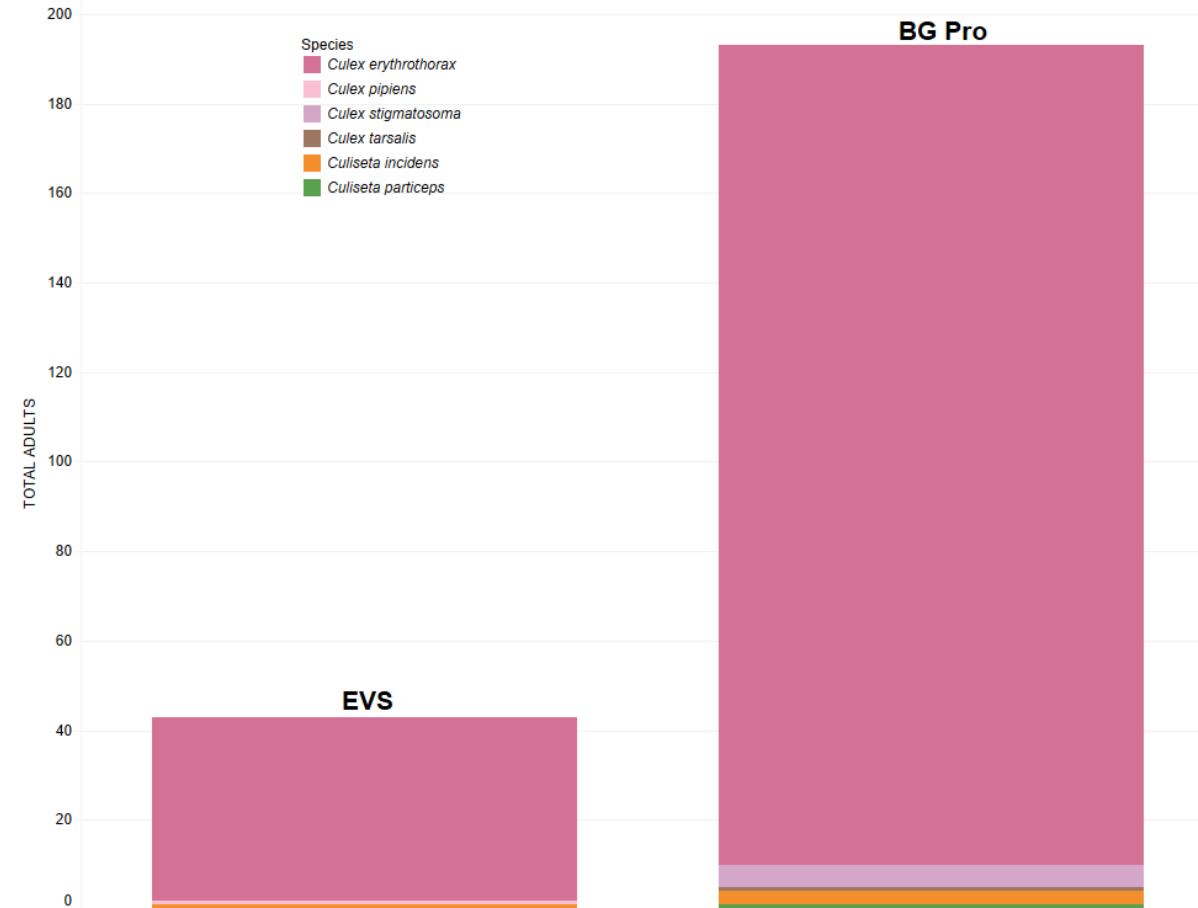
BG – Pro trap

- Advantages
 - Much stronger fan
 - Mosquitoes don't go through the fan so less damage
 - Run on small, rechargeable battery pack
 - Lid that closes if power is lost
- Limitations
 - Several parts that have to be put together every time you set the trap
 - Need for large 'skirt' to prevent anything from getting to bottom of fan



EVS vs BG Pro – side by side

Remillard EVS vs BGPro (7/18/24)



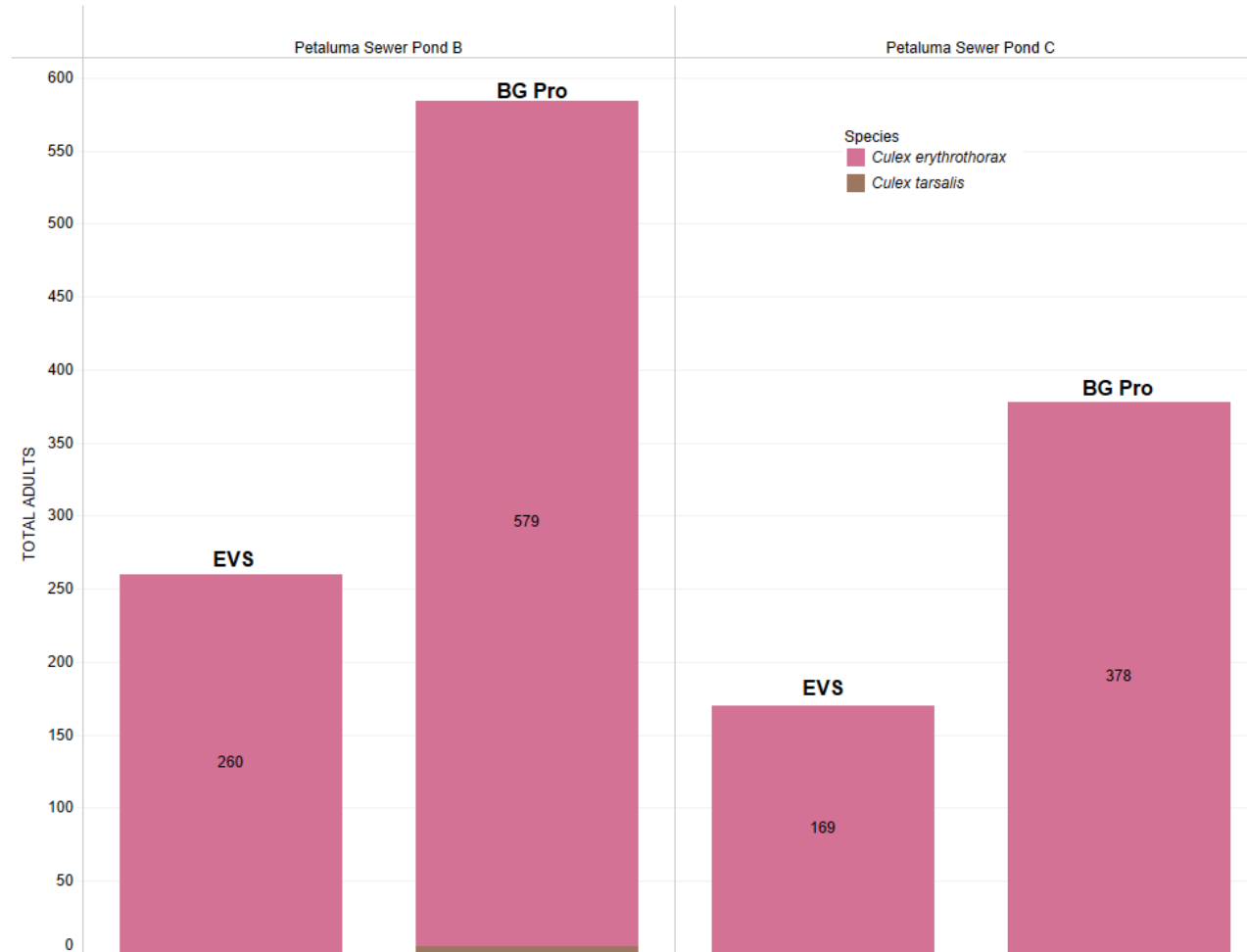
EVS vs BG Pro – week 1, week 2

Petaluma EVS (7/14/24) vs BGPro (7/21/24)



EVS vs BG Pro – 2 nights in week

Petaluma B and C BG Pro (7/30/24) vs EVS (8/1/24)

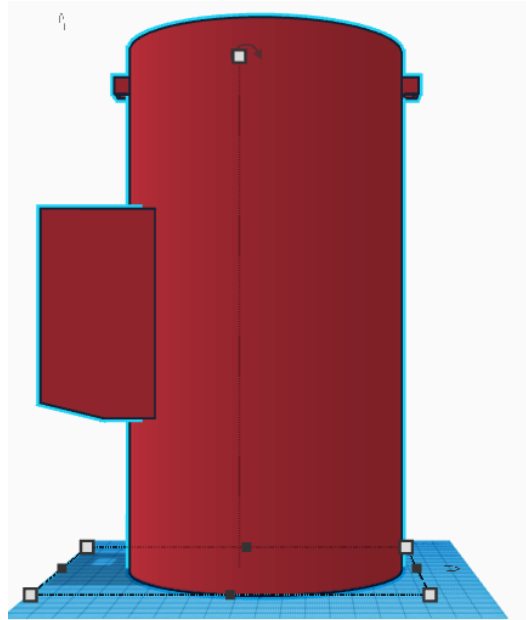


Next step - 3D printed EVS trap

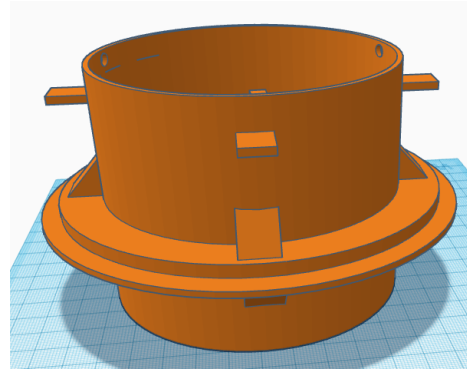
Goal: Create an EVS trap that functions as well as the BG Pro but doesn't have the limitations. This trap should incorporate the advantages of the BG Pro while being less cumbersome and more easily camouflaged.



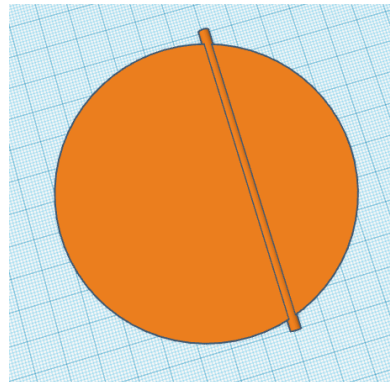
3D Printed and purchased trap components



Trap body with caged bottom



Top



Top lid



BG Pro trap fan



Carabiner clip



Magnets for lid



USB cable adapter



Battery



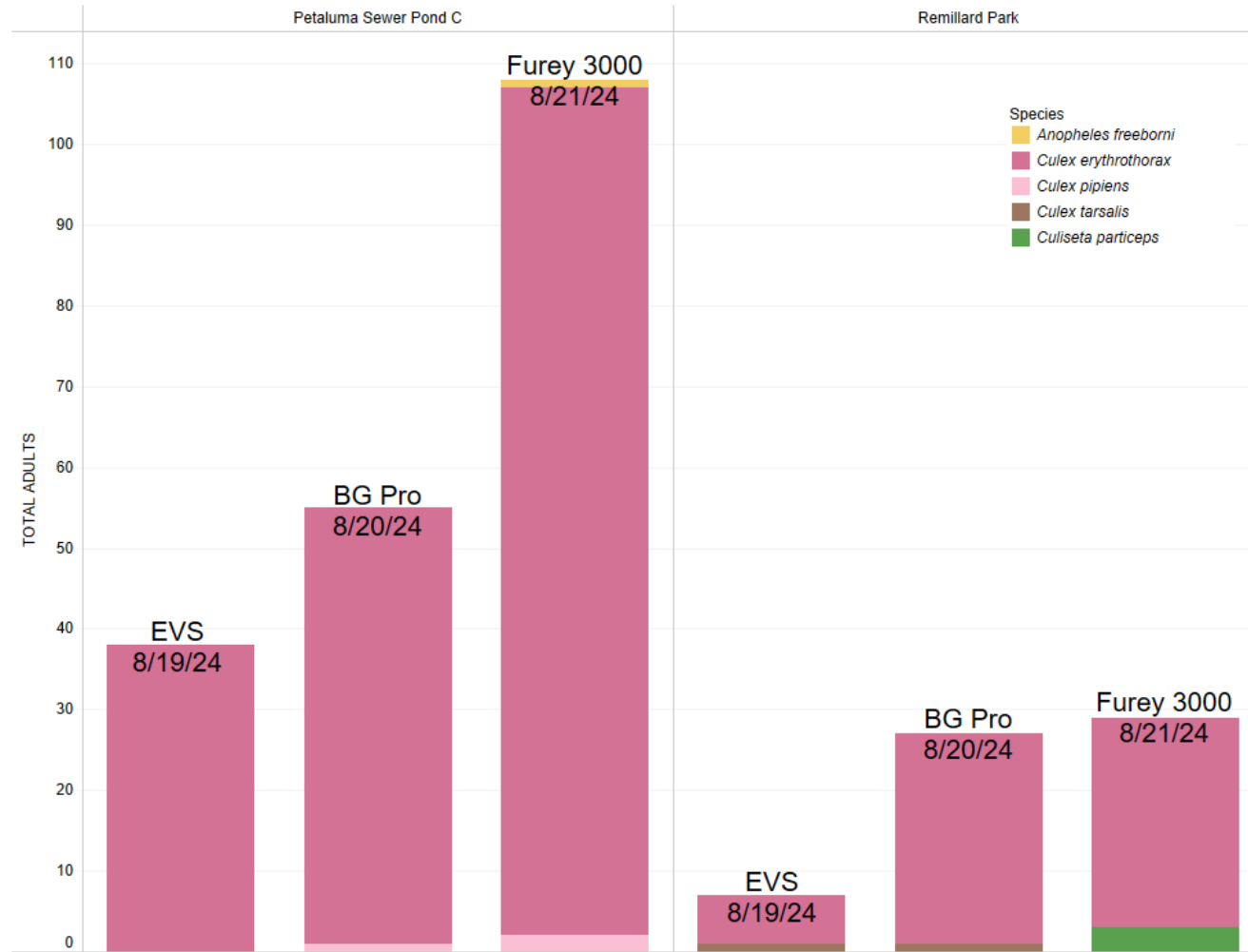
Metal chain

Final Product – the Furey 3000



EVS, BG Pro, and Furey 3000

Pond C and Remillard EVS vs BGPro vs Furey 3000



Furey 3000

- Advantages

- Works as well as BG Pro but less cumbersome/easier to hide
- Uses BG Pro fan with small battery pack to reduce battery use/disposal
- Includes closing lid component in case of power failure
- Mosquitoes don't go through the fan, so less damage to samples
- We can use our current catch bags
- Easily and inexpensively fixed/reprinted if components break
- Half the cost of BG Pro (~\$55 vs ~\$110)

- Limitations

- Printing 70 traps will take ~900 hours (around 37 days)



Recon Flex



Future directions for Furey 3000

- Identify the best filament to use for printing traps
- Change magnet component
- Determine the best color for the trap
- Consider changing ice buckets



Questions?





Community Outreach

September 2024

Outreach

Summer and fall are always chock-full of outreach opportunities for the District! Participating in local events is a powerful outreach tool that allows us to directly engage with the communities we serve. Our presence at these events can build relationships, raise awareness, and create a lasting impression. Engaging with the public in a relaxed setting allows for open and honest communication from the community, which in turn allows us to stay attuned to local needs and concerns.



Nizza Sequeira, Public Information Officer, and Dawn Williams, Admin Tech, at WoofStock.

So far this year we have participated in 16 events throughout Marin and Sonoma counties, with a handful of events scheduled in the upcoming months.

The Public Information Officer (PIO), Nizza Sequeira, has actively engaged with various community groups, including HOAs, Rotary clubs, and others. These presentations have covered a range of important topics, such as District services, effective ways to control mosquitoes around the home, and personal prevention measures. Additionally, the PIO has shared valuable information on tick bite prevention and non-toxic methods for rodent prevention and control. Through these efforts, the PIO has helped to educate and empower communities to protect their health and well-being.



Dr. Kelly Furey, Scientific Programs Manager, and Nizza Sequeira, Public Information Officer, educated a group of Marin County Park rangers about ticks and tick-bite prevention.

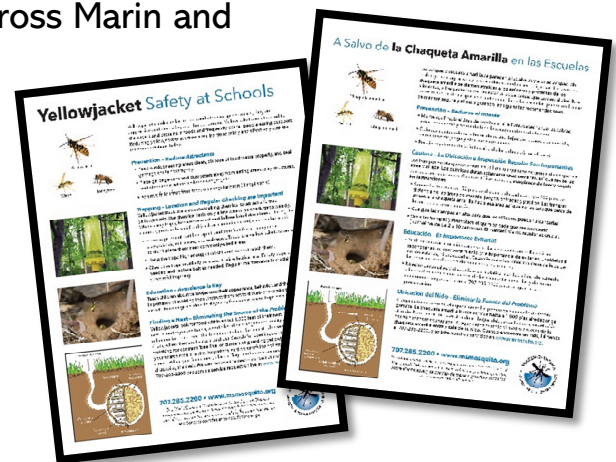


Yellowjacket Safety in Schools Flyer

In addition to these presentations, our PIO and Rodent Control Specialist, Tony Russo, conducted training for city, town, and county Code Enforcement departments. This training included the most common types of rodents in our area, how to identify signs of infestation, and effective strategies for controlling and preventing rodent populations. They also highlighted the importance of proper waste management and sanitation in preventing infestations. These presentations not only equipped Code Enforcement Officers with valuable knowledge and tools, but also helped foster and strengthen the relationship between the two agencies, ensuring a more coordinated and effective approach to addressing rodent issues in our communities.

Yellowjacket Safety at Schools Flyer

Each year we receive numerous requests from schools for yellowjacket nest eradication. Because we want to ensure that all schools are familiar with the free services we provide, our PIO developed and distributed a flyer to schools across Marin and Sonoma counties. The flyer provided schools with important guidance on ways to reduce yellow jackets by using properly placed traps, educating students on how to avoid them, and addressing nest eradication. Ensuring that schools have this information is essential for creating a safer environment and protecting the health and well-being of everyone on campus. This flyer is double-sided, with English on one side and Spanish on the other.



Paid Advertising

Radio continues to be an extremely successful and cost-effective way to spread awareness. Our radio campaign runs for a total of 28 weeks on four radio stations: KFGY-FM, KHTH-FM, KSRO-AM, and KZST-FM. We are also included in the BONUS program on KSRO, which airs additional radio spots at no additional charge when they need to fill unsold inventory. This is a \$60,000 value!



Print Media

Print ads are also an effective way to spread awareness. The topics of these ads range from District services to offering practical tips on ways to reduce the risk of vector-borne diseases such as West Nile virus and Lyme disease. By highlighting these topics, the ads not only inform but also provide a valuable resource to the community. This approach ensures that essential information reaches a broad audience, helping to keep everyone safe and informed.

We are currently placing these print ads in the Marin IJ, Press Democrat, and LA Voz (bilingual) newspapers. Below are two examples of the ads currently running.

AVOID THE STINGS OF YELLOWJACKETS

Most importantly, keep your distance from yellowjackets!

- Don't hang traps over eating areas
- Tightly cover trash cans/recycle bins
- Pick up fallen fruit
- Don't swat at yellowjackets
- Don't go barefoot
- Don't over-irrigate your lawn

*The District provides free control of ground nesting yellowjackets. Once you find the underground nest, mark it so that it can be found by one of our technicians. Call our office at 707-285-2200 or submit a service request online. **DO NOT** place a marker directly on or in the nest as it could easily agitate the yellowjackets.*

MARIN/SONOMA MOSQUITO & VECTOR CONTROL DISTRICT
707-285-2200 • msmosquito.org

PROTECT YOURSELF
from mosquito bites and West Nile virus

DEET • PICARIDIN • IR3535®
OIL OF LEMON EUCALYPTUS

Use an EPA-registered repellent for safe, effective prevention

EPA-registered repellents have a registration number on the container.

Marin/Sonoma Mosquito & Vector Control District
707-285-2200 • msmosquito.org
facebook.com/MSMVCD • twitter.com/MSMVCD

Digital

We are pleased to continue our partnership with Northbay Media for our digital advertising needs, which include Over-The-Top (OTT) videos, Pre-Roll ads, and Social Mirror ads. One of the primary benefits of buying digital ads from a single company is the convenience of centralized management. Having a single point of contact and a unified dashboard for campaign tracking, reporting, and optimization makes it easier for our PIO to keep tabs on the campaigns. It also makes it easier to leverage data and insights from different platforms to optimize our strategy more effectively.

Here are a few examples of our Social Mirror ads from September.

Marin/Sonoma Mosquito & Vector Control District

Mosquitofish in ponds or other containers are a great natural way to keep mosquitoes in check. Mosquitofish can eat up to 500 mosquito larvae a day, and the best part? They're free! Contact us today.

LEARN MORE

Marin/Sonoma Mosquito & Vector Control District

The key to staying safe against West Nile Virus is simple. Prevent mosquito bites! Protect yourself and loved ones.

EPA Active Ingredients:

- DEET
- PICARIDIN
- IR3535
- OIL OF LEMON EUCALYPTUS (OLE)
- DIETHELMETHYL PIPERIDINE (DMPP)

EPA registered insect repellents.

LEARN MORE



DATE: September 11th, 2024

SUBJECT: Discussion and recommendation to approve the District Service Cost Fee Schedule

BACKGROUND

The District Service Cost Fee Schedule, previously called the “Cost Control Sheet” is what the District uses to charge property owners (e.g. such as a city, a county, or the California Department of Fish and Wildlife) for mosquito control work on their lands. Most public agencies do not currently contribute any taxes or benefit assessment payments for the District’s services; therefore, we recover certain costs for services by billing those agencies. In general, the Service Cost Fee Schedule should include a fee structure, cost components and the calculations the District used to identify the costs. As a public health agency dedicated to reducing the impact of vector-borne diseases across Marin and Sonoma counties, we structure our fees to recover specific costs associated with our services. This approach ensures that our financial model supports our mission of safeguarding community health while maintaining fiscal responsibility.

In response to the need for increased speed and efficiency in our invoicing and billing processes, we propose an update to the service cost fee schedule as outlined in **Attachment A**. The new fee structure introduces a fully burdened, blended hourly labor rate and incorporates equipment costs that cover both maintenance and support. This approach not only streamlines our administrative processes by reducing the frequency of updates—thanks to the Board's approval of a formula-based system rather than fixed fees—but also enhances transparency for vendors regarding the costs associated with mosquito control operations. By aligning the fee schedule with these elements, we aim to provide a clearer and more predictable cost structure.

Additionally, the updated fee schedule includes pass-through costs for specialty use equipment, such as helicopter operations and outside UAV applications, ensuring that these expenses are accurately reflected and managed. This adjustment will help in maintaining operational efficiency while providing a transparent and fair cost allocation for all parties involved. We believe these changes will facilitate better financial planning and improve our overall service delivery.

The formula described in **Attachment A**, is proposing a single, fully burdened hourly labor rate based on the percentages of staff time, itemized chemical control products with quarterly updated costs, two equipment maintenance/fuel surcharges based on repair and maintenance complexity, and pass-through costs associated with our 3rd party application vendors (helicopter/UAV).

STAFF RECOMMENDATION

Consider a motion to approve the Service Cost Fee Schedule Sheet for FY 2024-25.

FISCAL IMPACT

After reviewing previous billing cycles for mosquito control work completed and invoiced by the District, it appears that the reduction in recouped costs is minimal. Additionally, we anticipate a noticeable decrease in the staff time required for processing these billing statements.

ATTACHMENT A

Marin/Sonoma Mosquito and Vector Control District Service Cost Fee Schedule



1 Hourly Labor Rate

Blended hourly rate is based on the following position's fully burdened salary (which includes benefits)

Job Title

| | |
|---------------------------------|-------------|
| Biologist | 4% |
| Lead Biologist | 1% |
| Scientific Programs Manager | 1% |
| Vector Control Technician | 50% |
| Source Reduction Specialist | 25% |
| Field Supervisor | 10% |
| Assistant Manager | 3% |
| Administrative Technician | 5% |
| Administrative Services Manager | 1% |
| | <hr/> |
| | 100% |
| | <hr/> |
| | \$93.00/hr* |

*Rounded to the whole dollar

One Hour to be added to each invoice for billing, customer communications, etc.

2 Chemical Control Products

Quarterly assessed cost of chemical control products (market cost)

3 Equipment Maintenance/Fuel Surcharge

Equipment Cost A \$150.00/day
*Equipment with lower maintenance and simpler set up and refurbishing

Equipment Cost B \$300.00/day
* Equipment with higher cost parts, more complex maintenance needs and more time needed to set up and refurbish after each use

4 Pass Through Costs

Pass through costs from 3rd party vendors (helicopter/UAV)

Item 10 A



DATE: September 11th, 2024

SUBJECT: Discussion and/or appointment of an Ad Hoc Facilities Improvement Committee

BACKGROUND

As we move forward with the planned infrastructure upgrades for the District's facilities, it has become clear that the scale and complexity of these improvements necessitate a dedicated team to help guide the process. To ensure the successful execution of these upgrades, Staff is proposing the establishment of an Ad Hoc Facilities Improvement Committee. This Committee will play a pivotal role in working collaboratively with consultants, including CPM and Native Sage, to ensure that the project meets the strategic objectives and is completed on time and within budget.

The primary purpose of the Ad Hoc Facilities Improvement Committee will be to:

1. Provide Oversight:
Monitor the progress of the infrastructure upgrades and ensure that all aspects of the project align with our organizational goals and standards.
2. Advise on Key Decisions:
Offer guidance and make recommendations on significant decisions related to the project, including budget adjustments, timelines and scope changes.
3. Address Issues Promptly:
Identify and address any issues or obstacles that arise during the project, ensuring timely and effective resolutions.

Committee Structure:

Staff recommends a committee of 5-7 Board members that can attend meetings. Staff anticipates no more than 1-2 additional meetings monthly, with remote attendance during the earlier phases of planning and in-person meetings as the construction project approaches.

Timeline:

The committee will be established immediately upon selection by the Board President and will operate throughout the duration of the infrastructure upgrade project (2024-2027), with regular reviews and potential adjustments as needed.

STAFF RECOMMENDATION

Consider a motion to approve the formation of an Ad Hoc Facilities Improvement Committee with membership not to exceed 7 members of the Board.

FISCAL IMPACT

No known fiscal impact



DATE: September 11, 2024

SUBJECT: Discussion and/or approval to select a firm to facilitate the District's Strategic Plan Process for 2025-2028

BACKGROUND

An RFP was issued on August 12th, 2024, soliciting proposals from qualified strategic planning firms. The RFP outlined the scope of work, including needs assessment, stakeholder engagement, strategic goal development, and the creation of an actionable strategic plan.

Proposal Review:

District staff evaluated the submissions based on the following criteria:

- Relevant experience and expertise in vector control and public health.
- Demonstrated ability to conduct comprehensive needs assessments.
- Quality and feasibility of the proposed methodology
- Experience in facilitating stakeholder engagement and workshops.
- Cost-effectiveness and alignment with MSMVCD's budget.

We received proposals from the following vendors (attached):

1. Rauch Communication Consultants, Inc.- \$32,550
2. Advocacy and Management Group, Inc.- \$14,950
3. CV Strategies, Inc. - \$15,000

After a comprehensive evaluation, staff recommends selecting Advocacy and Management Group, Inc. (AMG) to facilitate the Marin/Sonoma Mosquito and Vector Control District's 2024-2028 Strategic Plan. AMG's extensive experience with mosquito and vector control agencies—including numerous mosquito districts and control associations—positions them well to address our specific needs. Their proposed process is both thorough and aligned with our district's capacity for effective engagement in the strategic planning process. Furthermore, AMG's proposal is the most aligned with our current budget constraints. While the other two proposals were also highly competitive, they would require either a substantial increase in our budget to proceed or the selection of a firm with limited mosquito district experience.

STAFF RECOMMENDATION

Consider a motion to select Advocacy and Management Group, Inc. (AMG) to facilitate the Marin/Sonoma Mosquito and Vector Control District's 2024-2028 Strategic Plan.

FISCAL IMPACT

The District has budgeted \$15,000 for the fiscal year 2024-2025 to facilitate strategic planning. This proposal will account for almost 100% of budgeted amount.



Phone: 408-374-0977
 Email: info@rauchcc.com
 Web: www.rauchcc.com
 936 Old Orchard Rd. Campbell, CA 95008

Dynamic Public Outreach, Smart Strategic Planning

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

DATE: August 30, 2024

PAGES: 19

TO: Peter Bonkrude, District Manager, MSMVCD

FROM: Martin Rauch

RE: Strategic Plan Proposal

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

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

This proposed process would include the development of a complete strategic plan, including mission, vision, values, goals, and objectives. There will be a practical and doable work plan to carry it out, and a monitoring and oversight process. The process will also help to clarify and enhance Board and Manager roles and relationships and improve their effectiveness as a team.

Ready to Hit the Ground Running

Here's why the District would be well served by Rauch Communication Consultants (RCC):

- In-Depth Strategic Planning Experience, across hundreds of planning workshops and decades of strategic plans.
- Regional and Statewide Experience around Southern California and across the State, including with other vector control Districts.
- We Know Special Districts; virtually all our clients are special districts. We understand the finance, governance, operations, facilities, administration, and the issues faced by districts.
- Organizational and Governance Experts. We have worked with over 225 Special Districts over the years. We are faculty for the California Special District Leadership Academy and teach regularly at statewide conferences on planning and governance issues.
- Practical and Accountable Implementation Plans that provide useful and actionable guidance.
- Get-To-The-Point Approach. We have refined our approach to get maximum results quickly. We know you are busy, and we make every minute count.

Please contact me if you have additional questions or would like to discuss this proposal further.

Regards,

Martin Rauch, Senior Consultant

Project Understanding

From a brief discussion and review of the District, we understand this to be a period of transition for the District. With a new manager in place, it is a good time to look at long-standing practices and consider if there are new and better ways to carry out the District's mission. In addition, there are large projects in the pipeline, like the planned facility rebuild, that may be redefined following a needs assessment and long-term strategic evaluation of district needs and priorities.

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

The Outcomes and Benefits Of Our Proposed Strategic Planning Process

Excellent Introduction for Newer Board Members and to Build Consensus Around Priorities for the Entire Board. Our workshops provide an ideal opportunity for both newer and longstanding directors to be exposed to all the key issues facing the district and to engage deeply with their fellow directors and management team in-depth on important strategic issues.

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

Strengthen the appropriate role and authority of staff to implement policy direction at the same time, the Board strengthens its policymaking role. The strategic planning process reinforces and strengthens both the Board's ability to set clear policy direction and the staff's authority and flexibility to carry it out.

Frees the Manager or Board President from Facilitating Their Own Workshop. Professional facilitation allows the entire management team and Board to participate fully in the workshop. It also brings an outside perspective that can be helpful. The facilitator can also share and help integrate experiences gathered from many other Districts with similar issues and challenges.

Company Profile

We work nearly exclusively with special districts in California, and strategic planning is one of our core services. We have worked with Boards, staffs, and communities for nearly 50 years on a daily basis. It is all we do. Here are just a small number of the many examples of our experience.

Selected Examples of Experience

Experience With Facilitation and Strategic Planning

Coachella Valley Mosquito and Vector Control District. We have completed two strategic plans for the Coachella Valley Mosquito and Vector Control District, and they asked us for a proposal to follow up in 2025. These plans included a survey of all staff and department-level meetings with line staff with the support of Rauch Communication Consultants.

Orange County Sanitary District. During a time when the District struggled to respond to record high numbers of residents contracting West Nile Virus, with numerous deaths resulting from the disease and never-before-experienced percentages of mosquitos carrying the virus. We worked with the management team and entire staff to develop a comprehensive work plan to ensure a more rapid, flexible, and effective response in the future, both in typical years and during crisis years. The plan included specific actions for mosquito, rats, and ant control, use of seasonal employees, infrastructure changes, public outreach, and interdepartmental communication, realignment of their work zones, succession, planning, and professional development, and management and planning changes.

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

Desert Healthcare District Governance Improvements and Board / Manager Roles and Relationship Improvements. Mr. Rauch has worked closely with the Board and CEO to improve Board governance and clarify and improve Board / CEO roles and relationship issues. This has been undertaken through several workshops, policy updates, and training.

San Mateo County Harbor District. This District lacked Board consensus and included some divisive Board issues that have required skilled facilitating to navigate. The project included extensive interviews among stakeholders and two community forums that were advertised in a variety of local newspapers through signs, posters, and email announcements.

Hayward Areas Recreation and Park District. We worked with this District to develop a comprehensive strategic plan that coordinated with their long-term Master Plan. Hayward Area Recreation and Park District is the largest Urban Park and Recreation District in the State with over 111 properties covering over 1,700 acres and providing a wide range of recreation, sport, nature, senior, special interest, and other services.

Association of California Water Agencies, Strategic Plan. ACWA is the oldest and largest statewide organization of water agencies in California, with a membership consisting of public agencies along with numerous engineering, legal, and financial organizations. Rauch Communication Consultants planned and conducted its Vision 2000 strategic planning process, which resulted in a significant

alteration of the organization's structure and direction. The new plan was developed with a comprehensive outreach program to the membership involving numerous coordination meetings and is today considered a complete success.

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

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

Joshua Basin Water District Strategic Plan and Manager Performance Evaluation. The Board had been unhappy with its General Manager and was internally divided and unable to provide clear direction to the Manager. We worked with the Board and management to develop a strategic plan and an oversight and evaluation process for the Manager. Over time, the Board and new management set a clear new direction and moved forward.

San Joaquin River Exchange Contractors Water Association. We helped them develop two strategic plans that tackle the very complex issues facing the Contractors. This helped them manage the 2011-2016 drought more effectively than many of their other agricultural neighbors. We also facilitated the resolution of several complex issues that had challenged the members for many years.

Kern County Water Agency. This agency supplies all the imported water in Kern County, an agricultural area with a rapidly growing urban center. The Agency imports over one million acre feet of water per year. Rauch Communication Consultants planned and conducted the development of its strategic plan, working closely with the Board, senior management, numerous member districts as well as a major city and the county. Over 57 different agencies and key individuals were interviewed along the way. The plan was unanimously adopted.

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

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

San Diego County Water Authority Water Storage Plan. Facilitated monthly discussion meetings with over 20 water agencies and the Water Authority in developing a countywide water storage plan. Relationships among the players were difficult initially, but we successfully reached a consensus on a plan.

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

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

Novato Sanitary District. This agency had aging treatment facilities under regulatory mandates to make upgrades to the collection system with significant capacity and I&I problems. The consultant helped the District develop a strategy for a major upgrade of its collection system, a complete rebuild of its treatment plant, and a transition to operating the treatment under contract to a private corporation under intense public scrutiny. RCC also facilitated the development of a formal strategic plan and an update several years later. The organization currently enjoys extremely high service quality, low rates, and customer satisfaction.

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

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

Experience Helping Districts Resolve Complex Challenges

Friant Water Authority Organizational Redesign and Strategic Plan. The Authority delivers about one million acre-feet of water each year. RCC worked with this large Board of 23 and staff that were divided into many camps and subgroups and became nearly paralyzed with dissension. The workshop was complex, with as many as 50 or 75 people participating (directors, managers, agency staff, attorneys, etc.) Members were threatening to leave the organization, and about half of them eventually did. We helped them to rebuild the group from the ground up with a new governance structure, helped them to plan and organize to hire a new CEO, and developed a strategic plan. The organization is now flourishing and all of the members have returned.

San Luis Delta Mendota Water Authority Strategic Plan, Change Cost Allocation, and Hire New CEO. The strategic planning process included four workshops for the large Board of over 20 members, as well as review, comment, and approval of portions of the plan at several Board meetings. **Special Cost Allocation Process.** One important side topic taken up was how Authority costs are allocated to its members. Because of the complexity and importance of this issue, an ad hoc Activity Budget Cost Allocation Group was formed to explore the issue and recommend changes to the Board. The consultant worked with staff to plan and facilitate four meetings of the ad hoc group, which developed several changes that were later approved by the Board. These changes spread costs more equitably across the membership and provided more clarity about

costs. **Executive Director Recruitment.** The strategic planning process was scheduled to kick off in spring 2018. However, the resignation of the then Interim Executive Director and / General Counsel moved the Board to start by focusing on recruiting a new Executive Director. The first workshop was completed in time to provide information to support the recruitment process. The consultant supported the hiring of an executive recruitment firm by helping the Authority develop a list of possible firms, draft the request for proposals, interview recruiters, develop an initial list of potential candidates for the recruiter, and edit the recruitment brochure to reflect the organization's vision and the position's requirements.

RCC facilitated a second complete strategic planning process four years later.

What Our Clients are Saying About our Qualifications

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

"Thanks for your guidance in helping the Board members make decisions that resulted in a healthy working, and successful atmosphere in our District...We have a Board and Management team who get along and support each other. Again, thank you for your capable knowledge and assistance..."
Cordova Recreation and Park

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

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

"It was one of the most productive series of meetings of this kind I have participated in professionally."
Cucamonga County Water District

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

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

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

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

"It was one of the most productive series of meetings of this kind I have participated in professionally."
Cucamonga County Water District

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

"...a glowing recommendation for your ability to prepare a Strategic Plan."
Squaw Valley Public Utilities District

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

"RCC has helped us develop our strategic plan and updates for several years. The community meeting was particularly successful. Over 70 people attended, and thanks to excellent facilitation, there was active participation. The meeting brought a great sense of community to the process and helped unite the Board around the public consensus."
Montara Water and Sanitary District

You were always looking ahead, working to solve problems before they occurred. You were also willing to challenge project decisions when you thought we were going in the wrong direction. You gave us insight into people and used a bulletproof process to track all the details and complicated interactions between the project team, policymakers, and the public..."
Meredith Husted Sacramento Regional County Sanitation District

Throughout the project, your guidance and counsel were insightful and invaluable. Your years of experience working with water industry clients on public information and strategic planning efforts were clearly evident. In addition, your project management skills and ability to juggle multiple deliverables at once is commendable.
South Coast Water District

Partial Client List Showing Our Special District and Local Government Experience

ASSOCIATIONS, JPAs, STATE, FEDERAL AND OTHERS

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

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

LOCAL GOVERNMENT AGENCIES

ALAMEDA COUNTY

Hayward Area Recreation & Park
 Livermore Area Recreation & Park

BUTTE COUNTY

Oroville-Wyandotte Irrigation District

CALAVERAS COUNTY

Calaveras County Water District

CONTRA COSTA COUNTY

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

EL DORADO COUNTY

South Lake Tahoe PUD

IMPERIAL COUNTY

Imperial Irrigation District

KERN COUNTY

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

North Bakersfield Recreation and Park District
 Inyokern Community Services District
 Shafter Park and Recreation District

LASSEN COUNTY

Lassen Municipal Utility District

LOS ANGELES COUNTY

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

MARIN COUNTY

Las Gallinas Valley Sanitary District

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

MERCED COUNTY

Central California Irrigation District

MONO COUNTY (and MADERA)

Mammoth Community Water District

MONTEREY COUNTY

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

NAPA COUNTY

Napa County
 Napa Sanitation District

NEVADA COUNTY

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

ORANGE COUNTY

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

PLACER COUNTY

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

PLUMAS COUNTY

East Plumas Health Care District

RIVERSIDE COUNTY

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

SACRAMENTO COUNTY

County of Sacramento Public Works Agcy.
Sacramento Regional County Sanitation District
Fair Oaks Water District
Arcade Water District
Sacramento Metropolitan Water Management Board
Carmichael Water District
Rio Linda Water District
Northridge Water District
Rancho Murrieta Community Services District
Cordova Recreation and Park District

SAN BERNARDINO COUNTY

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

SAN DIEGO COUNTY

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

SAN FRANCISCO COUNTY

Golden Gate Bridge, Highway, & Trans. District

SAN JOAQUIN COUNTY

Ripon Fire Department

SAN LUIS OBISPO

Templeton CSD
Port San Luis Harbor District
San Simeon CSD
Cambria Community Services District
Nipomo Community Services District

SAN MATEO COUNTY

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

SANTA BARBARA COUNTY

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

SANTA CLARA

Santa Clara Valley Water District
West Valley Sanitation District

SANTA CRUZ COUNTY

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

SOLANO COUNTY

Rural North Vacaville Water District

SONOMA COUNTY

TULARE COUNTY
Friant Water User Management Board
Visalia Public Cemetery District

VENTURA COUNTY

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

Approach, Methodology, and Scope.

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

1. COORDINATION, RESEARCH, INTERVIEWS, AND PLANNING.

1A. Kickoff, Review Relevant Documents, Interviews, and Planning. The purpose of the initial kickoff conference call is to clarify expectations, participants, process, documents to review, desired outcomes, and any other open issues.

Initial analysis. This stage initiates analysis that, depending on the situation, may include the equivalent of a needs assessment, gap analysis, SWOT, and TOWS analysis, etc., that will be carried out explicitly or implicitly throughout the process.

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

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

We are proposing to interview the 24 Board Members, six Management Team members, the two Union Representatives, and the Steward. Interviews generally take from about 30 to 60 minutes, depending on the input from each person.

2. WORKSHOPS TO GATHER INSIGHT REGARDING CRITICAL ISSUES AND PRIORITIES.

Following the steps above, the consultant will have a much deeper understanding of the District, Board, staff, community, and others. With the knowledge at hand, the consultant will determine if changes in the approach described here are recommended.

2A. Board Workshop #1 (onsite, in-person). The strategic planning workshops are the heart of the process. Our workshops are designed to be dynamic and engage all the participants, ensure everyone's perspective is voiced and heard, and obtain consensus on key issues rapidly and effectively. The workshop takes inputs from the interviews and research phase and uses a set of proprietary, facilitated small and larger group exercises designed to provide the equivalent of a needs analysis, SWOT, and gap analysis as well as the background understanding needed to set clear policy direction. Each workshop is custom-designed to meet the needs of the group.

Workshop #1 usually takes six or seven hours but can be a little shorter. They can be held during normal business hours, starting in the late afternoon and going into the evening, or be held on a Saturday. They can be at the District or another location within the service area.

Below are examples of the types of topics likely to be covered:

- Expectations. Each participant will be asked to share their expectations for what results they want the process to achieve. We will check to ensure the expectations are met before the end of the process.
- Self-Assessment: Rating the District Today. To chart a path to the future, the District will need to identify where it stands today: what is working, what is not working optimally, and how various aspects of the District are viewed by each participant.
- Identifying Strengths, Weaknesses, Opportunities, and Threats. Identifying the significant current and future issues that can impact the organization and the most promising opportunities to deal with those threats or make improvements.
- Identifying the Highest Priority Issues. The group discusses and identifies the most critical challenges or opportunities that the District must tackle if it is going to accomplish its mission.
- Developing Strategic Issues Areas. With the facilitator's assistance, the group will take all the information above and begin to organize it into an initial set of strategic issue areas and priorities. These strategic issues will later be translated into goals and objectives.

Note: *These will be Brown Act meetings, and the public is welcome. If members of the public attend, our recommendation is to provide them an opportunity to comment or ask questions at the beginning, middle, and end, thereby reserving the core workshop for the Board and management team.*

2B. Board Workshop #2 (onsite, in-person). This workshop provides the board with time to articulate and come to a firmer consensus on key issues. It also makes possible the refinement of more accurate direction and priorities for staff to implement.

Before the workshop, the consultant will take the detailed inputs from the first workshop and develop an initial list of goals and objectives, which are reviewed and refined with staff in advance. At this workshop, the participants will undertake the following:

- **Review and edit, as desired, the Board level policy direction in their Goals, Objectives.** This is the core policy-level direction that will be acted upon by staff and is a critical step in the strategic planning process.
- **Evaluate and Consider Mission, Vision, and Values.** Through a series of exercises, the consultant will work with the participants to review and consider updating or create new mission, vision, and values statements.
- **Develop a high-level summary of priorities, strategy, and What's new.** With the mission, vision, values, goals, and objectives complete, the group identifies the few highest priorities, the strategies for completing those priorities, and a summary of what the District will be doing new or differently, more of, less of, or stop doing. These will be concise statements that can be agreed upon and held in memory. and represent a shared understanding of what this plan is all about.

By the end of the meeting, the participants will be able to articulate without reference to notes the few most important strategic challenges, articulate the strategy to achieve

those priorities or challenges, and be comfortable that the plan will meet their needs.

Workshop #2 typically is scheduled for on-half day but usually takes about three hours.

Step 3. OPTIONAL STAFF AND STAKEHOLDER ENGAGEMENT

There are a number of ways to engage staff and the public in the process: confidential interviews, surveys, small groups, departmental and/or all-hands workshops, and others. We are proposing three options to incorporate staff choose from. There are numerous ways to engage other stakeholders as well. If that is desired, we can discuss them.

Whichever method or methods are chosen, they would be carried out after the first workshop so that there is direction to comment on in time to present to the Board before the second workshop when direction is firmed up. There would also be opportunities for open comment on any topic.

3A. OPTIONAL ALTERNATIVE: Confidential Staff Survey. The consultant would develop a confidential electronic staff survey, gather, analyze, and summarize the results for presentation to the Board, and incorporate them into the plan.

3B. OPTIONAL ALTERNATIVE: Staff Review Led by Leadership Team. For this option, the consultant would provide guidance to the District manager and/or management team on how to work with staff to review the draft plan, comment on it, and provide input. We will also help analyze the results and build them into the Plan. This staff work could be carried out by a department led by the appropriate department manager, in an all-hands meeting by the District manager, or in other groupings.

3C. OPTIONAL ALTERNATIVE: Two Staff Workshops Led by the Consultant. RCC would take the lead in all aspects of the staff workshops. The goal would be to provide staff with the opportunity to comment after the first Board workshop and before direction is solidified. The workshop will be planned in detail at the time to meet the specific situation but would likely include a brief summary of the process to date, a summary of all the elements of the plan to date (mission, vision, values, strategic focus areas, and board goals and objectives). It would also pose a few focused questions to the group designed to promote discussion and input, and would include opportunities for open comment and questions on any topic. These usually take between 1.5 and 2 hours or so, depending partly on the size of the group. Often two identical staff workshops are held the same day so that the entire staff is not held up at once.

3D. OPTIONAL ALTERNATIVE: Survey Plus Staff Led Workshops. For Marin Sonoma Mosquito and Vector Control District, we recommend the survey or possibly the survey plus staff review by the Leadership team as the most cost-effective.

4. IMPLEMENTATION PLANNING AND ‘REALITY CHECK’

4A. Develop a Three- to Five-Year Implementation Plan (Tactics), Reality Check, and Metrics. In order to properly evaluate the feasibility of the plan and later implement it, it is necessary to develop an implementation plan. In other words, what initiatives or work must be implemented to achieve the goals, objectives, and priorities and the expected outcomes? The level of detail varies by organization, but there should be enough detail to make it possible to reality check the plan and determine if the plan is doable in terms of monetary resources (budget), staff time and expertise, as well as sequencing. If any of the Board’s goals, objectives, or priorities are not doable with current resources, it can then be brought to their

attention so the board can consider adjustments to the plan or acquire additional resources (resource development). The detail also helps provide accountability by, at minimum, naming an individual responsible and setting a timeline.

Performance metrics are developed during the implementation phase but performance is measured appropriately to the objectives set by the Board rather than to the implementation actions designed to achieve those objectives.

This is primarily a staff-driven process with support from the consultant. It should include the engagement of the management team at a minimum.

5. DEVELOP A MONITORING AND OVERSIGHT PLAN, PREPARE THE PLAN FOR PRESENTATION TO THE BOARD, MAKE ANY FINAL EDITS AND FINALIZE

The final plan will be clear, practical, usable, and organized in a way that it can be readily understood, reported on, and monitored. It is designed for easy future reference by the Board, staff, and interested stakeholders.

5A. Reporting, Monitoring, Oversight Plan, and Communication Plan. The consultant will work with staff to document a process for reporting on the Plan, communicating to the public and board oversight, and monitoring of progress. This would include when and how the Plan will be updated and rolled forward so that there is always a multi-year guide to the future.

5B. Present to Board, Identify Highest Priorities and Strategies, Finalize and Approve (Remote, online). The consultant will present the final plan to the Board via Zoom at a Board workshop. After the meeting, the consultant will finalize, proofread, and produce a final, approved copy. Travel time will be added if the District would like the presentation to be in person.

DELIVERABLES

The final Strategic Plan would include the mission, vision, values, goals, and objectives with outcomes and measures for a few key objectives. In addition, the plan would summarize the current and expected strategic challenges and opportunities facing the District identified in the process. There would be a practical and usable implementation plan (tactics), including timing and someone named responsible for each strategic initiative, as well as a plan for reporting, monitoring and oversight by the Staff and the Board. The entire document would be written clearly, include professional graphic design, flow in a logical order, and integrate the findings, goals, and objectives in a seamless, easy-to-follow manner.

Project Team

MARTIN RAUCH, Primary Consultant, Rauch Communication Consultants

Martin Rauch is President of Rauch Communications Consultants, a full-service strategic planning and public outreach firm with a main office near San Jose California

DECADES OF FACILITATION AND STRATEGIC PLANNING EXPERIENCE

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

Working out of RCC's San Jose Office, Martin also assists the Board of Directors and senior managers by tailoring public information projects that meet the special requirements of each client.

EXPERIENCED TRAINER

(1991 to 2011). Special District Board Management Institute. Mr. Rauch served as a regular speaker at the Institute certificate program from about 1992 to 2011. During much of that time, he was part of the leadership team that developed the curriculum and recruited speakers.

Mr. Rauch is the principal author of the CSDA Special District Leadership Foundation certificate course on Strategic Planning and the Governance Foundations course.

(2013 to Now). Special District Leadership Foundation. Mr. Rauch is a regular speaker for CSDA and is on the Board of the Special District Leadership Foundation. He is the principal author of the Special District Leadership Foundation certificate course on Setting Direction (strategic planning), as well as Governance Foundations.

1992-2021. Regular Presenter at Statewide Association Conferences. Mr. Rauch has been invited as a speaker to other statewide associations over the years.

OTHER EXPERIENCE AND TRAINING

Prior to his work for public agencies, he served for years as a community organizer and educator for nonprofit organizations, organizing community groups and producing educational and information materials. He holds a Bachelor of Arts degree with High Honors from the University of California at Santa Barbara. Martin's formal training also includes completion of Business Mediation Training at UC Berkeley, as well as courses in Facilitating and Mediating Effective Agreements. Martin is a certified Balanced Scorecard Professional (BSP) from the Strategy Management Group and The George Washington University College of Professional Studies.

LYNDA BOYD, Project Manager, Rauch Communications Consultants, Staff

Lynda manages the production of documents, coordinating the writing, printing, and mailing of materials, setting up schedules, and coordinating project team activities and interviews to keep projects moving smoothly and on schedule.

AMANDA GREEN, Consulting Support, Research and Writing, affiliate (contractor)

Amanda assists with the facilitation of virtual meetings by utilizing our special online whiteboarding software. She also transcribes and organizes notes from interviews, surveys, and workshops and writes and helps prepare strategic planning reports. Amanda has worked on most RCC strategic planning projects for special Districts in the past decade as well as public engagement programs. With a Master’s Degree in Public Administration from Harvard University School of Government and 15 years’ experience, Amanda provides a range of support as an assistant during large and complex meetings, researching, planning, and writing.

Project Timeline

TIMING

The RFP names a completion time of February 2025. We can aim for that timing, but have projects in the pipeline that may push that by a couple of months, but in time to incorporate any changes from the plan into the budget process.

The table below summarizes the scope of work and sample timing. This is merely a sample for initial planning purposes, both the amount of time between steps and the overall time can vary depending on circumstances. We expect to be able to start in November or December.

| | |
|--|----------------|
| 1A. Kickoff, Review Documents, Interview, Coordination. Summarize the interviews and integrate input into the process. | Month 1 |
| 2A. Board Workshop #1 (Onsite, in-Person). Plan and facilitate meetings, transcribe and summarize notes, and incorporate them into the Plan. | Month 2 |
| 2B Board Workshop #2. Plan and facilitate meetings, transcribe and summarize notes, and incorporate them into the Plan. 3A, 3B, 3C, or 3d Staff Engagement | Month 3 |
| 4A. Develop a Three- to Five-Year Implementation Plan (Tactics), Reality Check, and Metrics. 5A. Reporting, Monitoring, Oversight Plan, and Communication Plan. | Month 4 |
| 5B. Present to Board, Confirm Plan or Make Final Changes and Approve. Incorporate any comments, proof, finalize, and deliver digitally. (Remote, online). | Month 5 |

Project Budget

We propose to complete the core strategic plan for a consulting \$32,550, plus expenses. There are four staff engagement options that can be selected à la carte as additional scope.

| MSMVCD STRATEGIC PLAN PROPOSAL | Senior | Associate | Admin | CORE Sub Tot | ENGAGEMENT |
|--|----------|-----------|-------|--------------|------------|
| | \$275 | \$90 | \$80 | | |
| Hours | 50 | 0 | 3 | 53 | |
| 1A. Kickoff, Review Documents, Interview, Coordination (up to 33) interviews. Summarize the interviews and integrate input into the process. | \$13,750 | \$0 | \$240 | \$13,990 | |
| Hours | 28 | 14 | 0 | 42 | |
| 2A. Board Workshop #1 (Onsite, in-Person). Plan and facilitate meeting, transcribe and summarize notes and incorporate into the Plan. | \$7,700 | \$1,260 | \$0 | \$8,960 | |
| Hours | 18 | 12 | 0 | 30 | |
| 2B Board Workshop #2. Plan and facilitate meeting, transcribe and summarize notes and incorporate into the Plan. | \$4,950 | \$1,080 | \$0 | \$6,030 | |
| Hours | 4 | 6 | 0 | | 10 |
| 3A. OPTIONAL ALTERNATIVE: Confidential Staff Survey. Analyze data and incorporate into the report | \$1,100 | \$540 | \$0 | | \$1,640 |
| Hours | 4 | 4 | 0 | | 8 |
| 3B. OPTIONAL ALTERNATIVE: Staff Review Led by the Leadership Team with the support of the consultant. Staff summarizes, and the consultant incorporates results into the plan. | \$1,100 | \$360 | \$0 | | \$1,460 |
| Hours | 24 | 6 | 0 | | 30 |
| 3C. OPTIONAL ALTERNATIVE Two Staff Workshops Led by Consultant. The consultant summarizes and analyzes the results and incorporates them into the plan. | \$6,600 | \$540 | \$0 | | \$7,140 |
| Hours | 8 | 10 | 0 | | 18 |
| 3D. OPTIONAL ALTERNATIVE: Survey Plus Staff Led Workshops | \$2,200 | \$900 | \$0 | | \$3,100 |
| Hours | 4 | 2 | 0 | 6 | |
| 4A. Develop a Three- to Five-Year Implementation Plan (Tactics), Reality Check, and Metrics. | \$1,100 | \$180 | \$0 | \$1,280 | |
| Hours | 2 | 1 | 0 | 3 | |
| 5A. Reporting, Monitoring, Oversight Plan, and Communication | \$550 | \$90 | \$0 | \$640 | |
| Hours | 6 | 0 | 0 | 6 | |
| 5B. Present to Board, Confirm Plan or Make Final Changes and Approve. Incorporate any comments, proof, finalize and deliver digitally. (Remote, online). | \$1,650 | \$0 | \$0 | \$1,650 | |
| TOTAL | | | | \$32,550 | |

Cost Estimate Details. No out-of-scope work will be undertaken without prior written approval from the Client. Out-of-scope work includes new tasks or extra work not due to inefficiencies on our part on existing tasks, which is requested for reasons beyond RCC's control.

Our Rates. The consulting rate for the senior consultant is \$275/hr. Associate consultants are \$90 to \$115/hr. The graphic designer and webmaster rate is \$105/hr. Social media and writing specialist's rates are \$45 to \$90/hr. The rate for the Project Manager is \$80/hr.

Travel and Expenses Additional. Basic material expenses, including, workshop location and food, travel expenses (transportation, meals, and lodging), office printing, and sales tax, are additional and passed on at cost. Car mileage is at the IRS California rate at the time or the actual rental car cost plus fuel.

References

Jeremy Wittie, General Manager, Coachella, Mosquito and Vector Control District.

Office (760) 342-8287

Cell (760) 399-6941

www.cvmosquito.org

RCC has completed two strategic plans for the Coachella Valley Mosquito and Vector Control District, and they asked us for a proposal to follow up in 2025. These plans included a survey of all staff and department-level meetings with line staff with the support of Rauch Communication Consultants.

James Wheeler, General Manager, Hayward Area Recreation and Park District

Office 510-881-6710

whej@haywardrec.org

We worked with this District to develop a comprehensive strategic plan that coordinated with their long-term Master Plan. Hayward Area Recreation and Park District is the largest Urban Park and Recreation District in the State with over 111 properties covering over 1,700 acres and providing a wide range of recreation, sport, nature, senior, special interest, and other services.

Remleh Scherzinger, General Manager, Marina County Water District

Office: 831-883-5925

Paula Riso Assistant: 831-883-5910

rscherzinger@mcwd.org

Working closely with the management team and Board, RCC Just completed a comprehensive strategic plan for the District that provides water and sewer services. The work plan will be developed next. RCC has also provided public outreach services for the District for several years.

Insurance

Professional Liability Insurance. \$1,000,000 for Each Occurrence, \$300,000 For Damage to Rented Premises (Each Occurrence), \$10,000 Medical Expenses (Any One Person), \$1,000,000 Personal and Adv Injury, \$2,000,000 General Aggregate, and \$2,000,000 Products-Comp/OP AGG.

Automobile Liability. \$1,000,000 Combined Single Limit.

Workers Compensation and Employers' Liability. \$1,000,000 E.L Each Accident, \$1,000,000 E.L. Disease – Each Employee, \$1,000,000 E.L. Disease – Policy Limit.

Professional Liability: \$1,000,000 Aggregate, \$1,000,000 Each Act, \$1,000,000 Each Judgement.



Strategic Planning Proposal

Marin Sonoma Mosquito and Vector Control District

Prepared by Megan MacNee, MPA, CAE

Marin Sonoma Mosquito & Vector Control District Proposal



Dear Mr. Peter Bonkrude -

I wanted to reach out and express my interest in facilitating the district's Strategic Plan, as outlined in your recent Request for Proposal. Having navigated various organizations, including mosquito and vector control districts, through strategic planning, I am excited about the prospect of contributing to the Marin Sonoma Mosquito & Vector Control District's mission and objectives.

In my role as a facilitator, I've had the privilege of guiding organizations as they crafting strategic plans that align seamlessly with their mission, values, and long-term goals.

My focus centers around being your guide as your organization embarks on making intentional changes for your future. Specifically, my approach to facilitating involves creating an inclusive environment during structured planning sessions with boards, staff, and stakeholders. I have experience in conducting thorough environmental scans and drafting actionable strategic plans that capture aspirations and provide clear directions.

My experience working both as part of and alongside organizations provides me a unique perspective as I'd guide your leaders and experts into making the decisions needed to move MSMVCD forward in the years ahead.

I am excited about the prospect of contributing my skills and experience to MSMVCD's strategic planning process. Enclosed with this letter is my detailed proposal, including relevant experience, a comprehensive budget, and strong references. I am confident that my approach aligns well with the criteria outlined in your RFP and will bring significant value to MSMVCD.

Thank you for considering my application. I look forward to the possibility of discussing how my skills and experience can contribute to the achievement of MSMVCD's strategic goals.

Best,

Megan

Megan MacNee, MPA, CAE (She/Her)

Senior Association Executive & Strategic Facilitation Consultant

(951) 452-7906 | mmacnee@amgroup.us | www.amgroup.us

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RFP Specific Requirements



| Requirement | | Location |
|--------------------------------|-------------------------------------|---------------|
| Company Profile | <input checked="" type="checkbox"/> | Pages 15 - 16 |
| Project Approach & Methodology | <input checked="" type="checkbox"/> | Page 4 - 10 |
| Project Team | <input checked="" type="checkbox"/> | Page 14 |
| Timeline | <input checked="" type="checkbox"/> | Page 11 |
| Budget | <input checked="" type="checkbox"/> | Page 12 |
| References | <input checked="" type="checkbox"/> | Page 14 |



Approach & Strategic Planning Process

My Facilitation Approach



As a strategic facilitation consultant, my approach to facilitation revolves around being your guide as your organization seeks meaningful change.

What is facilitation?

Facilitation, in essence, is the art of fostering effective communication, collaboration, and problem-solving within a group. In my role, I function as your guide, steering your organization away from stagnant conversations and towards actionable solutions.

Moving your organization forward.

The primary goal is to propel your organization forward by breaking free from repetitive discussions and instigating tangible change. I facilitate dynamic sessions that encourage open dialogue, innovation, and the discovery of solutions. By leveraging strategic facilitation techniques, I assist in identifying the core issues, fostering a collaborative environment, and constructing a strategic roadmap.

My facilitation style is geared towards empowering your organization to navigate challenges, build direction, and develop a robust strategy as a team. Together, we work towards translating ideas into actionable plans, ensuring that your organization not only identifies the necessary changes but also implements them effectively to foster growth and progress.

Our Strategic Planning Process



Step 1: Discovery – During this initial phase, key stakeholders and decision-makers engage in a conversation to outline the scope, objectives, and desired outcomes of the strategic planning process. This helps set the direction for the entire process and ensures alignment among the participants.

Step 2: Research – In this step, the team conducts research to gather relevant data and information about the industry, market trends, competition, and internal capabilities. This data-driven approach provides the foundation for informed decision-making throughout the strategic planning process.

Step 3: Prep – After collecting research data, the facilitator will prepare for the upcoming strategic planning activities including the workshop agenda, pre-work survey, and other needed materials.

Step 4: Prewrite – Collecting background information and setting the stage for the strategic planning workshop. Participants are tasked with providing responses in an anonymous format, allowing them to freely express their thoughts, concerns, and aspirations. May also include collecting information from non-participants.

Step 5: Workshop – The heart of the strategic planning process, the workshop brings together stakeholders to brainstorm, analyze, and prioritize strategies. Through facilitated discussions, activities, and exercises, participants collaborate to develop a comprehensive strategic framework that outlines goals, tactics, and the allocation of resources.

Step 6: Draft Report & Review – Following the workshop, a draft report is created, summarizing the outcomes, strategies, and action plans discussed during the workshop.

Step 7: Final Report – The strategic planning process culminates in the creation of the final report. It serves as a roadmap for the organization's future endeavors, guiding decision-making and resource allocation.

Each step of the strategic planning process plays a crucial role in guiding an organization's direction, fostering collaboration among stakeholders, and laying the groundwork for successful execution of strategic initiatives.





Project Proposal

Proposal – Scope of Work



Project Stages Overview

- Research, Prework, and Prep
- Workshop
- Strategic Report

Scope Considerations

The scope outline in the following pages takes in the considerations of the size of the MSMVCD's board, staff, and potential stakeholders. The goal of this process is to be inclusive to as many voices as possible while ensuring an efficient and effective process.

To do this we do recommend multiple in-person/virtual session where voices who may not be able to attend the final workshop have the opportunity to contribute to the process.

Proposal – Scope of Work



Research, Prework, and Prep

Ahead of the workshop, we will conduct a robust research phase that will ensure the workshop maximizes its effectiveness and produces a tailored strategic plan aligned with your organization's aspirations.

In addition to direct research, one of the key goals in this portion of the process is to bring in voices who will not be at the workshop but represent key stakeholders of the district.

This phase includes:

- Conduct a pre-meeting discovery call to provide a deeper understanding of your organization's culture, challenges, and goals, enabling us to craft a customized agenda for the workshop that directly addresses your unique strategic needs.
- Distribute & analyze surveys to workshop participants and key stakeholders to gather insights and expectations.
 - Recommendation to include all staff and board members in process.
- Conduct a review of your organization's current strategic documents, past performance data, and relevant industry research.
- Conduct one-on-one informational interviews with up to six stakeholders. (Additional interviews available for additional costs).
 - Focus on historical, outsider/contrarian, and fresh (new) perspectives.
- Conduct interactive stakeholder focus group sessions, up to three 90-minute sessions. (Can be in-person or virtual) (Additional sessions available for additional costs).
 - Recommendation of two in-person and one virtual.
 - In-person audiences: 1) Staff not attending workshop, 2) Outside stakeholders
 - Virtual audience: Board members not attending workshop

Proposal – Scope of Work



Group Workshop

Design and facilitate a customized workshop in the late fall of 2024 that will bring together key stakeholders and decision makers from your organization to facilitate open discussions, brainstorming, strategic, and decision-making exercises that will create the basis of the strategic plan report.

While we will craft the goals of the workshop, based on the RFP I would initially suggest:

- Conducting an Environmental Assessment.
- Review & Revitalization of Vision, Values, and Mission
- Review & Revitalization of Key Results Areas, Strategic Goals, and Operational Objectives.

Logistically, I would recommend the following:

- One and half day workshop. A 3–4-hour afternoon, followed by a full (6 hour) day. (Can adjust as needed)
- With the assumption the workshop will involve over 30 individual we recommend an assistant facilitator.

Strategic Plan Report

Following the workshop, we will prepare a comprehensive draft report that summarizes the findings, including the strategic objectives and action plans identified.

The scope includes up to two rounds of edits to ensure it accurately reflects the outcomes of the workshop and aligns with your organization's vision. After review, we will deliver a polished final report that serves as your organization's strategic roadmap.

Proposal – Timeline

Suggested Timeline

Once contract is approved, a discovery call will be scheduled to craft a custom plan for MSMVCD to meet their needs and schedule. We typically recommend a twelve-week process at minimum, to ensure time for focus groups for this process we'd recommend 16 weeks. Below is a sample schedule for consideration:

- Week 1: Discovery Call
- Week 2: Research materials provided to facilitator.
- Weeks 3-5: Research & interviews conducted. Survey & focus group development.
- Week 5-8: Surveying and focus group conducted.
- Week 8: Prework sent to attendees and workshop prep.
- Week 9: Prework due to facilitator and workshop prep.
- Week 11-12: Strategic Planning Workshop
- Week 14: Draft report delivered to client.
- Week 14-15: Report feedback/edits provided to facilitator.
- Week 15-16: Final report delivered to client. (or 1 week after feedback provided)
 - *Additional round of edits available, if needed.*

We recommend locking down overall dates, particularly the workshop, prior to executing contract to ensure our availability meets MSMVCD needs. Holidays and work conflicts of either MSMVCD or the facilitator may require an adjustment of this timeline.

Proposal – Investment



| | | |
|------------------------------------|-----------------|--|
| Cost of services in scope of work: | \$12,000 | |
| Travel costs | | |
| - Workshop: | \$500 | (includes mileage, one night hotel stay, and per diem) |
| - In-Person focus groups: | \$175 x 2 | (includes mileage and per diem) |
| Assistant facilitator costs: | \$1,700 | (includes travel) |
| Workshop & focus group supplies: | \$400 | |
| Total costs: | \$14,950 | |

Optional additional services

| | | |
|----------------------------|-------|---------------|
| Additional interviews (3): | \$500 | |
| Additional focus group: | \$500 | (plus travel) |



About Us

About Your Facilitator



Megan MacNee serves as a Senior Association Executive & Strategic Facilitation Consultant at Advocacy & Management Group (AMG). In this role, Megan serves associations and non-profit organizations in the full-service roles as an Executive Director; as well as a strategic facilitation consultant providing strategic planning and workshops for associations, non-profits, and government organizations.

Megan oversees the teams for her clients as they execute all aspects of association management from board and committee management, budgeting and finances, communications, events and education, membership retention and recruitment, grant and program management, advocacy, and more.

In her facilitation work, Megan focuses on guiding her clients from stagnation to success through customized workshops. Her workshops and strategic planning work get organizations to not only think strategically, but as importantly, to make the tough decisions needed to move an organization forward.

Megan brings over a decade and a half of experience from roles in non-profit, government, and associations. These included all aspects of organizations from financials, governance and leadership, program management, political and advocacy operations, communications, event planning, database management, and more.

Megan kicked off her career as a Jesse Unruh Assembly Fellow and continued working as a Legislative Assistant in the California State Assembly before setting into the non-profit and association world.

Megan holds a Bachelor of Art in History from the University of Redlands and a Master of Public Administration from the University of Southern California. She became a Certified Association Executive in 2022. Find Megan's full details at <https://www.linkedin.com/in/meganmacnee/>



Megan at her home with her dog Sirius.

About Our Firm

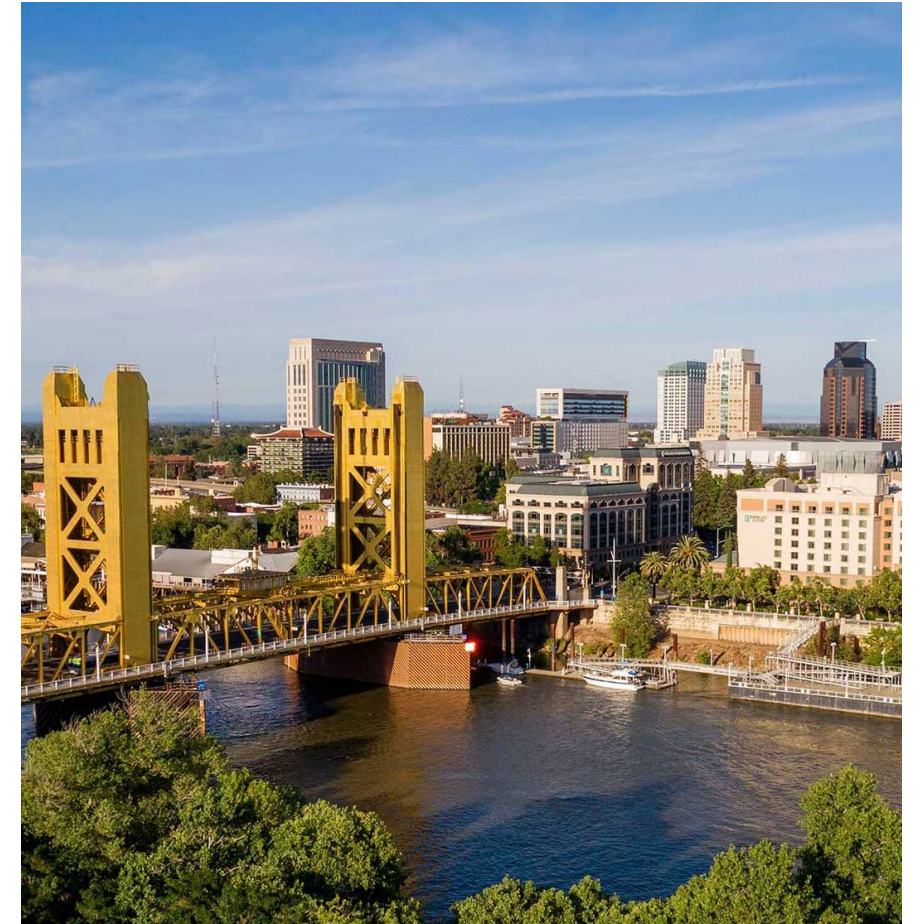


Your organization has a unique mission, and we want to help you fulfill it. We offer a full range of professional association advocacy and management services, in addition to strategic consulting and facilitation.

AMG is a women owned firm that takes a proactive approach to ensure that your goals are met in a professional, timely, and cost-effective manner. From day-to-day management, strategic facilitation, and event planning to marketing and communications, social media, and membership services, we are dedicated to seeing your organization thrive.

AMG delivers exceptional association management and strategic services unmatched by anyone else. Our team consists of some of the brightest professionals in executive management, strategic facilitation, event planning, membership services, marketing, social media, and communications. When you choose to work with us, your association will gain an indispensable team of talented, energetic individuals dedicated to helping your association succeed.

Learn more about Advocacy & Management Group, Inc. at <https://amgroup.us/>



AMG offices at Tower Bridge on Capitol Mall in Sacramento, CA.

Sample of Past Facilitation Clients



References



Wakoli Wekesa

Manager of Eastside Mosquito Control District

Past President of Mosquito & Vector Control Assoc. of CA

(209) 522-4098

wwekesa@eastsidemosquito.com

Joel Buettner

Manager of Placer Mosquito & Vector Control District

(916) 380-5444

joelb@placermosquito.org

Gloria Peterson

Executive Director of California Court Reporter Association

(949) 715-4682

gpeterson@amgroup.us

Thank You for Your Consideration



Do not hesitate to contact me for any additional information.

Megan MacNee, MPA, CAE (She/Her)

Senior Association Executive & Strategic Facilitation Consultant

Phone: (951) 452-7906

mmacnee@amgroup.us

www.amgroup.us

REQUEST FOR PROPOSALS

MARIN SONOMA MOSQUITO AND VECTOR CONTROL DISTRICT

for Strategic Planning Services



SUBMITTED FRIDAY, SEPTEMBER 6, 2024 BY:

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



FIRM QUALIFICATIONS

& EXPERIENCE



Proven Track Record with Creative Solutions

Precision in Perceptionsm

CV Strategies is a communications and community engagement firm that leverages expertise, influence and instincts to enhance the way public agencies tell their stories.

Founded in 2007 by former television news director Erin LaCombe, CV Strategies helps clients blend media, messaging and audiences to connect with communities and drive support on the issues that matter.

CV Strategies' staff of 22 is made up of former journalists, news executives, marketing experts, designers, developers, project managers, and event coordinators who use their storytelling skills to provide value to clients.

Our firm is currently involved in active, ongoing communications initiatives with more than 150 public agencies, schools and nonprofits across the Southwest. Our strategists provide support on issues as diverse as brand creation initiatives, website design, strategic planning, crisis communications, public education campaign architecture, and tactical outreach implementation. Our extensive experience makes us adept at crafting effective messaging for organizations with varying stories to tell.

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

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



OUR MISSION

Tell your story. Guarantee that it's heard.



OUR VISION

Be the authority on communications for every client without compromise.

THE CV STRATEGIES NEXUS



WE UNDERSTAND PUBLIC AGENCIES.

With more than 150 current public agency clients across the state, CV Strategies consultants have an intimate knowledge of municipalities and special districts, and are well versed in the tactics that enhance customer engagement and messaging success.



WE KNOW THE REGION.

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



WE ARE SKILLED STORYTELLERS.

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



WE THINK HOLISTICALLY.

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



WE DO ALL OUR WORK IN-HOUSE.

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

PERSONNEL

595
MARIN / SONOMA
MOSQUITO AND VECTOR CONTROL DISTRICT
PUBLIC SERVICE PUBLIC HEALTH

KEY PERSONNEL

Erin LaCombe

President, CEO & Founder

An Emmy Award-winning journalist with more than 25 years in the communications industry, Erin LaCombe is the President and Founder of CV Strategies, a Southern California strategic communications and public engagement firm serving corporate, government and non-profit clients. Erin has led the communications and public affairs support team and overseen graphics development for myriad cities, water districts, and nonprofit organizations across the state for more than a decade.

As a master trainer and talented mediator, she has provided guidance to numerous government agencies through the strategic planning process, leading workshops and providing key messaging strategies to gain positive public perception. Her insights into the minds of reporters and editors are often one step ahead of the story of the day, offering a highly valuable service that is difficult to match.

Projects: Directs all work produced by CV Strategies, including graphics concepts.

- » Hi-Desert Water District - Led development of the district's ingenious Conservation Rocks campaign, which playfully melded rock stars and water savings and strategically employed radio commercials, print ads, creative website banners, and dynamic graphic designs on reusable "conservation" bags. The campaign received overwhelming positive feedback from peer agencies and residents.
- » Coachella Valley Water District - Crafted direct mail pieces, quarterly updates and factsheets to educate customers about new state reporting threshold for chromium-6 in drinking water. Facilitated community meetings, prepared public presentations and directed videos.
- » Elsinore Valley Municipal Water District - Led an extensive educational campaign for the District's move to variable sewer rates. The project included online content, FAQs, infographics, newsletter articles, bill inserts, mailers, social media and more.
- » College of the Desert - Directed all outreach and strategic planning related to the president/superintendent's annual State of the College event for more than 200 regional thought leaders and influencers. The project involved advertising, content and design of a 60-page annual report, event planning, speech writing and numerous videos for the event presentation.
- » City of Banning - Outreach and branding, Banning, California. Led development of a strategic communications plan as well as general outreach, including rebranding of the transportation system, transit maps and a new City seal, and is currently developing an outreach campaign for organics recycling

Tara Mulally

Chief Strategy Officer

Tara leads the staff at CV Strategies, where she guides the development and execution of communications and outreach campaigns for public agencies, nonprofits and corporations. She has served as the architect of multiple, complex outreach efforts that include enhanced website design, branding, strategic planning, water and wastewater rates outreach, video direction and communications training. Tara's background in graphic design gives her a unique skill set and the ability to convey highly technical information in a visual format that provides added value to her work with clients. Since joining CV Strategies in 2010, Tara has proven herself as a skilled leader who helps clients successfully overcome their communications challenges.

Projects:

- » City of Indio - Directs all branding, messaging and communications for the city and the Indio Water Authority (IWA). Oversaw development of the city's new branding guide as well as nameplates and templates; press releases that generate earned media; brochures and maps for all city departments; videos, eblasts, ads and social media. IWA communications include a video series, bus shelter ads, social media, templates, a communications plan and Consumer Confidence Report.
- » City of Santa Ana - Led a successful Proposition 218 process for water rates, including development of content and design for the 218 Notice, creation of a rates flyer, Board talking points and PowerPoint, and facilitation of community meetings. Managed creation of an animated video series to educate the public about the value of City water and sewer services, a hot sheet for new council members and redesign of the Water Resources Division webpages.
- » City of Tustin - Assisted the City with outreach for development and passage of the Tustin Ranch Lighting and Landscape Assessment District. In addition to strategic counsel, work included creation of content and design of educational collateral, including ads, flyers, a PowerPoint, web updates, FAQs, social media and talking points, and facilitation of a town hall.
- » United Water Conservation District - Organized and facilitated the regional Water Sustainability Summit to foster collaboration in Ventura County. Speakers included Dorene D'Adamo, State Water Resources Control Board; Vic Nguyen, California Department of Water Resources; Assemblymember Jacqui Irwin (D-Thousand Oaks) and Catherine Freeman, Chief Consultant to the California State Assembly Water, Parks and Wildlife Committee. CV Strategies designed the event materials and presentations, as well as produced the historical and event recap videos.



KEY PERSONNEL

Lynn Oliva

Director of Creative Services

With a deep understanding of the graphic design industry, Lynn combines professionalism and creativity to tap into her clients' visions and help them realize their goals. Working closely with various public agencies has helped Lynn develop an understanding of the intricacies of diverse communications techniques. With attention to detail and deadlines, Lynn's expertise flourishes in a communications environment. A graduate of the Art Institute of California, Lynn is skilled in Adobe Cloud programs including Photoshop, Illustrator, InDesign and After Effects as well as Microsoft Suite essentials and project management. Lynn understands the aesthetic value and care that must be put into print, web and multimedia design to maximize client satisfaction.

Projects:

- » City of Banning - Designed logo and branded outreach materials for the "Inspire Banning" city beautification campaign to teach residents about the value of maintaining yards and landscapes as well as ordinances and city policies. Developed new logo for revamp of city transit system, signage, and transit maps. Designed outreach materials for several ballot measures that included presentations, ads, flyers and lobby posters.
- » City of Rancho Cucamonga - Designed a 106-page strategic communications plan for the City that included a detailed brand style guide directing use of approved colors, typography, logos and imagery. The guide helped employees deliver a consistent message to stakeholders and the work led to an updating of the City's logo design and colors.
- » Coachella Water Authority & Sanitary District - Led visual rebranding effort for newly combined agencies, including new logo, collateral and stylesheet, calendars that doubled as a consumer confidence report, and annual report concepts and design; also provided Spanish translation.
- » Jurupa Community Services District - Created a series of strategic planning collateral to create a framework for conversation, leveraging the JCSD brand. Built a workbook that led the team through a complex series of questions easily through targeted icons and white space indicators. Using that overall look, the Strategic Plan was developed tying the creation process to the final product.
- » Brand Development - Led rebranding initiatives for various clients including CALAFCO, Ironhouse, San Gabriel Basin Water Quality Authority, West County Wasterwater District, Glenn-Colusa Irrigation District, and more.
- » Website Design - Designs web pages in close collaboration with project teams, creates infographics and iconography, provides photo editing services, and assists with layouts and assets for websites, such as wcwd.org, UnitedWater.org, and northcountytransportationcoalition.org

Heather Anderson

Senior Graphic Designer

With a decade of experience and a wealth of print, digital and social media skills, Heather is a vital member of the CV Strategies team. This Chicago native took her talents abroad, returning to the States after several years of living and learning in the United Kingdom. Heather's experience, which includes an extensive background in fashion and household consumer product development, along with her multidisciplinary approach and abilities, makes her a unique and valuable addition to the CV Strat crew. She upholds each client's vision by generating creative ideas and refining design elements until an exceptional product is achieved. Having worked with a variety of brand types in both B2B and B2C verticals, Heather understands how to visually communicate each message tastefully and effectively with specific attention to the client's needs and brand identity.

Projects:

- » City of Indio - Created branded ads for numerous City campaigns and events, including Second Saturdays, Farmers Market and Day of the Dead, as well as City Hall directional and door signs, popup canopies and Coming Soon banners for downtown.
- » Civil Rights Institute of Inland Southern California - Designed all outreach materials for the grand opening event, including the save-the-date, invitation, social media frames, flyers, digital ads, billboards, rack cards, board cards and eblasts. Successful outreach drew more than 1,000 people to the celebration.
- » California Club - Updated communications for this historic and exclusive social club in downtown Los Angeles. The challenge included modernizing the look of all materials for members and prospective members while maintaining a sense of sophistication and tradition. Branded materials ranged from a membership guide and wedding events brochure to social media frames and a coffee table book about the club.
- » College of the Desert - Advanced the 2020 annual report, creating a themed design thread to pull the audience through the piece. Crafted a marketing campaign look behind "Create Tomorrow" to bridge the reflective Annual Report with the forward focused State of the College event collateral and invites, harmonizing a look that allows the audience to look to the past while envisioning the future. Designed a number flyers, banners, catalogs, signage, maps, reports, billboards and other collateral based on institutional brand guidelines.
- » Cal Domestic Water Company - Created the layout, curated photography and designed the company's 2021 Annual Report, as well as an in-depth salary survey report presented to the Board of Directors. Other work for this client includes design of shareholder outreach materials and the strategic plan.

SCOPE OF WORK



PROJECT UNDERSTANDING

We understand MSMVCD is seeking the services of a well-qualified firm to provide comprehensive strategic planning services.

Establishing a strategic plan is essential for any well-run organization. The effort allows for close examination of the mission and vision statements, as well as core values. As part of the strategic planning process, CV Strategies will identify internal strengths and weaknesses while looking ahead at potential challenges and opportunities. Our firm will gather feedback from executive management and the Board of Directors to guide development of priorities and determine where to focus energy and resources.

The resulting multi-year strategic plan will provide timelines and benchmarks to keep MSMVCD focused and on track for meeting the stated goals. It will address issues of key importance to MSMVCD, including operations, finances, communications, public outreach, government relations, management, staffing and leadership. The end goal: to strengthen operations and develop tools that allow for a nimble response to a changing environment.



TASK 1 | NEEDS ASSESSMENT AND STRATEGY DEVELOPMENT

GATHERING INPUT AND EVALUATING TO UNDERSTANDING MSMVCD'S GOALS

At the launch of the project, CV Strategies will meet with staff to identify goals, audience and key messaging to initiate the development of a strategic plan, as well as establish priorities, and schedule. We will conduct an in-depth assessment of existing demographics, communications, MSMVCD plans, policies, and initiatives to analyze accomplishments and allow us to determine strengths, weaknesses and areas for improvement.

A tour of the facilities will help our firm gain an understanding of properties and services offered as well as future plans and will meet with MSMVCD leadership to determine expectations, collect materials, and identify stakeholders and workshop participants. We will attend at least one meeting to observe the Board and staff to monitor public engagement and perception. Will attend other meetings as determined.

DELIVERABLES:

Kick-off Meeting & Project Schedule

Materials Audit & Site Visit

Stakeholder List

Meeting Attendance

Progress Meetings

GOALS:

- ❑ Evaluate external factors and internal resources and capabilities to gain insight
- ❑ Evaluate foundational elements of the District's mission, vision and guiding principles
- ❑ Conduct review and analysis of all tracking and measurement results MSMVCD has conducted in recent years
- ❑ Ascertain strategic issues to address
- ❑ Research and review recent media coverage and any specific media coverage about MSMVCD that has had lasting effects.
- ❑ Pinpoint short- and long-term goals
- ❑ Set priorities and lay groundwork for strategic plan development



TASK 2 | STRATEGIC PLAN WORKSHOPS AND INTERVIEWS

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

CV Strategies will meet with key staff to analyze information obtained in Task 1. This session will provide feedback on the findings to determine specific goals and initiatives and how they fit into the overall objectives of MSMVCD. The feedback will be used to develop topics and questions for a single workshop in-person with MSMVCD's Management Team (Executives Management and Department Heads of MSMVCD, 9 total) during an early Fall Management Team Retreat.

Our team of former journalists, strategists, writers and graphic designers will organize workshops and develop the agenda and activities to provide an interactive strategic framework for participants. These interactive sessions will identify the challenges facing MSMVCD and draw out the best ideas to overcome them. The workshops will promote a comprehensive assessment of current initiatives that are working well and look at ways to continue and improve that success.

The workshops will focus on refining and updating each section of the existing Strategic Plan, including the mission and vision statements, strategic goals, core values, priorities, objectives, action steps and annual performance indicators. The information gathered will create the initial framework for a strategic plan that will provide direction to guide MSMVCD on a path toward future success. In collaboration with MSMVCD, our firm will synthesize information gathered to develop key points and set priorities and objectives for the draft plan.

DELIVERABLES:

Brainstorming Session

Stakeholder Interviews

Workshop Framework

Workshops Planning

Strategic Planning Workshops

Summary of Findings

GOALS:

- Identify strengths and opportunities
- Inspire creative and critical thinking among process participants
- Pinpoint potential areas where MSMVCD can implement bold, innovative changes
- Identify common themes across all stakeholder groups
- Establish MSMVCD goals and needs
- Provide a clear direction to help maintain momentum and encourage accountability
- Establish agreement around intended outcomes/results

TASK 3 | PRESENT FINAL PLAN

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

DELIVERABLES:

Final Strategic Document

Board Presentation

Implementation Timeline

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

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

GOALS:

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

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

TASK 4 | OPTIONAL SERVICES OFFERED

PROVIDE ASSISTANCE TO HELP ADVANCE STRATEGIC PLAN

At the direction of MSMVCD, CV Strategies shall provide support to advance the development of MSMVCD's strategic plan. We will utilize the information collected from MSMVCD's leadership teams to provide additional insights for the strategic plan development. Optional services or any variability in services rendered by CV Strategies will be billed to the client based on the hourly rate for communications services and will be agreed to by providing a signed written notice.

COST SUMMARY



HOURLY RATES

AND CONDITIONS

» **President - \$275/hour**

» **Executives - \$250/hour**

» **Directors - \$200/hour**

» **Specialist/Design/Video/Photography - \$175/hour**

» **Translator - \$125/hour**

» **Support Staff - \$100/hour**

TOTAL COST NOT TO EXCEED \$15,000

— CONTRACT TERMS & CONDITIONS —

Our team is prepared to begin work on this project immediately. Either party may end this agreement by providing written notice to the other party. In the event of termination, CV Strategies shall be paid for all hours and expenses accrued up to the date of termination. CV Strategies will notify MSMVCD as we are approaching the estimated cost above. Our firm owns and maintains all of its own equipment and supplies are included in the cost so there would be no additional charge to the client.

Optional services or any variability in services rendered by CV Strategies will be billed to the client based on the hourly rate for communications services and will be agreed to by providing a signed written notice. Hard costs incurred by CV Strategies will be billed to the client with a nominal service charge of 10% (not to exceed \$250 per item). This includes all anticipated hard costs such as printing, mailing, photography, video, advertising, etc. Required travel mileage will be billed at the published IRS rate. Travel time is billed at half time. All services and hard costs will be billed monthly. Invoices should be paid in full upon receipt.



REFERENCES



REFERENCES

JURUPA COMMUNITY SERVICES DISTRICT

11201 Harrel Street, Jurupa Valley, CA, 91752

CONTACT Chris Berch, General Manager | jberch@jcsd.us | 951.685.7434

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

ROWLAND WATER DISTRICT

3021 Fullerton Road, Rowland Heights, CA 91748

CONTACT Tom Coleman, General Manager | TColeman@rwd.org | 562.697.1726

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

WEST COUNTY WASTEWATER

2910 Hilltop Drive, Richmond, CA 94806

CONTACT Andrew Clough, General Manager | aclough@wcvd.org | 510.837.6221

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



APPENDIX



PARTIAL CLIENT LIST

SPECIAL DISTRICTS

- Beaumont-Cherry Valley Water District
- Bellflower-Somerset Mutual Water Company
- Byron-Bethany Irrigation District
- Casitas Water District
- Castro Valley Sanitary District
- Chino Basin Water Conservation District
- Coachella Valley Water District
- Coachella Water Authority & Sanitary District
- Crescenta Valley Water District
- Cucamonga Valley Water District
- Diablo Water District
- Eastern Municipal Water District
- East Valley Water District
- Elsinore Valley Municipal Water District
- Glenn-Colusa Irrigation District
- Helix Water District
- Hidden Valley Lake Community Services District
- Hi-Desert Water District
- Indio Water Authority
- Jurupa Community Services District
- Lakeside Fire Protection District
- Mesa Water District
- Mission Springs Water District
- Moulton Niguel Water District
- Municipal Water District of Orange County
- Myoma Dunes Water Company
- Orange County Water District
- Palmdale Water District
- Palmdale Recycled Water Authority
- Pico Water District
- Puente Basin Water Agency
- Rancho California Water District
- Rowland Water District
- San Bernardino Municipal Water Department
- San Bernardino Valley Municipal Water District
- San Gabriel County Water District
- San Gabriel Valley Municipal Water District
- San Geronimo Pass Water Agency
- SCV Water
- Solano Irrigation District
- Turlock Irrigation District
- United Water Conservation District
- Valley County Water District

- Valley of the Moon Water District
- Valley Sanitary District
- Walnut Valley Water District
- West County Wastewater District
- Western Municipal Water District
- Zone 7 Water Agency/Alameda County

MUNICIPALITIES

- City of Banning
- City of Beaumont
- City of Chino
- City of Chino Hills
- City of Coachella
- City of Corona
- City of Desert Hot Springs
- City of Eastvale
- City of Eureka
- City of Indio
- City of La Quinta
- City of Menifee
- City of Ontario
- City of Oxnard
- City of Palm Desert
- City of Palm Springs
- City of Rancho Cucamonga
- City of Rialto
- City of San Carlos
- City of San Diego
- City of Santa Ana
- City of Tustin
- City of Vallejo

ASSOCIATIONS, GOVERNMENTAL AGENCIES & TRANSPORTATION

- Association of California Water Agencies
- ACWA/JPIA - Association of California Water Agencies Joint Powers Insurance Authority
- American Water Works Association CA-NV
- Banning Connect Transit System
- CALAFCO - California Association of Local Agency Formation Commissions
- California Date Commission
- CalMutuals - California Association of Mutual Water Companies
- Chino Basin Watermaster
- Coachella Valley Regional Water Management Group - CV Water Counts
- CSDA - California Special Districts Association

- CUEMA - California Utility Executive Management Association
- High Desert Corridor Joint Powers Agency
- Main San Gabriel Basin Watermaster
- North Los Angeles Transportation Coalition
- Orange County LAFCO
- Rivers and Lands Conservancy
- Riverside County Department of Public Social Services
- Salton Sea Action Committee
- San Gabriel Basin Water Quality Authority
- San Gabriel Valley Water Association
- Santa Ana Watershed Project Authority
- SCVGSA - Santa Clarita Valley Groundwater Sustainability Agency

HEALTHCARE/MEDICAL

- Arrowhead Regional Medical Center
- Desert Regional Medical Center
- Desert Healthcare District
- Desert Oasis Health Care
- Heritage Victor Valley Health Care
- Hi-Desert Medical Center

ATTRACTIONS/TOURISM/RETAIL

- Augustine Casino
- Big Rock Pub
- City of Indian Wells - The Vue
- El Paseo Jewelers
- El Paseo Shopping District
- Fashion Island
- Mitch's on El Paseo
- Palm Desert Aquatic Center
- Palm Springs Art Museum
- Spotlight 29 Casino
- The Living Desert
- Westin Mission Hills
- Westminster Mall

EDUCATION

- College of the Desert
- College of the Desert Alumni Association
- College of the Desert Foundation
- Inland Empire/Desert Regional Consortium
- Norco Community College
- San Bernardino County Superintendent of Schools
- San Diego Miramar College

ADDITIONAL INFORMATION

OPTIONAL SERVICES OFFERED



Strategic Counsel - CV Strategies provides valuable insight on operations, communications and government relations. This high-level support will help guide outreach and stakeholder-relations efforts.



Legislative Support - We know local and regional players. Working with staff to prepare legislative documents and research relevant policy will help create an atmosphere for successful policy development and implementation.



Media Relations - Staff members at CV Strategies have years of experience in newsrooms and with print media, as well as close relationships with local journalists. We understand how to develop press releases and media alerts that will stand above the rest and achieve results.



Collateral Development - CV Strategies sees the value in creating compelling, engaging pieces that connect with customers. Our expertise yields a professional product guided by the agency's communications strategy and vision.



Design Services - From web to advertisements to document design, CV Strategies' in-house design team turns copy into dramatic visual storytelling.



Community Meetings - CV Strategies provides event support to increase community engagement and customer attendance.



Photography, Audio and Video Services - Given the importance of visual communication, CV Strategies staffs photographers, videographers, drone technicians and audio engineers to create and enhance images, recordings and video content that complement compelling written content to tell a complete story.



Training - Focused sessions help staff and elected officials hone in on skills that are foundational for agency communication efforts. We build employee confidence and competence through training that includes role-play, practice, and guide materials for ongoing support.



Surveys and Analysis - CV Strategies' pollsters will design and conduct large-scale surveys designed to gauge the interest, knowledge and satisfaction among customers and stakeholders. The information is reviewed and analyzed to identify trends and develop outreach recommendations.



Translation - Our skilled translator on staff can quickly transform written content into Spanish, or assist with community meetings by providing on-the-fly translation services.