CAMROSA WATER DISTRICT
BUILDING WATER SELF-RELIANCE

Board Agenda

Special Meeting

Tuesday, April 5, 2022
Camrosa Board Room
5:30 P.M.

TO BE HELD IN PERSON

The Board of Directors meeting will be held in person.

There will be no virtual access.

The public and guests are welcome to attend at the District office:

7385 Santa Rosa Road
Camarillo, CA 93012

Call to Order

Public Comments

At this time, the public may address the Board on any item not appearing on the agenda which is subject to the jurisdiction of the Board. Persons wishing to address the Board should fill out a white comment card and submit it to the Board Chairman prior to the meeting. All comments are subject to a 5 minute time limit.

Matters appearing on the Consent Agenda are expected to be non-controversial and will be acted upon by the Board at one time, without discussion, unless a member of Board or the Staff requests an opportunity to address any given item. Items removed from the Consent Agenda will be discussed at the beginning of the Administrative Items. Approval by the Board of Consent Items means that the recommendation of the Staff is approved along with the terms and conditions described in the Board Memorandum.

Primary Agenda

1. ****Strategic Plan**

   Objective: Discuss the Board's preferred approach to strategic planning.

   Action Required: No action necessary; for information only.

Comments by General Manager; Comments by Directors; Adjournment

PLEASE NOTE: The Board of Directors may hold a closed session to discuss personnel matters or litigation, pursuant to the attorney/client privilege, as authorized by Government Codes. Any of the items that involve pending litigation may require discussion in closed session on the recommendation of the Board's Legal Counsel.

Note: ** indicates agenda items for which a staff report has been prepared or backup information has been provided to the Board. The full agenda packet is available for review on our website at: www.camrosa.com/board-agendas/

CAMROSA WATER DISTRICT

BUILDING WATER SELF-RELIANCE

April 5, 2022

SPECIAL MEETING

Board of Directors Agenda Packet

CAMROSA WATER DISTRICT
BUILDING WATER SELF-RELIANCE

Board Memorandum

April 5, 2022

To: General Manager

From: Ian Prichard, Assistant General Manager

Subject: Strategic Plan

Objective: Discuss the Board's preferred approach to strategic planning.

Action Required: No action necessary; for information only.

Discussion: The District's Strategic Plan was last updated in 2008. Since then, imported water costs have increased, as expected, but so too has its unreliability. Between climatic, legislative, litigatory, and political pressures on the Sacramento-San Joaquin Delta, the State Water Project no longer represents as dependable a supply as it once did. State Water Project contractors are facing a second consecutive year in which they are receiving only five percent of contracted allocations.

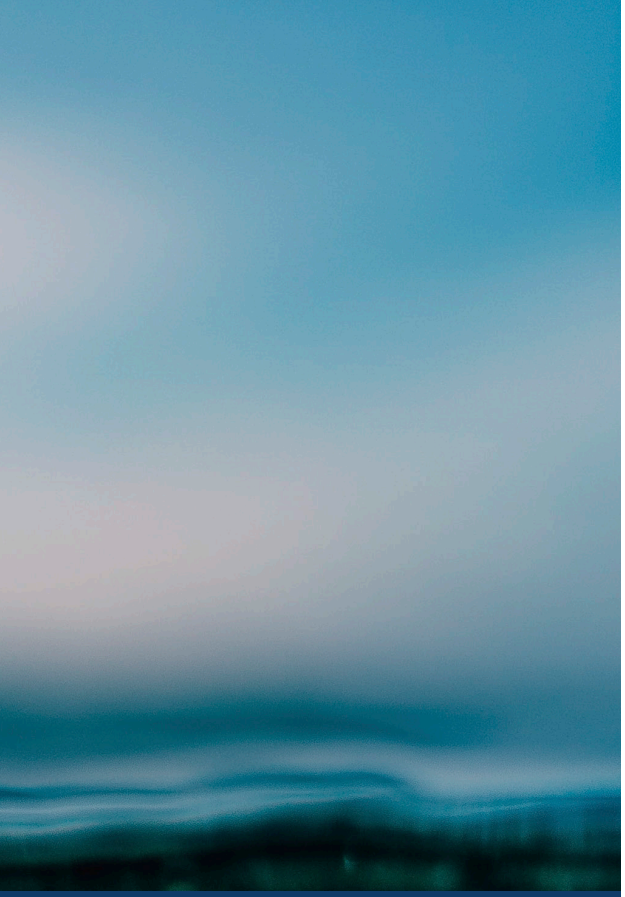
At the same time, the cost to produce local water has also increased, driven by an ever-expanding regulatory environment. Groundwater, water loss, conservation, environmental justice, rate setting—the list of current and impending regulatory constraints is long and expanding.

Navigating existing challenges and maximizing the organization's capacity to adapt starts with describing Camrosa's vision, priorities, and philosophy through the strategic planning process. To that end, staff prepared a Request for Qualifications and distributed it to six firms. The RFQ was intended to solicit sufficient information to evaluate firms' ability to meet the demands of a strategic plan as well as a master plan for water and wastewater. Two of the six firms, Woodard & Curran and MKN, responded as a partnership. The Statement of Qualification that Woodard & Curran submitted, attached for reference, presents a versatile and well-qualified team.

At the April 5 workshop, the Board will review the intent and applicability of the 2008 plan and begin to discuss how to structure its update to best reflect the Board's current perspective on how to meet the challenges and opportunities the District faces today. Representatives from the Woodard & Curran team will attend the workshop; the next step will be for them to incorporate what comes out of the workshop into a proposal for a 2022 Camrosa Strategic Plan. Staff anticipates returning to the Board for consideration of that proposal in the near future.

The strategic planning process will, in turn, provide an opportunity for the Board and staff to develop a scope of work for the master planning effort. Staff anticipates a separate proposal for the master plan this summer.

The 2008 Camrosa Strategic Plan is attached for reference.



Woodard & Curran

Statement of Qualifications for a Strategic Plan and Facilities Master Plan

Camrosa Water District

March 11, 2022

888 South Figueroa #1700
Los Angeles, California 90017
www.woodardcurran.com

T 800.426.4262
T 213.223.9460

Via Electronic Mail

March 11, 2022

Ian Prichard
Assistant General Manager
Camrosa Water District
7385 Santa Rosa Road
Camarillo, CA 93012

Re: CWD Strategic Plan and Facilities Master Plan

Dear Mr. Prichard,

Woodard & Curran is pleased to present our statement of qualifications (SOQ) for the Camrosa Water District's (CWD or District) Strategic Plan and Facilities Master Plan. The District is embarking on a comprehensive planning process that will provide the vision necessary to guide development of a strategy that identifies near-term projects to address existing infrastructure needs while also navigating changing future conditions to develop a long-term Capital Improvement Program. Our team has developed an approach focused on five key strategies:

1. **Being a partner with staff**
2. **Providing the right team**
3. **Creating an integrated and flexible planning process**
4. **Addressing near-term needs in concert with long-term planning**
5. **Supporting justifiable decision making and plan implementation**

Our core team of **Brian Van Lienden,** as project manager, and **Persephene St. Charles,** as principal in charge, will provide a consistent point of contact for the District throughout all phases of the planning process. Brian is a recognized expert in managing integrated planning projects across California. As National Practice Leader for Water Resources at Woodard & Curran, Persephene is authorized to sign this proposal and is committed to providing the District with our highest level of service. Woodard & Curran has also partnered with MKN Engineers to benefit from their knowledge of District staff, resources and facilities.

If you have any questions or require any additional information, please contact Persephene at (213) 223-9466 or pstcharles@woodardcurran.com or Brian at (916) 999-8777 or bvanlienden@woodardcurran.com. We thank you for the opportunity to submit our statement of qualifications and look forward to working with you on this exciting project.

Sincerely,

Persephene St Charles
Principal-in-Charge

Brian Van Lienden
Project Manager

P012210

Woodard & Curran

CONTENTS

1 | CONTRACT AND INSURANCE REQUIREMENTS

We appreciate the District allowing Woodard & Curran to review and provide comments on CWD's standard contract language. We are asking that the District consider our requested modifications and look forward to an opportunity to discuss further if selected. Our suggested redlines for the draft agreement are included for your consideration.

Camrosa Water District
7385 Santa Rosa Rd.
Camarillo, CA 93012
Telephone (805) 482-4677 - FAX (805) 987-4797

Some of the important terms of this agreement are printed on pages 2 through 3. For your protection, make sure that you read and understand all provisions before signing. The terms on Page 2 through 3 are incorporated in this document and will constitute a part of the agreement between the parties when signed.

TO: DATE:

Agreement No.:

The undersigned Consultant offers to furnish the following:

Contract price $:

Contract Term:

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

Accepted: Camrosa Water District	Consultant:
By: _____	By: _____
Tony L. Stafford	
Title: General Manager	Title:
Date: _____	Date: _____
Other authorized representative(s):	Other authorized representative(s):
_____	_____

Consultant agrees with Camrosa Water District (District) that:

a. Indemnification: To the extent permitted by law, Consultant shall hold harmless, defend at its own expense, and indemnify the District, its directors, officers, employees, and authorized volunteers, against any and all liability, claims, losses, damages, or expenses, including reasonable attorney's fees and costs, arising from negligent acts, errors or omissions of Consultant or its officers, agents, or employees in rendering services under this contract; excluding, however, such liability, claims, losses, damages or expenses arising from the District's sole negligence or willful acts.

b. Minimum Insurance Requirements: Consultant shall procure and maintain for the duration of the contract insurance against claims for injuries or death to persons or damages to property which may arise from or in connection with the performance of the work hereunder and the results of that work by the Consultant, his agents, representatives, employees or subcontractors.

c. Coverage: Coverage shall be at least as broad as the following:

   1. Commercial General Liability (CGL) - Insurance Services Office (ISO) Commercial General Liability Coverage (Occurrence Form CG 00 01) including products and completed operations, property damage, bodily injury, personal and advertising injury with limit of at least two million dollars ($2,000,000) per occurrence. If a general aggregate limit applies, either the general aggregate limit shall apply separately to this project/location (coverage as broad as the ISO CG 25 03, or ISO CG 25 04 endorsement provided to the District) or the general aggregate limit shall be twice the required occurrence limit.

   2. Automobile Liability - (If applicable) Insurance Services Office (ISO) Business Auto Coverage (Form CA 00 01), covering Symbol 1 (any auto) or if Consultant has no owned autos, Symbol 8 (hired) and 9 (non-owned) with limit of one million dollars ($1,000,000) for bodily injury and property damage each accident.

   3. Workers' Compensation Insurance - as required by the State of California, with Statutory Limits, and Employer's Liability Insurance with limit of no less than $1,000,000 per accident for bodily injury or disease.

   4. Waiver of Subrogation: The insurer(s) named above agree to waive all rights of subrogation against the District, its directors, officers, employees, and authorized volunteers for losses paid under the terms of this policy which arise from work performed by the Named Insured for the District; but this provision applies regardless of whether or not the District has received a waiver of subrogation from the insurer.

   5. Professional Liability - (also known as Errors & Omission) Insurance appropriate to the Consultant profession, with limits no less than $1,000,000 per occurrence or claim, and $2,000,000 policy aggregate.

d. If Claims Made Policies:

   1. The Retroactive Date must be shown and must be before the date of the contract or the beginning of contract work.

   2. Insurance must be maintained and evidence of insurance must be provided for at least five (5) years after completion of the contract of work.

   3. If coverage is canceled or non-renewed, and not replaced with another claims-made policy form with a Retroactive Date prior to the contract effective date, the Consultant must purchase "extended reporting" coverage for a minimum of five (5) years after completion of contract work.

If the Consultant maintains broader coverage and/or higher limits than the minimums shown above, the District requires and shall be entitled to the broader coverage and/or higher limits maintained by the Consultant. Any available insurance proceeds in excess of the specified minimum limits of insurance and coverage shall be available to the District. The parties agree that neither party shall be responsible or liable to the other party for special, indirect or consequential damages and the total aggregate liability of each respective party under this Agreement for any and all claims against such party whatsoever arising out of this Agreement shall not exceed the total insurance proceeds paid under such respective party's applicable insurance policies subject to the minimum limits specified in this Agreement.

Other Required Provisions: The general liability policy must contain, or be endorsed to contain, the following provisions:

a. Additional Insured Status: District, its directors, officers, employees, and authorized volunteers are to be given additional insured status (at least as broad as ISO Form CG 20 10 10 01), with respect to liability arising out of work or operations performed by or on behalf of the Consultant including materials, parts, or equipment furnished in connection with such work or operations.

b. Primary Coverage: For any claims related to this project, the Consultant's insurance coverage shall be primary at least as broad as ISO CG 20 01 04 13 as respects to the District, its directors, officers, employees, and authorized volunteers. Any insurance or self-insurance maintained by the District, its directors, officers, employees, and authorized volunteers shall be excess of the Consultant's insurance and shall not contribute with it.

Notice of Cancellation: Each insurance policy required above shall provide that coverage shall not be canceled, except with notice to the District.

Self-Insured Retentions: Self-insured retentions must be declared to and approved by the District The District may require the Consultant to provide proof of ability to pay losses and related investigations, claim administration, and defense expenses within the retention. The policy language shall provide, or be endorsed to provide, that the self-insured retention may be satisfied by either the named insured or the District.

Acceptability of Insurers: Insurance is to be placed with insurers having a current A.M. Best rating of no less than A:VII or as otherwise approved by the District.

Verification of Coverage: Consultant shall furnish the District with certificates and amendatory endorsements or copies of the applicable policy language effecting coverage required by this clause. All certificates and endorsements are to be received and approved by the District before work commences. However, failure to obtain the required documents prior to the work beginning shall not waive the Consultant's obligation to provide them. The District reserves the right to require ~~complete, certified~~certified redacted copies of all required insurance policies, including policy Declaration and Endorsements pages listing all policy endorsements. If any of the required coverages expire during the term of this agreement, the Consultant shall deliver the renewal certificate(s) including the general liability additional insured endorsement to Camrosa Water District ~~at least ten (10) days~~ prior to the expiration date.

Subcontractors: Consultant shall require and verify that all subcontractors maintain insurance meeting all the requirements stated herein, and Consultant shall ensure that the District, its directors, officers, employees, and authorized volunteers are an additional insured on Commercial General Liability Coverage.

Other Requirements:

a. Consultant shall not accept direction or orders from any person other than the General Manager or the person(s) whose name(s) is (are) inserted on Page 1 as "other authorized representative(s)."

b. Payment, unless otherwise specified on Page 1, is to be 30 days after acceptance by the District.

c. Permits required by governmental authorities will be obtained at Consultant's expense, and Consultant will comply with applicable local, state, and federal regulations and statutes including Cal/OSHA requirements.

d. Any change in the scope of the professional services to be done, method of performance, nature of materials or price thereof, or to any other matter materially affecting the performance or nature of the professional services will not be paid for or accepted unless such change, addition or deletion is approved in advance, in writing by the District. Consultant's "other authorized representative(s)" has/have the authority to execute such written change for Consultant.

The District may terminate this Agreement at any time, with or without cause, giving written notice to Consultant, specifying the effective date of termination.

Project Understanding

Camrosa Water District (CWD or District) is embarking on a comprehensive planning process that will provide the vision necessary to guide development of a long-term pathway that navigates changing future conditions while identifying near-term projects to address existing infrastructure needs. The resulting project to develop a Strategic Plan and Facilities Plan will be conducted in three planning phases –each one building upon the analyses and decisions made in prior phases.

Phase 1: Strategic Planning. The District's 2022 strategic planning process will update the 2008 CWD Strategic Plan's vision, mission, goals, and strategies to reflect current and potential future challenges, opportunities, and perspectives. This will be an opportunity for in-depth engagement with the Board of Directors to set the tone and expectations for the District in the years to come. The guidance provided in the updated Strategic Plan will also allow staff to create a master planning process and scope that align with District goals and strategies.

Phase 2: Near-Term CIP. Meaningful and comprehensive planning processes take time and can often identify information gaps that need to be filled to fully understand, evaluate and decide between future alternatives. There are, however, readily identifiable and addressable needs for maintaining CWD's existing potable, non-potable and wastewater facilities. District staff has wisely called for a five- and ten-year CIP development phase to be concluded prior to completion of the full Facilities Master Plan - allowing near-term maintenance and critical capital project needs to inform the next rate study in 2023.

Phase 3: Long-term Resource Planning. With so many potential new challenges and opportunities for securing future supply reliability, the District has called for a third phase for long-range water resources focused master planning. Since this phase will be refined based upon previous strategic and near-term master planning phases, it is not clear yet the extent of planning that should be conducted under this phase. It is understood that Phase 3 will need to result in a justifiable future supply strategy that is responsive to the changing conditions highlighted in the box at right.

Adapting to a changing water resource setting:

- → Supply reliability & costs
- → Use efficiency, recycled water, SGMA & other regulations
- → New data, technology & supply partnership opportunities
- → Climate change mitigation & adaptation
- → Balancing demands, level of service & affordability

Woodard & Curran Approach

Our team has provided staff examples and ideas of planning processes we have tailored to meet a variety of water agency's needs. Through this early engagement process, we were able to understand the evolution to your current needs as presented in the Request for Statement of Qualifications (SOQ). Understanding that the project's scope of services will be developed after submittal of this SOQ, we are providing our overall approach (for all three project phases) focused on the five key strategies highlighted on the following page.

1. Being a partner with staff: Our team is committed to being a partner to District staff in developing and implementing the strategic and master planning process. Our team will be flexible in working with staff to meet CWD's needs as the project phases are developed, including facilitating Board engagement. If our team is asked to conduct a Board workshop as part of the proposal process, we will be happy to provide a draft agenda highlighting our approach to gaining the necessary Board input to create a focused proposal for the strategic planning phase.

2. Providing the right team: Our team was designed to embrace the evolving nature of CWD's planning process. Our proposed core team of Brian Van Lienden, project manager, and Persephene St. Charles, principal in charge, will be a consistent thread committed to working with District staff as the primary points of contacts throughout all three phases of the project. In addition, we are providing three planning phase groups of technical experts and planning support professionals that can be tapped by Brian and Persephene to conduct any potential project scope tasks. Woodard & Curran has partnered with MKN Engineers to provide CWD with both innovative planning process expertise and extensive local knowledge of your facilities.

3. Creating an integrated and flexible planning process: Creating tailored, dynamic and integrated planning processes is at the heart of Woodard & Curran's water resources practice. We have extensive experience working with agency staff and Boards on integrating traditionally disparate planning processes to create efficiencies, improve consistency and allow for analytical transparency. Our planning processes and documents reflect a belief in the shared importance of justifiable engineering and scientific analysis, creative thinking and effective communication. Our specific planning approach for CWD is shown in our proposed Project Workplan (p. 2-4).

4. Addressing near-term needs in concert with long-term planning: To accommodate CWD's need for a five- and 10-year CIP by summer of 2023, our team will facilitate two planning tracks and phases for the Facilities Master Plan. However, our team also views both phases as part of one cohesive planning process. We will ensure that results of the facilities inventory, condition assessment and resulting CIPs are integrated in as assumptions heading into the long-range water resources phase. In addition, we recommend CWD consider leaving the Strategic Plan as "draft" until the Facilities Master Plan is also drafted to allow for any desired modifications to strategies that may result from master planning analyses (e.g., staffing needs, communications etc.)

5. Supporting justifiable decision making and plan implementation: A successful planning process will result in justifiable, transparent and supported decisions that will shape the future of CWD. In addition, it is critical that the resulting strategies, projects and initiatives called out in both the Strategic and Facilities Master Plan can be implemented to achieve CWD's philosophy of "building self-reliance" towards its strategic mission and goals. As such, we are proposing to use Woodard & Curran's Integrated Planning Tool (IP Tool) to provide a comprehensive, consistent, accessible and interactive planning framework throughout the planning process. Our team can tailor the IP Tool to translate CWD's Strategic Plan strategies into facilities master planning evaluation criteria; integrate facilities inventory and near-term CIP with long-term water resource projects for implementation and financing planning; build and evaluate supply portfolios using both qualitative and quantitative methods; and conduct interactive portfolio comparisons to engage Board members in real world tradeoff discussions for enhanced decision-making.

Project Work Plan

Our overall approach to supporting CWD through all three planning phases is shown in the Work Plan diagram on the following page. It is understood that each phase will be informed by the previous phase(s). Our team will work with CWD staff to further refine this Work Plan in concert with scope development for both the Strategic Plan and the Facilities Master Plan.

Phase 1 - Strategic Plan:

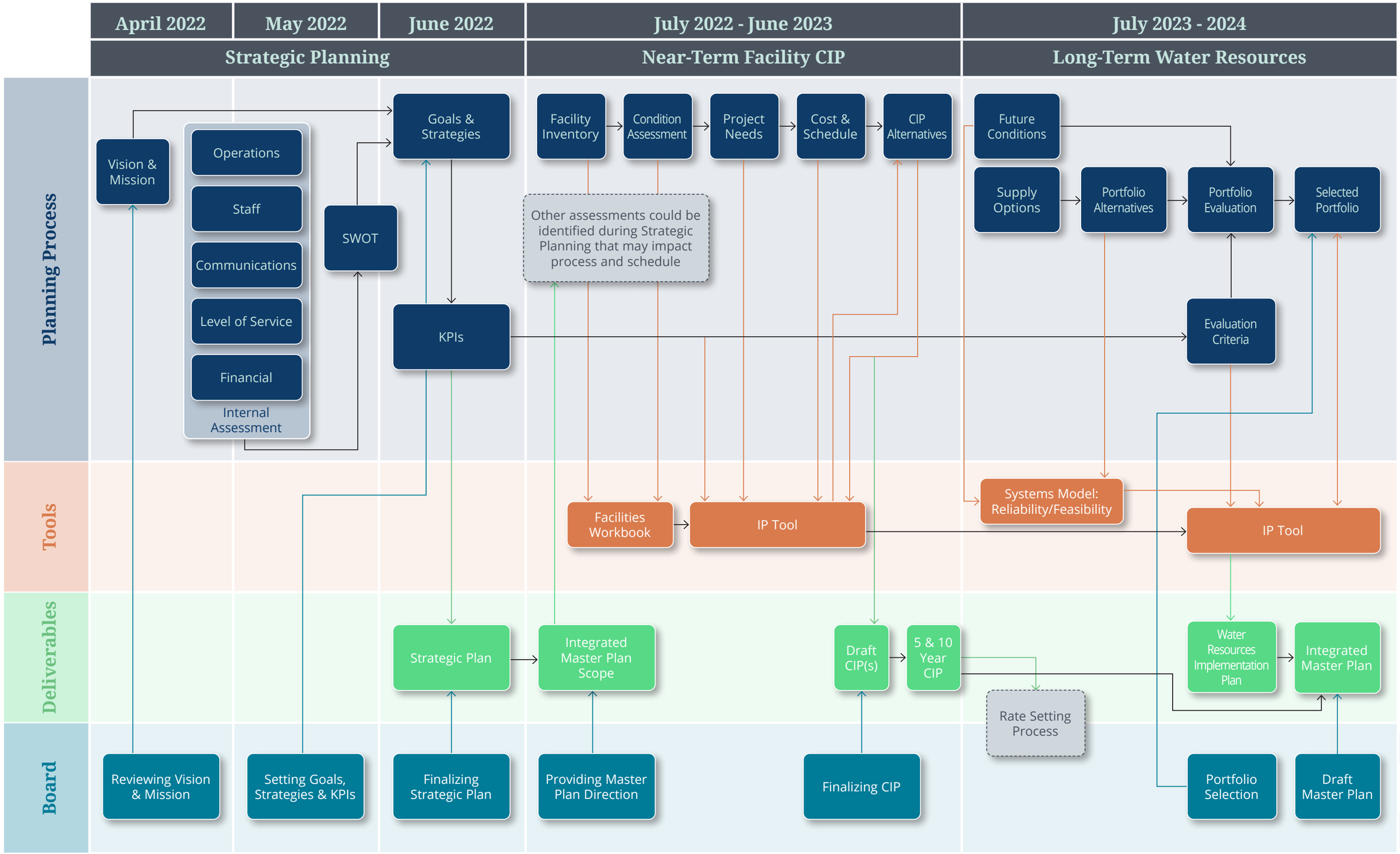
The strategic planning process requires significant Board of Directors engagement on the vision, mission and strategies that will guide future planning phases and investment. By effectively engaging the Board early, we can create a through line that shows how the analysis and recommendations conducted during the master planning phases align with the strategic planning elements. This alignment will facilitate understanding and decision making by executive staff and Board members at the close of the facilities planning process. Our approach assumes an initial Board workshop focused on vision and mission statements; followed by receiving information from staff on the key areas of the strategic plan (e.g., operations, staffing, communications) for use in a SWOT analysis; culminating in the drafting of goals, strategies and potentially key performance indicators (KPIs). These strategies will inform the development of criteria to evaluate master planning options and alternatives and aid in decision making.

Phase 2 - Near-Term CIP:

One critical result of the strategic planning process will be developing a scope for the Facilities Mater Plan. As the Work Plan indicates, the near-term CIPs will be developed within 12 months to inform the rate setting process. The near-term CIP development will be largely a result of a facilities inventory followed by a condition assessment of existing, potable, non-potable and wastewater facilities and assets to determine necessary repair and rehabilitation needs of CWD's existing infrastructure for the next 5 to 10 years. Woodard & Curran has successfully worked with MKN on other projects in California and greatly value the knowledge our MKN team members can bring regarding the District's facilities. Together our team will be able to create a streamlined process to assess and develop the CIP.

Phase 3 - Long Range Planning:

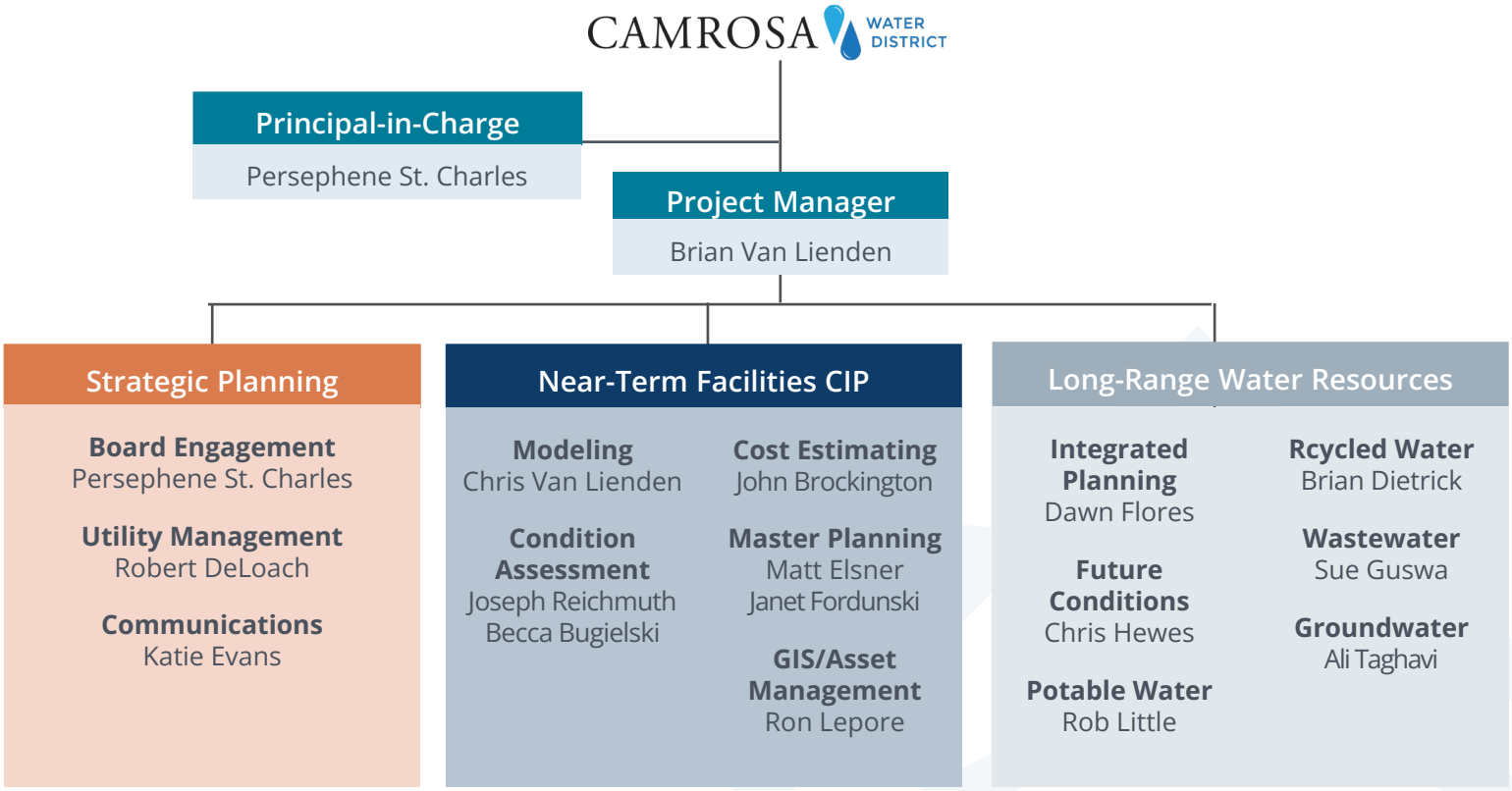
For Phase 3, our team will use the IP Tool to detail potential future water resources development options and package them into thematic portfolios to express differing overall viewpoints or strategies for achieving long-term supply sustainability. We can use the IP Tool for both quantitative evaluations (e.g., systems model outputs for reliability forecasting against future condition scenarios) as well as qualitative evaluations (e.g., "implementability", complexity, environmental) within the IP Tool itself. The IP Tool's web-based and visually engaging interface for viewing the alternatives and portfolio comparative analytics is especially useful for engaging Board members, stakeholders and the public in recognizing the tradeoffs between portfolio strategies. Our team will work with CWD staff to determine meaningful portfolio themes, evaluation criteria and methodologies as well as final visualization options for use in decision-making by staff and Board alike. At the end of the project, CWD will have two completed documents, as well as a dynamic, interactive tool that can be used for future adaptive management and decision-making.


April 2022
May 2022
June 2022
July 2022 - June 2023
July 2023 - 2024
Strategic Planning
Near-Term Facility CIP
Long-Term Water Resources
Planning Process
Tools
Deliverables
Board
Vision & Mission
Operations
Staff
Communications
Level of Service
Financial
Internal Assessment
SWOT
Goals & Strategies
KPIs
Facility Inventory
Condition Assessment
Project Needs
Cost & Schedule
CIP Alternatives
Other assessments could be identified during Strategic Planning that may impact process and schedule
Future Conditions
Supply Options
Portfolio Alternatives
Portfolio Evaluation
Selected Portfolio
Evaluation Criteria
Facilities Workbook
IP Tool
Systems Model: Reliability/Feasibility
IP Tool
Strategic Plan
Integrated Master Plan Scope
Draft CIP(s)
5 & 10 Year CIP
Rate Setting Process
Water Resources Implementation Plan
Integrated Master Plan
Reviewing Vision & Mission
Setting Goals, Strategies & KPIs
Finalizing Strategic Plan
Providing Master Plan Direction
Finalizing CIP
Portfolio Selection
Draft Master Plan

Project Team

Our core team of **Brian Van Lienden**, project manager, and **Persephene St. Charles**, principal in charge, will be a consistent thread committed to working with District staff as the primary points of contact throughout all three phases of the project. Brian is a recognized expert in integrated planning and has worked with local and state agencies across California to develop meaningful planning processes involving groundwater, recycled water, imported and stormwater water sources and infrastructure. As National Practice Leader for Water Resources, Persephene will ensure that Woodard & Curran provides whatever resources are needed to bring the highest quality of service to the District. She will also bring her expertise in conducting strategic planning processes that successfully engage staff, Boards and key stakeholders to the District.

Woodard & Curran has partnered with **MKN Engineers** to provide our team with direct experience working with District staff on resources and facilities projects. This expertise will greatly assist our collective ability to conduct a comprehensive, yet efficient assessment of existing facility conditions. We know from previous experience working with MKN on other projects how our team members can be used to complement each other during the near-term CIP development phase as well as in contemplating future water resource project needs.

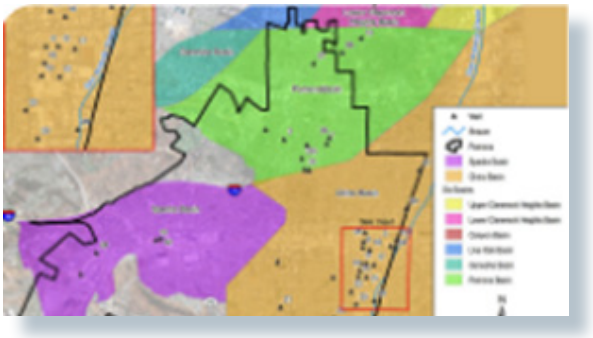


Our proposed key team members are organized into three groups of technical experts and planning support professionals that can be tapped at each phase by Brian and Persephene to conduct any potential scope tasks. As project scopes are further defined, we will supplement our team with more mid and junior level staff depending on their experience and availability. A few key proposed team member roles to note are:

- → **Robert DeLoach:** As a respected utility management consultant and former GM, Robert will directly engage with the Board on strategic planning and support resulting analyses.
- → **Katie Evans:** Katie's background as director of communications for a water agency will contribute greatly in engaging the Board and staff on strategic plan engagement.
- → **Matt Elsner:** Matt will oversee the CIP development process supported by our combined Woodard & Curran and MKN team.
- → **Brian Dietrick:** Brian will bring his expertise in regional systems and recycled water to further our discussions as to long-range resource planning needs and opportunities.

Project Experience

Strategic, Water and Wastewater Master Plan Development | City of Pomona, CA



Since 2009, Woodard & Curran has provided strategic, master, and water resources planning services to the City of Pomona. Starting with the successfully adopted 2010 UWMP and original Integrated Water Resources Plan (IWRP), our proposed team members have worked closely with staff to develop innovative integrated planning processes that meet a variety of external regulatory requirements and give future direction for the City's water and wastewater utility. In 2018, we completed a strategic plan, an update to the IWRP and water and wastewater master plans – where we helped the City define a path forward to optimize its treatment and use of local groundwater, surface water and recycled water resources to minimize the need for more expensive and less reliable imported water supplies, as well as a programmatic approach to utility management and implementation of future capital improvements. The work included a comprehensive evaluation of the City's water and wastewater operations, including the facilitation of strategic planning workshops to define goals and objectives for the utility, address organizational and operational inefficiencies, develop the framework for real-time data management, and define strategies and key performance indicators for optimizing asset management and utility operations.

Team Members: Persephene St. Charles, Dawn Flores, Robert DeLoach

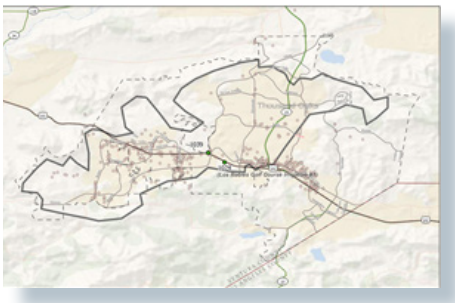
Water System and Resources Plan | Pasadena Water and Power, CA

Woodard & Curran assisted Pasadena Water and Power (PWP) with the preparation of a Water System and Resources Plan to provide a roadmap for long-term water supply reliability in an efficient, sustainable manner. Work included updates to the 2002 Water System Master Plan, the 2011 Water Integrated Resources Plan and the 2015 Urban Water Management Plan, as well as the utilization of an all-pipe hydraulic model containing more than 20 pressure zones and 500 miles of pipeline. The Plan supported development of a capital improvement plan that is realistic and achievable, prioritizes recommendations, and has built-in flexibility to meet changing

conditions. Woodard & Curran worked with PWP staff to develop supply alternatives that will reduce reliance on imported water and relieve pressure on Raymond Basin groundwater.

Team Members: Persephene St. Charles, Dawn Flores, Matt Elsner

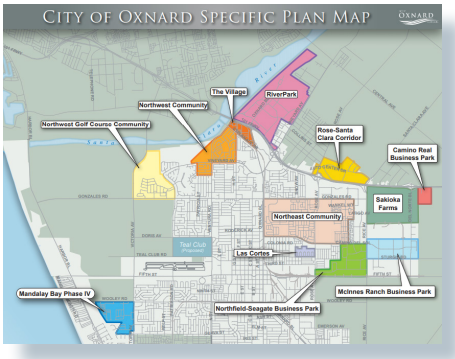
Conejo Basin Groundwater Management Plan Development | City of Thousand Oaks, CA



Woodard & Curran assisted the City of Thousand Oaks in developing a Groundwater Management Plan (GMP) for the Conejo groundwater basin, which would allow the City to qualify for funding under programs that require a GMP. Although a SGMA-compliant Groundwater Sustainability Plan (GSP) was not required at the time of development, the completed GMP contains many GSP-compliant components, including sections on geologic characterization, groundwater conditions, water budget, monitoring network, sustainability criteria, data management and projects and management actions. Woodard & Curran led GMP development in collaboration with local and regional stakeholders, including facilitation of a series of project review meetings with nine local agencies who reviewed and provided input on the GMP, and assisted the City in preparing materials for a public hearing in support of GMP adoption.

Team Members: Brian Van Lienden, Brian Dietrick

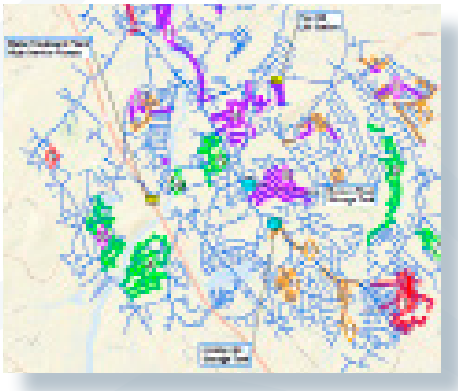
Utility Master Plan Update| City of Oxnard, CA



Woodard and Curran is developing a Utility Master Plan for the City of Oxnard's water, wastewater, and stormwater systems. Our approach provides the City with a comprehensive master plan, representative of existing and projected land use conditions, to inform future strategic decisions on capital improvements, development fees, and rates. By taking an integrated approach to the three plans and harmonizing planning assumptions, we are developing a plan to support coordinated future repair and replacement activities, providing triple bottom line benefits. Comprehensive models of the City's systems are being built on parcel-based data, providing the greatest accuracy and flexibility. The water, sewer, and stormwater hydraulic model networks are being be linked to the City's GIS to support consistent assumptions and improvements to the City's process. Our Master Plan deliverables will prepare the City to update and maintain the models in house and use them to evaluate scenarios, assess results, and understand potential impacts to City systems beyond project completion.

Team Members: Matt Elsner, Chris Van Lienden

Water System Master Plan | Town of Billerica, MA

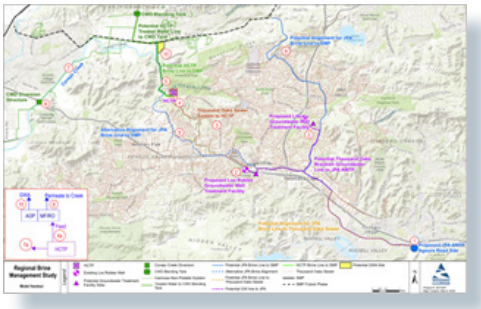


The Town of Billerica retained Woodard & Curran to evaluate each component of their water system and develop a 20-year Capital Improvement Plan to ensure uninterrupted and cost effective service for the next two decades. Woodard & Curran performed a comprehensive evaluation of the 14 MGD Water Treatment Plant, including structural, electrical, HVAC, and SCADA system reviews of the facility as well as a review of its treatment process and operations and maintenance practices. In addition to a comprehensive assessment of the vertical water system assets, Woodard & Curran developed a hydraulic computer model of the Town's water distribution system to evaluate existing conditions, plan for future demands, and identify and prioritize required capital improvement

projects. Information on pipe network mapping, existing and projected customer demands, large users, water production, diurnal patterns, pumping and storage facilities, and fire flow requirements were used to develop a computer-based hydraulic model. Information from the facilities evaluation and hydraulic model was used to develop a prioritized 20-Year Capital Improvement Plan. The plan includes cost estimates and an implementation schedule for the next five years and an extended capital plan with costs projecting out 5-20 years. The Town and Woodard & Curran used findings from the CIP as support for a competitive SRF loan application, developed by Woodard & Curran's funding experts, and was awarded a low interest $10 million loan to complete the first phase of upgrades recommended in the plan.

Team Members: Rob Little, John Brockington

Las Virgenes Regional Brine Study | Las Virgenes Municipal Water District, CA



Woodard & Curran completed a study of regional brine management alternatives to achieve three goals; support a 6 MGD potable reuse reservoir augmentation project that would create a new, local water supply; export salts from the region to address long-standing chloride issues; and invoke innovation to achieve these goals in an economic and environmentally sustainable manner. The study was a partnership between four agencies: Camrosa Water District (CWD), Las Virgenes – Triunfo joint Powers Authority (jPA), the City of Thousand Oaks (City), and Calleguas Municipal Water District (CMWD). The regional brine study investigated alternative strategies of incorporating brackish wells into the regional water supply. Multiple workshops and web-based meetings were conducted with CWD and the other partnering agencies, who drew on their institutional knowledge and experience to help make the project a success.

Team Members: Brian Dietrick, Janet Fordunski

Utilities Master Plan | City of Groveland, FL

On October 1, 2019, Woodard & Curran began a five-year operations and management contract for Groveland's five water treatment plants, two wastewater treatment plants, and reclaimed water operation for approximately 14,000 customers. Less than three months later, the City selected Woodard & Curran to develop Facility Plans to evaluate existing and near-term utility needs and create a Utilities Master Plan to support future growth for the next 20 years. Together, these plans will provide a roadmap that will support responsible management of water resources and leverage multiple funding sources to maximize the efficiency and delivery of safe and reliable drinking water, wastewater, and reclaim water projects. The near-term projects identified in the Facility Plans were approved for SRF funding by FDEP and include $30.8 million for drinking water and $36.1 for wastewater. These planning efforts resulted in the City receiving a $2.2 million grant for wastewater design efforts through the SRF loan program.

Team Members: Rob Little

Asset Management Implementation | Channel Islands Beach Community Services District, CA

Channel Islands Beach Community Services District serves approximately 10,000 water and sewer customers in the Channel Islands Harbor area (City of Oxnard and Unincorporated Ventura County). The District recently completed several projects related to GIS mapping, online web hosting, and field inspections of their existing water and sewer facilities. However, for the District to fully benefit from this initial effort and investment in other maintenance equipment (valve exercising, hydrant flushing, etc.) MKN provided GIS and asset management implementation assistance in the selection of an asset management platform.

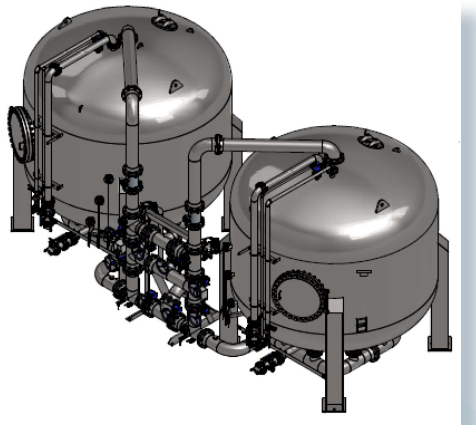
Team Members: Ron Lepore

Water Master Plan Update | City of Ventura, CA

MKN is preparing the City's 2021 Water Master Plan Update. The Update includes a comprehensive hydraulic model update that includes the following and a detailed water age analysis looking at water conveyance throughout the City's supply, storage, and distribution system. The MKN team also conducted a condition assessment of the City's major water treatment, distribution, and storage facilities, and developed recommendations for future improvements to be incorporated into the capital improvement program. The City is also undergoing various water supply changes, and MKN is completing an alternative supply analysis that includes developing model scenarios to simulate how water from alternative supply sources will be delivered into the distribution system. MKN is working with the City to update its Capital Improvement Program based on findings from the various analyses performed as part of the Master Plan Update.

Team Members: Ron Lepore

Program Management Support and Granulated Activated Carbon (GAC) Treatment Project | Camrosa Water District, CA



MKN has served as the Program Manager and in a staff augmentation role for District Services over the past 2 years. MKN has been responsible for creating and tracking project schedules, coordination with design engineers and contractors, pre-purchasing of equipment, prequalification of contractors, RFP creation, planning documentation updates, bidding and award of contracts, and construction management. Through this role, the MKN team has deepened its understanding of the District's infrastructure and the condition of their assets. As part of this project, MKN is assisting the District in facilitating their 1, 2, 3 - TCP Removal Project. MKN has been awarded the construction management services for the project which began January 2022. MKN will continue in the project management role through construction of the 3 vessel granulated activated carbon (GAC) treatment facility to manage TCP removal.

Team Members: Becca Bugielski

4 | REFERENCES

Woodard & Curran and MKN are proud of the excellent reputation which we have earned with our clients. This reputation includes exceptional technical staff and a history of meeting schedule and budget requirements. We urge you to contact the following client references.

WOODARD & CURRAN REFERENCES

Nicole Horton
Senior Water Resources Engineer
City of Pomona
909.620.2212
nicole.horton@ci.pomona.ca.us

Nader Heydari, PE, CCM, LEED AP, QSD
Division Manager - Capital Projects
City of Thousand Oaks
805.449.2392
nheydari@toaks.org

MKN REFERENCES

Ron Herbst, PE
Principal Engineer
Ventura Water
805.677.3942
rherbst@cityofventura.ca.gov

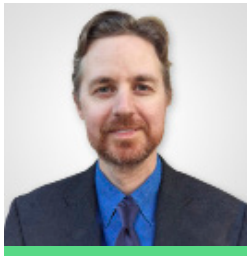
5 | RESUMES

Resumes have been included for the staff members shown on our organization chart in Section 3.

- → Brian Van Lienden, PE - Project Manager
- → Persephene St. Charles, ENV SP - Principal-in-Charge, Board Engagement
- → Robert DeLoach - Utility Management
- → Katie Evans - Communications
- → Chris Van Lienden, PE - Modeling
- → Joseph Relchmuth, PE - Condition Assessment
- → Becca Bugielski, PE - Condition Assessment
- → John Brockington, CPE , LEED AP BD+C - Cost Estimating
- → Matt Elsner, PE - Master Planning
- → Janet Fordunski, PE - Master Planning
- → Ron Lepore, GISP - GIS/Asset Management
- → Dawn Flores - Integrated Planning
- → Chris Hewes - Future Conditions
- → Rob Little, PE - Potable Water
- → Brian Dietrick, PE - Recycled Water
- → Susan Guswa, PE - Wastewater
- → Ali Taghavi, PhD, PE - Groundwater

Brian Van Lienden, PE

Project Manager



Education
- → Masters, Civil & Environmental Engineering, University of California-Davis
- → Bachelors, Civil Engineering, University of California-Davis

Registrations
- → Professional Engineer, CA, 63250

Professional Associations
- → American Society of Civil Engineers

Professional Profile

Brian has 22 years of experience in water resources planning and management working with water agencies in California. His experience includes managing complex multi-objective water resources management planning projects focusing on surface water supply, groundwater, water demand, water quality, flood and stormwater management, ecological resources and climate change. He has worked with federal, state and local water agencies to develop water management planning and policy documents; facilitate stakeholder communication and engagement; and to formulate and interpret technical studies and analyses.

Related Experience

City of Thousand Oaks, CA – Conejo Basin Groundwater Management Plan (GMP) Development. Technical manager for development of a Groundwater Management Plan for the Conejo groundwater basin. The completed GMP was developed to contain many GSP-compliant components, including basin setting, monitoring network, sustainability criteria, and projects and management actions. Facilita ”\\woodardcurran.net\shared\Corporate\Marketing\RMC\Marketing\SALES CAMPAIGNS\2022 Proposals and Presentations\Camrosa WD\0012210 Strategic Plan_Facilities Master Plan\P012210_WC_Camrosa_Strategic and Facilities Master Plan.pdf” ted of a series of project review meetings with nine local agencies who reviewed and provided input on the GMP and assisted the City in preparing materials for a public hearing in support of GMP adoption.

Cuyama Basin Groundwater Sustainability Agency, CA – Cuyama Basin Groundwater Sustainability Plan (GSP) Development. As project manager, led project team efforts to engage with stakeholders, develop a numerical groundwater model and water budget, establish sustainable management criteria, evaluate potential projects and actions and develop a monitoring program and implementation plan to complete a robust GSP for the Cuyama Groundwater Basin that satisfies SGMA requirements and meets the needs of the Basin.

U.S. Bureau of Reclamation, CA – Sacramento-San Joaquin Basins Study. Managed collaborative effort to assess the effects of future climate change and of potential adaptation strategies in the Central Valley water management system; managed planning and technical tasks and coordination between Reclamation, DWR and other stakeholders; led development of a Basins Study report including a system risk and reliability assessment of future system risks, description and characterization of potential water management actions, and assessment of potential water management action portfolios to reduce risks.

North of River Sanitary District, CA – Recycled Water Partnership Opportunities Assessment. Currently assisting the NORSD in identifying and engaging potential partners for utilization of recycled water supply that will be made available from future NORSD treatment plant expansion. Performed technical analysis to screen potential partners and led outreach meetings with potential partners representatives to discuss water needs and likely end uses to form the basis of a potential agreement.

Persephene St. Charles, ENV SP

Principal-in-Charge | National Practice Leader

Education
- → Masters, Geography, University of California Santa Barbara
- → Bachelors, Geography, University of California, Davis

Registrations
- → Envision Sustainability Professional

Professional Profile

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

Related Experience

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

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

Santa Barbara County Water Agency, CA – Long-Term Supplemental Water Supply Alternatives Report. Managed development of a comprehensive characterization of all local, regional and inter-regional potential supplemental water supply sources that could be used to meet localized demands within Santa Barbara County. The project involved coordination with over 40 stakeholders responsible for the management of water supply in the County to examine both individual supply options as well as identify larger-scale regional programs that would leverage existing imported water infrastructure and supply to better optimize local and potentially new imported supply sources.

County of Los Angeles Department of Public Works, CA – Resilience Plan. Managed development of effort led by County to assess resilience and sustainability of water resources and future strategies for enhancing resilience at an emergency, annual variability and long-term climate change scale. Facilitated meetings with 20 water resources agencies and non-profit groups involved with water supply, water quality, flood control and habitat/environmental responsibilities.

Resume and Experience

Robert DeLoach is the founder and President of DELOACH & Associates, Inc. located in Rancho Cucamonga, CA. Established in 2010, the company's mission is to leverage Mr. DeLoach's over 30 years of experience in the water, wastewater and public works industry to provide valued added services to his clients. A summary of his experience includes the following assignments and projects:

DeLoach & Associates Inc., President Rancho Cucamonga, CA**.**	2010 to present
Integrated Water Resources, CEO Rancho Cucamonga, CA.	2017 - 2020
Cucamonga Valley Water District, General Manager/CEO Rancho Cucamonga, CA.	1996 – 2010
City of Pomona, Public Works & Utility Services Director Pomona, CA.	1990 – 1997
City of Azusa, Public Works Director Azusa, CA.	1983 – 1990

Interim Assignments

City of Pasadena Water and Power, Assistant General Manager
City of Colton, Director of Public Works & Utility Services
City of Pomona, Director of Water & Wastewater
Scotts Valley Water District, General Manager
Mission Springs Water District, Assistant General Manager
East Valley Water District, General Manager

Water Resource Development

Jurupa – Riverside Canal, Private investor clients
Cadiz Inc. – customer relations and contract management
Elsinore Valley Municipal Water District/Western MWD - mutual water company water rights
Fontana Union Mutual Water Company/Kaiser Resources – water rights acquisition
Chino Basin Water Master – adjudicated water rights operating agreement
Cucamonga Basin – Groundwater basin operating agreement
OB Sports – recycled water rights allocation study in Las Vegas, NV

Consulting Assignments

Organization Performance Assessments and staffing plans
Strategic plan development
Employee classification and Compensation plans
Organizational development and training
Executive recruitment and employment contract development
Facilitated executive performance reviews

Katie Evans

Senior Technical Manager

Education

→ Bachelors, Journalism, Arizona State University

→ Masters, Public Policy and Management, Northwestern University

Registrations

→ Command and General Staff-Complex Incidents, ICS-400 - FEMA

Professional Profile

Katie has 15 years of experience in Strategic Communications for public agencies providing water, wastewater, recycled water, sanitation, irrigation, and stormwater services. She specializes in community engagement and stakeholder relations as well as water use efficiency. She is experienced in developing long-term relationships with key stakeholders and building community trust through outreach activities. Katie has worked on Disadvantaged Community projects for almost 10 years.

Related Experience

Coachella Valley Water District, Palm Desert, CA – Director of Communications and Conservation. Managed strategic outreach and education including District branding, website management, social media, digital and print advertising, email campaigns, press campaigns, various internal and external newsletters, press releases and news conferences. Managed the Public Relations functions, including communications between organizational representatives and the public to build, manage and sustain a positive image. Responsible for analyzing and developing District positions on legislation. Maintained cooperative relationships with stakeholders. Oversaw conservation rebate and incentive programs. Presented informational and action items to the Board of Directors.

Coachella Valley Water District, Palm Desert, CA – Conservation Manager. Managed the 14-person Water Management division, implementing the strategies identified in the Coachella Valley Water Management Plan, Urban Water Management Plan and Sustainable Groundwater Management Plan. Ensured effective communications with stakeholders and provided exceptional customer service. Worked with the Education and Outreach team on communicating conservation messaging to the public. Served as District representative in conservation regulation meetings with the State Water Resources Control Board and California Department of Water Resources. Represented the District in relation to water conservation policy. Managed division budget. Supervised team responsible for the management of budget-based tiered rates, landscape ordinance compliance, water waste patrols, rebate and incentive programs and grant-funded conservation programs. Interacted with Board of Directors on related policy.

Desert Water Agency, Palm Spring, CA – Public Information Officer. Managed the Public Information Department including staff supervision, budget and strategic planning of goals and objectives. Conducted external affairs including but not limited to community outreach, media relations, integrated regional water management planning and advocacy. Implemented a rebranding effort and orchestrated marketing strategies for 50th anniversary, conservation and water quality messages. Served as agency spokesperson in sensitive or controversial issues. Collaborated with local and state agencies and consultants on grant funding opportunities and programs. Worked to develop relationships with other government officials.

Chris Van Lienden, PE

Technical Manager

Education

→ Masters, Civil & Environmental Engineering, University of California, Davis

→ Bachelors, Chemical Engineering, University of California, Berkeley

Registrations

→ Professional Engineer - CA, 75034

Professional Profile

Chris has 14 years of experience in water, wastewater, and stormwater infrastructure projects, including system evaluation, modeling, and design. He is currently the operations lead for Woodard & Curran's hydraulic modeling and master planning group in California and has led hydraulic model development for a variety of project sizes and types for municipal agencies throughout California. Chris has extensive experience in data analysis and report writing, his technical software skills include InfoWorks CS and ICM, WaterGEMS, H2Omap Water and Sewer, InfoWater, InfoSewer, InfoSWMM, HEC-RAS, ArcGIS, and other analysis tools.

Related Experience

Town of Windsor, CA – Water Master Plan Update. Deputy Project Manager for update to reflect significant changes in the location and timing of future growth, and the available of additional water supplies. As the Town is in a fire prone area, the project included an evaluation of the Town's fire pressure deficiencies and potential distribution system vulnerabilities and identified potential improvements. Chris led the model updates, including future demands, for use in developing a 20-year CIP.

Water Replenishment District of Southern California – Hydraulic Analysis, Operational Efficiencies and Optimization Studies. Led analysis of WRD's Alamitos Barrier pipeline system using hydraulic, surge, supply and demand water balance models of the barrier system in concert with recycled water models for cities of Long Beach and Cerritos. The District is planning on increasing recycled water production, and needed a hydraulic model and surge model of the barrier system to evaluate potential hydraulic impacts on the barrier wells, and identify improvements to address operational issues.

Encina Wastewater Authority, CA – Equalization Storage 2020 Update. Responsible for development of a new model using InfoWorks ICM, calibrating the model to flow data collected at meters distributed throughout the wastewater treatment plant, and performing statistical analyses on long term simulations to estimate overflow risk and the need for additional storage. Long term simulations with existing and projected flows were then performed using nearly 70 years of rainfall and tidal data.

City of San Jose, CA – South Bay Water Recycling Strategic and Master Planning. Identified vulnerabilities and developed solutions in line with strategic plan non-potable and potable reuse pathways to support the evolution of the program from a wastewater management-driven to a water supply-driven initiative. Chris evaluated the distribution facilities and spoke with past and present operators to identify system vulnerabilities and develop potential solutions. Chris developed a list of distribution system related projects and activities for SBWR to bring the reliability of the program up to the Level of Service goals and the expectations of its customers.

Joseph J. Reichmuth, PE
Senior Engineer

Education
California Polytechnic State University, San Luis Obispo
San Luis Obispo, CA

BS Civil Engineering

Licenses & Registrations
California Civil Engineer
No. C63124

Professional Associations
American Society of Civil Engineers

Certifications
NASSCO ITCP – Cured In Place Pipe
NASSCO ITCP – Manhole Rehabilitation

Joseph J. Reichmuth *is a Senior Engineer with over 10 years of design experience with an emphasis in pipeline design, ranging from condition assessment and rehabilitation to planning and design. Pipeline experience includes various trenchless construction methods, such as horizontal directional drilling and jack-and-bore, and pipeline sizes up to 42-inches. Mr. Reichmuth also has nearly a decade of experience working in the geotechnical engineering discipline specializing in field engineering and construction observation.*

Relevant Projects

Tognazzini Well Intertie Pipeline | Guadalupe, CA

Project Engineer. Performed design and production of construction documents for 300 feet of 8 inch PVC transmission pipeline to convey well water to the City's distribution system. Also provided construction phase service for the City.

Branch Street Waterline Improvements, Nipomo CSD | Nipomo, CA

Project Engineer. Project consists of abandoning an aged 6-inch waterline and installation of approximately 400 linear feet of new 8 inch waterline, reconnecting water services and installation of a new fire hydrant. MKN developed project alternatives, provided recommendations to the District, produced plans and specifications for public bid and an opinion of construction cost.

Heights Waterline Upgrade | Pismo Beach, CA

Project Engineer. Responsible for design of main water lines to consolidate pressure zones in the area. Design included the preparation of plans, details, specifications, and opinions of cost for the construction of over 3000-lf of 12-inch PVC and 650-lf of 8-inch PVC distribution main. Project also involved connection to a new booster station, replacing a pressure reducing station, reconnecting laterals, fire hydrants, and new meters.

Hollister Avenue Waterline Replacement | Pismo Beach, CA

Project Engineer. Responsibilities included the preparation of plans, details, specifications, and opinions of cost for the construction of 350-lf of 8-inch PVC distribution main. Project also involved reconnecting laterals, fire hydrants, and new meters.

Nipomo Waterline Intertie Project, Nipomo CSD | Nipomo, CA

Project Engineer. Responsible for coordination and management of subconsultants (HDD, Environmental/Permits, Geotechnical, and property acquisition). Responsibilities also included the preparation of plans, details, specifications, and opinions of cost for construction.

Eastside Force Main Project, Templeton Community Services District | Templeton, CA

Project Manager. Designed and prepared construction documents for two sewage lift stations. The new lift stations diverted flow currently being conveyed to the City of Paso Robles to the District's Meadowbrook WWTP. Design included two lift stations consisting of solids handling submersible pumps, rehabilitation of an existing lift station, and a total combined force main length of over 2.5 miles. The force main included three creek crossings and crossing under Highway 101. In addition to open cut trenching of the force main the design included HDD and jack and bore construction techniques.

Highland Waterline Replacement | San Luis Obispo, CA

Project Engineer. Performed preliminary design services for replacement of 165 feet the City's 24-inch water transmission line located within Highland Drive. This section of transmission main travels under a creek culvert system and railroad bridge. Due to the site constraints mentioned this section of pipe was not included in a 1995 project that replaced remaining portions of the transmission main. MKN analyzed four potential replacement alignments and has identified the alternative that minimizes construction complexities and provides the City with access for future maintenance activities. MKN is currently working on development of construction documents for the replacement project.

Becca Bugielski, PE

Education

Marquette University, Wisconsin BS Civil Engineering

Licenses & Registrations

California Civil Engineer License No. 93278

Wisconsin Civil Engineer License No. 46908-6

NASSCO PACP, MACP, LACP Certification No. U-1019-70307353

Professional Associations

American Public Works Association (APWA) (Ventura County Chapter)

APWA Ventura County Chapter Treasurer -present

APWA Wisconsin Chapter Young Professionals Chair 2017-2019

APWA Emerging Leaders Academy 2018-2019 Class XII

Becca Bugielski, is an effective communicator and an experienced Project Manager for municipal projects. Ms. Bugielski brings unique public sector perspective from her time serving as Village Engineer, where she managed planning, budgeting, design and construction of capital improvement projects. Her technical experience includes alternatives analysis, water and sewer pipeline design, GIS, stormwater design, grading, long and short-term planning cost estimating, and permitting.

Relevant Projects

Camrosa Water District GAC Treatment Facility | Camarillo, CA

Program Manager. Facilitating project schedule, coordination with design engineer, pre-purchasing of vessels, pre-qualification of contractors, bidding and construction of a 3 vessel train granulated activated carbon (GAC) treatment facility to manage TCP removal.

Camrosa Water District As-Needed Services | Camarillo, CA

Project Manager. Provide as-needed services for District including request for proposal writing, project bidding assistance, State code compliance, necessary inspections and project facilitation.

Ojai Wellfield Projects | Casitas Municipal Water District, CA

Project managed the design of Mutual Well #7 and San Antonio Well #4. Coordinates ongoing pump review, recommendations and design as an aging wellfield has had 4 failed pumps in a span of 6 months. Continue efforts to assist the District with wellfield efficiency. This project ensures a safe yield from the ground water basin and reliable water for the District during drought years.

Casitas/Ojai System Integration Study | Casitas Municipal Water District, CA

Reviewed and evaluated the feasibility of integrating the Casitas Water System with the Ojai Water System for Casitas MWD. Analyzed capacity and fire flow throughout the system and recommended capital improvement projects to the District to meet requirements and utilize existing infrastructure in order to maximize funds.

Chemical Systems Improvements| Camarillo Sanitary District, CA

The project consisted of a comprehensive overview of all chemical systems at the City's wastewater treatment plant. Provided ranking criteria for prioritization and construction documents for most critical processes.

Water Recycling Facility Management | City of Santa Paula, CA

Manages multiple critical projects from planning through construction for facility projects at the Santa Paula Water Recycling Facility (WRF). In addition to project management, as the project manager, solicited bids and responds to contractors' requests for information to ensure only responsive and responsible contractors are considered.

Advanced Water Treatment Facility Preliminary Engineering | City of Santa Paula, CA

Managed the project team for preliminary design of an advanced treatment system to reduce chlorides in the effluent of the City's Water Recycling Facility. Coordinated with subconsultant efforts and effectively presented findings to the City for the most cost effective and beneficial project alternative. This project ensured compliance with the regional water quality control board and prevented future violations from the City's discharge permit.

Westside/Downtown Sewer Study Update | City of Ventura, CA

Updated a 15-year-old study assessment district to correct sewer deficiencies. Updated development scenarios and calibrated the model for the study area which included 32 miles of gravity sewers between 6-inch and 24-inch in diameter and 772 pipe segments that cover two square miles. Identified collection system capacity deficiencies for each development scenario and recommend capital improvements.

John Brockington, CPE, LEED AP BD+C

Senior Technical Manager

Education

→ Bachelors, Mechanical Engineering, University of Vermont

Registrations

→ A - General Engineering Contractor License - CA, 1036854

→ General Contractors License, GCQA006649

→ LEED AP BD+C (Building Design+Construction) - U.S. Green Building Council, 10387350-AP-BD+C

Professional Profile

John leads construction cost estimating services for Woodard & Curran. He has over 37 years of experience in pre-construction and construction services for various industrial and large commercial construction projects. John is skilled in providing value engineering, life-cycle cost analysis, project budget control, and proposal analysis services. He works closely with clients, engineers, consultants, contractors, vendors, project managers, and construction managers. He is a mechanical engineer, Certified Professional Estimator and LEED AP BD+C.

Related Experience

City of Monmouth, IL – Sewer Rehabilitation. Senior Cost Estimator responsible for the conceptual sewer distribution system analysis and proposed alternatives including cost estimates for 12 different options with related Capital Improvement Plan (CIP) impacts. During the evaluation study, anticipated costs were escalated to 2020 to project future capital improvement funds needed for each alternative and the entire project.

Town of Middletown, RI – Stormwater Drainage Improvements. Senior Cost Estimator for $6.8 million esplanade drainage improvements including long-term capital improvement planning and implantation services. Cost comparison analysis of several construction options and schedule durations for optimized approach and mitigated impact to local residents.

City of Portland, ME – Infrastructure Cost Estimating. Senior Cost Estimator for the City of Portland's wastewater and stormwater infrastructure. Projects include Capisic Pond remediation, pump station renewal, Somerset Street development, Portland Water District aeration upgrades, Eastern Waterfront road extension, and Deering Oaks Pond remediation. Provided construction cost estimates, value engineering options, constructability reviews, and project scheduling. Worked with the Public Works and Planning Departments on peer reviews for new development public improvements and utility impacts. Detailed cost estimating services included quantity take-offs for labor, material and equipment pricing based on construction crews with defined production rates, and local market rate unit costs.

City of Lawrence MA – Water Infrastructure Improvements. Senior Cost Estimator responsible for detailed take-offs, equipment pricing, design development cost estimates, filed sub-bid breakdown, constructability review and cost options, and phased schedule development of the $5-million WTF upgrades. The project scope included selective demolition, site improvements, cast-in-place concrete, masonry, structural steel/miscellaneous metals, roofing/siding, interior finishes, process equipment replacement, process piping/valves/fittings, HVAC systems, electrical distribution, lighting fire alarm and security systems, and instrumentation and SCADA control system improvements.

Matt Elsner, PE

Regional Manager

Education
- → Masters, Civil Engineering, Drexel University
- → Masters, Environmental Engineering, Drexel University
- → Bachelors, Civil Engineering, Drexel University

Registrations
- → Professional Engineer - AZ, 57683
- → Professional Engineer - CA, 73432

Professional Profile

Matt has over 28 years of experience with recycled water, water quality, and water conservation projects. Prior to joining Woodard & Curran, Matt was a principal civil engineer with a major public utility in Southern California and a civil engineer with a public water utility in southern Arizona. He has served as editor of the WateReuse Association Los Angeles section newsletter since its inception in 2010.

Related Experience

Santa Clarita Valley Water Agency (SCVWA), CA - South End (Phase 2C) Recycled Water Main Extension. Senior Technical Manager responsible for the data collection, utility research, hydraulic evaluation, corrosion evaluation, final design, and construction cost estimating for the South End Recycled Water Main (6 miles of up to 24" pipe). Project elements include a Caltrans crossing of the I-5 at Valencia Boulevard, a LA County Flood Control District crossing of the Santa Clara River at Orchard Village Road, hydraulic evaluation of an existing booster station, and design of a new booster station for a closed zone.

City of Paso Robles, CA - Paso Robles Recycled Water Distribution System. Senior Technical Manager responsible for data collection, utility research, alignment evaluation, construction cost estimating, and storage evaluation. This project involves preparing preliminary design documents for a Recycled Water System (8 miles of up to 24" pipe and a Salinas River crossing) along with a recharge investigation.

Coachella Valley Water District, CA - Galindo Area Corrosion Study. Project Manager responsible for performing a corrosion investigation of existing ductile iron pipe water mains in the Galindo service area of CVWD. DIP water mains in the Galindo service area had experienced corrosion-related failures within ten years of installation. The investigation included recommendations to resolve the corrosion issues and prevent their reoccurrence.

Rowland Water District, CA - Phase 3 Construction Support for Fullerton Road Grade Separation. Senior Technical Manager developing design drawings, redesigning pipe alignments to avoid obstacles, and preparing a State of California Water Resources Control Board Division of Drinking Water waiver request for recycled water pipelines which will not meet minimum separation requirements. Woodard & Curran is providing design and construction support services for Phase 3 of the Fullerton Grade Separation Project: Relocation of potable water and recycled water facilities.

Pasadena Water and Power, CA – Water System and Resources Plan. Managed the facilities inventory, condition assessment, risk analysis and project development to address both condition and capacity issues for inclusion in integrated resources and master planning effort.

Janet Fordunski, PE

Project Manager

Education
- → Masters, Civil Engineering, California State University-Long Beach
- → Bachelors, Civil Engineering, Massachusetts Institute of Technology

Registrations
- → Professional Engineer - CA, C51493

Professional Associations
- → American Society of Civil Engineers
- → WateReuse California Inland Empire Chapter, President

Professional Profile

Janet has 15 years of experience in water resource project management, planning, design, permitting, and construction administration. Her experience includes recycled water, potable water, and wastewater facilities for clients throughout the southwestern United States in the municipal, tribal, and private sector. Janet's wide-ranging knowledge of the regulatory landscape, recycled water systems, wastewater treatment, pipelines, stormwater, and operations makes her an asset for planning water infrastructure projects.

Related Experience

Las Virgenes Municipal Water District (LVMWD), CA – Regional Brine Management Study. Project Engineer for a study of regional brine management alternatives to achieve three goals; support a 6 mgd potable reuse reservoir augmentation project that would create a new, local water supply; export salts from the region to address long-standing chloride issues; and invoke innovation to achieve these goals in an economic and environmentally sustainable manner. The study was a partnership between four agencies, Las Virgenes – Triunfo Joint Powers Authority (JPA), the City of Thousand Oaks (City), Camrosa Water District (CWD), and Calleguas Municipal Water District (CMWD).

Trabuco Canyon Water District, CA – Groundwater Feasibility Study. Managed a feasibility study evaluating a new local groundwater supply in the vicinity of Trabuco Creek near the Cleveland National Forest in Orange County. The purpose of this study was to guide the District's decision on pursuing a well construction project. Work included estimating the potential groundwater supply and developing planning level capital and O&M costs for conveyance and treatment infrastructure.

Olivenhain Municipal Water District (OMWD), CA – San Diequito Valley Brackish Groundwater Desalination. Developed project alternatives for product water conveyance and distribution system integration and performing economic analyses for the preferred alternatives. The goal of the study is to develop local brackish groundwater in the San Diequito Basin into a locally-sourced potable water supply of 1,600 AFY. Woodard & Curran's role in the study is to develop the brine management alternatives and product water conveyance for the groundwater desalter.

San Gorgonio Regional Water Management Group, CA – San Gorgonio Recycled Water Study. Project Manager for the Recycled Water Study, which identified recycled water project options in the San Gorgonio Region and presented planning-level costs and associated unit costs for each of the options. The region does not currently produce recycled water and this study identified how recycled water could benefit the San Gorgonio Region.

Robert Lepore, GISP

Water Resource Planner

Education

Wentworth Institute of Technology
Boston, MA
BS Environmental Engineering

Licenses & Registrations

AWWA Utility Risk & Resilience Certificate Program

CA-NV AWWA Certified Water Audit Validator

Certified Geographic Information System Professional (GISP)

State Water Resources Control Board Water Treatment Operator Grade T2

State Water Resources Control Board Water Distribution Operator Grade D2

__Robert Lepore__ has 20 years of experience in developing comprehensive water, wastewater, and recycled water master plans for public utilities with a focus on GIS integration. Rob has served as a project manager or Water Resource Planner for __more than 95 master planning and hydraulic modeling projects__ in central and southern California. In addition, Rob has prepared 14 Urban Water Management Plans and completed over 50 GIS implementation projects. He is also a Geographic Information System Professional (GISP) certified by the GIS Certification Institute. Rob has worked for a public utility, GIS consulting firm, and multiple engineering firms, which has allowed him to focus and refine his execution of critical master planning projects for our municipal infrastructure clients.

Water Master Plan | City of Ventura, CA

Served as Water Resource Planner. Project consisted of a condition assessment and capacity evaluation of the City of Ventura water distribution system. Specific responsibilities included evaluation of existing water production, storage, and distribution facilities; creation of a GIS-based hydraulic water model, review of water quality requirements and goals; development of potential future requirements and evaluation of equipment alternatives; identification of deficiencies under existing and future conditions; and development of Capital Improvements Program (CIP) and cost opinions for existing and future improvements.

Water Master Plan | City of Grover Beach, CA

Served as Water Resource Planner. Project consisted of a condition assessment and capacity evaluation of the City of Grover Beach water distribution system. Specific responsibilities included evaluation of existing water production, storage, and distribution facilities; creation of a GIS-based hydraulic water model, preparation of GIS-based system atlas, review of water quality requirements and goals; development of potential future requirements and evaluation of equipment alternatives; identification of deficiencies under existing and future conditions; and development of Capital Improvements Program (CIP) and cost opinions for existing and future improvements.

Water System Master Plan Update | City of Tehachapi, CA

Served as Water Resource Planner. Project consisted of a condition assessment and capacity evaluation of the City of Tehachapi water distribution system. Specific responsibilities included evaluation of existing water production, storage, and distribution facilities; creation of a GIS-based hydraulic water model, preparation of GIS-based system atlas, and review of water quality requirements and goals; development of potential future requirements and evaluation of equipment alternatives; identification of deficiencies under existing and future conditions; and development of Capital Improvements Program and cost opinions for existing and future improvements.

Water Master Plan Update | Guadalupe, CA

Served as Water Resource Planner. Specific responsibilities included evaluation of existing water production, storage, and distribution facilities; development of potential future requirements and evaluation of equipment alternatives; identification of deficiencies under existing and future conditions; and development of Capital Improvements Program (CIP) and cost opinions for existing and future improvements.

Supplemental Report to 2014 Water Master Plan | Guadalupe, CA

Served as Project Engineer. In May 2014, Michael K. Nunley and Associates (MKN) completed the City of Guadalupe's Water Master Plan (WMP). The Master Plan evaluated the City's water supply, storage and pumping facilities, and distribution system, and identified Capital Improvement Projects (CIP) necessary to support City demands through buildout. A number of significant planning changes to the City's water system have occurred since the completion of the Master Plan. MKN developed a supplemental analysis and report to review these changes and identify the impacts to the scope, priority, and necessity of certain recommended CIPs from the 2014 WMP.

Dawn Flores

Technical Manager

Education

- → Bachelors, Geography, University of California, Santa Barbara
- → Masters, Environmental Science and Management, University of California, Santa Barbara

Professional Associations

- → California Stormwater Quality Association, Member

Professional Profile

Dawn has 13 years of experience water resources planning. She is experienced in water supply planning, grant writing, water quality evaluation, climate change evaluation, advanced data analysis, and water resources modeling. Dawn's water resources modeling experience includes the use of decision support systems such as Water Evaluation and Planning System (WEAP) and GoldSim.

Related Experience

City of Pomona, CA – Strategic and Master Planning. Led development of the Integrated Water Supply Plan update, which included revisions to current and projected baseline supplies, analysis of potential supply and facility options, and development of alternatives that reflect the City's desire to both increase supply independence and contribute to regional water supply security. Dawn also led development of the Water Master Plan, which included coordination with a hydraulic modeling team and software development team, coordination with City staff to obtain data and modeling criteria, development of demand projections, and development of a CIP project list.

Metropolitan Water District of Southern California (Metropolitan), CA - Resources Vulnerability Assessment. Prepared the preliminary research and assessment of water supply vulnerability using existing information from Metropolitan staff as well as other local, regional, and federal agencies and identified data gaps that may need additional study. She examined member agencies supplies, demographics, regulations, seismic events, political decisions, and climate change to identify magnitude of the vulnerabilities for Metropolitan resources.

Cal Water Services Company – Bay Area Regional Reliability Study. Managed development of the long-term reliability study which assessed baseline reliability under different scenarios to evaluate shortage probabilities under a range of conditions. She defined water resource options including recycled water recharge, desalination, regional project partnerships, local reservoir improvements, and water transfers. Options were prioritized based on unit costs, reliability, institutional complexity, and regulatory complexity with an adaptive management plan to address uncertainties and implementing future projects.

Pasadena Water and Power, CA – Water System and Resources Plan. Technical leader on project that integrates water resources supply and water facilities master planning into a comprehensive planning process and document. Oversaw technical analyses involving water resources modeling using GoldSIM; infrastructure assessment risk analysis and CIP programmatic tiers packaging; development of a new excel-based portfolio building and decision tool that can be used by client in future to adapt to changing political priorities, regulations and physical setting.

Christopher Hewes

Project Water Resources Planner

Education

→ Masters, Environmental Science and Management, University of California, Santa Barbara

→ Bachelors, Environmental Earth Science, University of Massachusetts, Amherst

Professional Associations

→ American Water Works Association (AWWA), Member

Professional Profile

Chris Hewes has eight years of experience and specializes in data analysis for Advanced Metering Infrastructure (AMI) data; water conservation and efficiency cost-benefit analysis; distribution system water loss auditing, reporting, and certified validation; business workflow management and program implementation; groundwater sustainability planning; land use based water demand projections; as well as data communication and visualization. Chris is an AWWA-certified California Water Audit Validator and has provided Level 1 Validation services to multiple water utilities across California.

Related Experience

Amador Water Agency, CA – Demand Forecasting, Long Term Needs Study. Developed a custom Excel model that calculated future water demands based on GIS data of General Plan build-out land uses. Different methodologies were developed and applied for both varying land use types as well as jurisdictional boundaries. The rural nature of the county required careful analysis and custom development of many model variables and assumptions.

Pasadena Water and Power, CA – Water Loss Audit 2015. Prepared a complete water loss audit according to the water balance methodology (AWWA software) and created a full-length report detailing the data sources used, calculations performed, and discussion of results.

Zone 7 Water Agency, CA – Tri-Valley Municipal & Industrial Demand Study. Designed and developed a regional, land-use based water demand forecasting model that calculates water demand at the parcel level using a consistent methodology for estimating demand across the region. The model estimates passive conservation impacts, includes flexibility in adding or adjusting assumptions for new developments, and has built-in levers to play with various future planning scenarios. Chris worked closely with Zone 7 and its retailers to facilitate agreement between all agencies on the approach for use in Urban Water Management Plans and other future demand planning efforts.

San Francisco Public Utilities Commission, CA – Leak Detection Software Development. Project Planner responsible for design, development coordination, testing, implementation, and training for an automated leak detection software. Chris worked with SFPUC and a third-party software developer to create a leak detection program that automatically scans water meter data from the City's smart meter system and sends notifications to customers when continuous water consumption is detected. Chris was heavily involved with the initial program design and was the key SFPUC point of contact during software development and user acceptance testing. Chris provided training to the entire staff of the SFPUC Customer Service Bureau and continues to provide updates and expansions to the program, as well as present at conferences about the program's success.

Rob Little, PE

National Practice Leader - Water

Education
→ Bachelors, Civil/Environmental Engineering, University of Vermont

Registrations
→ NCEES Record - National, 51336
→ Professional Engineer - MA, 41037
→ Professional Engineer - NH, 15281
→ Professional Engineer - RI, 10169

Professional Profile

Rob has over 28 years of experience with the evaluation, planning, design, and construction of water works facilities. He has worked on a wide variety of projects ranging from hydraulic modeling, distribution system analysis and infrastructure planning to water treatment facility, pumping station, storage tank and water main design. He is experienced in evaluating water treatment, pumping and storage facilities and has a thorough knowledge of current and known future drinking water regulations. Rob is the Leader of Woodard & Curran's drinking water practice and is a senior technical expert in the area of hydraulics, pumping, treatment and storage.

Related Experience

City of Groveland, FL – Drinking Water Facility Plans and Asset Management Program. Technical Leader responsible for the review and QA/QC of a drinking water facilities plan including mapping of utilities, evaluation of water facilities, population and water demand forecasts, evaluation of future developments, and development of a 20-year facility plan and asset management plan for the City's drinking water assets.

Town of Billerica, MA – Hydraulic Model and Water System Master Plan. Managed comprehensive evaluation of the Town's 14 MGD Water Treatment Plant and distribution system providing service to over 40,000 residents and businesses. Prioritized a fast-track ozone system review in the context of the overall plant evaluation. Rob also oversaw the hydraulic distribution system model, which was utilized to evaluate existing conditions, plan for future demands, and identify and prioritize required capital improvements. System hydraulics were evaluated based on fire flow availability, system pressures, flow velocity and head loss across the distribution network. These factors, in addition to pipe break history data, pipe age, and pipe criticality analysis were used as a basis of selection and prioritization of recommended upgrades. Rob developed a prioritized 20-Year Capital Improvement Plan

City of Fall River, MA – Risk and Resilience Assessment (RRA) in Compliance with America's Water Infrastructure Act. Principal-in-Charge responsible for the development an RRA and distribution system computer model for the City. The model identifies potential risk in the utility's infrastructure as well as proposes a list of prioritized projects to increase the resiliency of both physical assets and the process control and business enterprise systems. The project administered a state grant program that provided 75% of the funding required for the first phase of AWIA compliance.

Town of Hudson, MA – PFAS Removal Treatment. Led design and construction of an emergency PFAS removal treatment system in 3 months following the detection of elevated PFAS concentrations in the Town's water supply.. Rob was also involved other work for the Town including master planning, treatment evaluation, water main design, and expert litigation support relative to the PFAS contamination.

Brian Dietrick, PE

Regional Manager

Education

→ Masters, Civil/Environmental Engineering, Loyola Marymount University

→ Bachelors, Civil/Environmental Engineering, Duke University

Registrations

→ Professional Engineer, CA, C54920

Professional Profile

Brian has 30 years of experience and specializes in facilities planning and program management for recycled water, water resources, and wastewater projects. He has experience in technical planning for collection systems, distribution systems, groundwater recharge facilities, integrated regional water management plans, urban water management plans, and environmental impact and regulatory compliance reports. Brian is also experienced in funding, cost estimating, industrial waste discharge, and public outreach.

Related Experience

Las Virgenes Municipal Water District (LVMWD), CA – Regional Brine Management Study. Project Manager for a study of regional brine management alternatives to achieve three goals; support a 6 mgd potable reuse reservoir augmentation project that would create a new, local water supply; export salts from the region to address long-standing chloride issues; and invoke innovation to achieve these goals in an economic and environmentally sustainable manner. The study was a partnership between four agencies, Las Virgenes – Triunfo Joint Powers Authority (JPA), the City of Thousand Oaks (City), Camrosa Water District (CWD), and Calleguas Municipal Water District (CMWD).

City of Thousand Oaks, CA – Conejo Basin Groundwater Management Plan (GMP) Development. Project manager for development of a Groundwater Management Plan (GMP) for the Conejo groundwater basin. The completed GMP was developed to contain many GSP-compliant components, including basin setting, monitoring network, sustainability criteria, and projects and management actions. Facilitated of a series of project review meetings with nine local agencies who reviewed and provided input on the GMP and assisted the City in preparing materials for a public hearing in support of GMP adoption.

Las Virgenes Municipal Water District (LVMWD), CA – Preliminary Advanced Water Treatment Plant Siting Study. As Project Manager, led a team that conducted an extensive siting study for a proposed advanced water treatment plant (AWTP). The study began with over 10,000 potential parcels; and using various screening criteria and a detailed comparative analysis, we narrowed down the number to nine preferred sites. The preferred sites will be used for public outreach efforts and environmental documents.

Los Angeles County Department of Public Works, CA - Los Angeles Basin Study, Supply and Demand Analysis. Project Manager of the supply and demand analysis for the Los Angeles Basin Study that included working with a partnership of the LA County Flood Control District and the U.S. Bureau of Reclamation. The Woodard & Curran team calculated all current demands and supplies in the LA Basin area and then projected those demands and supplies out to 2035 and 2095, incorporating the impacts of both population increase and climate change. The development of the supply and demand estimates included input from a Stakeholder Technical Advisory Committee.

Susan Guswa, PE

National Practice Leader - Wastewater

Education
- → Masters, Civil & Environmental Engineering, Stanford University
- → Bachelors, Civil & Environmental Engineering, Duke University

Registrations
- → Professional Engineer - CA, C57341
- → Professional Engineer - CT, 25287
- → Professional Engineer - MA, 46594 Civil

Professional Associations
- → New England Water Environment Association (NEWEA)
- → Water Environment Federation (WEF)

Professional Profile

Sue is a Senior Principal with over 25 years of experience and serves as Woodard & Curran's Municipal Wastewater Practice Leader. As a Practice Leader, she works directly with clients to implement solutions to some of the most challenging wastewater issues. Sue provides technical leadership to our municipal infrastructure projects and helps to drive innovation in the firm's municipal wastewater practice. She is a Water Environment Federation (WEF) Delegate and member of the Government Affairs Committee for WEF and the New England Water Environment Association (NEWEA).

Related Experience

City of Starke, FL – WWTF Upgrades. Senior Technical Advisor responsible for technical design direction and reviews for upgrades to the 1.25-mgd WWTF to replace aging equipment and improve nutrient removal and permit compliance. The design included upgrades to the entire facility and unit processes, including headworks, an oxidation ditch with 5-stage configuration, secondary clarifiers, tertiary filters, UV disinfection, solids handling, pumping systems, chemical feed systems, buildings, and electrical and controls. The project included funding and permitting support

Town of Barre, MA – WWTP Capital Improvement Planning & Funding Support. Senior technical advisor responsible for overseeing completion of an engineering report/capital improvement plan and funding applications to the Massachusetts SRF Program and USDA Rural Development for improvements to the 0.3-mgd WWTP to replace aging infrastructure, improve nutrient removal performance, and reduce impact of ragging.

City of Northampton, MA – WWTP Upgrades. Senior Technical Manager responsible for overall technical design execution, aeration system calculations, and process design review. The project includes upgrades to the 8.65-MGD WWTP for headworks screening, grit removal, new aeration and mixing systems, gravity thickener upgrades, hydraulic improvements and gate/valve replacements, electrical, structural and building improvements and wet weather management.

Regional Water Quality Control Plant, Palo Alto, CA – Program Management. Sue serves on a team of engineers that provide program management for the rehabilitation of the Palo Alto Regional Water Quality Control Plant. Work includes consultant procurement, design review, budgeting, and scheduling for the major rehabilitation of the primary and secondary plant processes, nutrient upgrades, and a variety of capital improvement projects throughout the plant.

Ali Taghavi, PHD, PE

Senior Technical Leader

Education

→ Doctorate, Civil and Environmental Engineering, University of California-Davis

→ Bachelors, Civil and Environmental Engineering, University of California-Berkeley

Registrations

→ Professional Engineer, CA, 50494

→ Professional Engineer, AZ, 50602

Professional Profile

Dr. Ali Taghavi, a recipient of the prestigious Fischer Delta Award from the California Water and Environmental Modeling Forum, has 30 years of experience in water resources planning and management, groundwater planning and regulatory compliance, integrated water planning, sustainable groundwater management, integrated groundwater and surface water modeling, water budget analysis, water quality assessment, reservoirs operations, and conveyance and distribution systems operations.

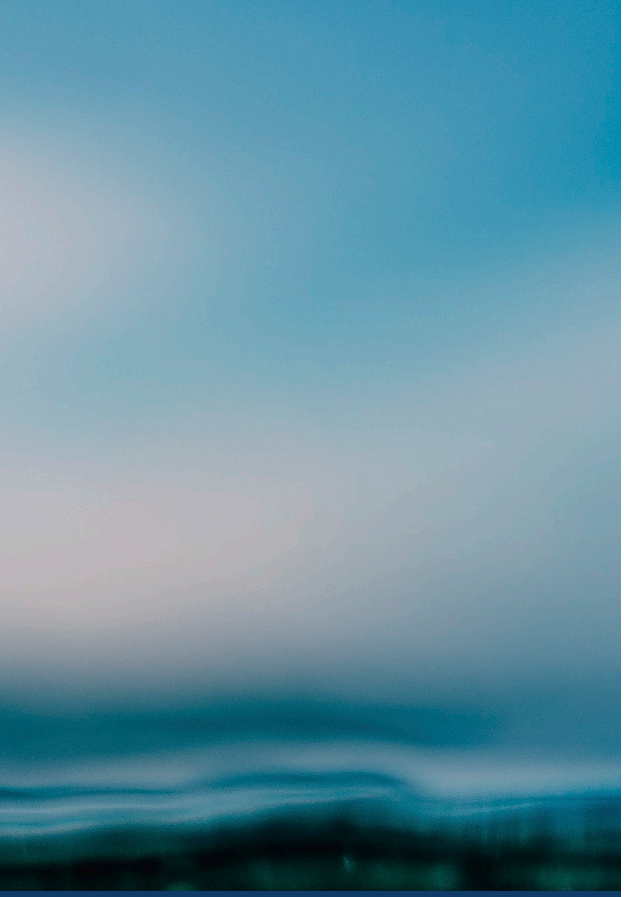
Related Experience

Groundwater Sustainability Plans (GSP). The Sustainable Groundwater Management Act (SGMA) of 2014 required development of Groundwater Sustainability Plans (GSP) for all medium and high groundwater basins throughout the state. As part of the Woodard & Curran team, Ali has acted as Project Director and/or Project Manager for the development of GSPs in more than ten groundwater basins, including the Cuyama Basin in Ventura County. He has played various roles, and involved management of staff and resources, interaction with clients and stakeholders, involvement in communication and engagement plans, oversee technical and integrated water resources modeling work. In a number of the GSPs, Ali has played a hands-on role in development and application of models in support of major policy decisions to develop the Plans.

The Nature Conservancy, CA – Central Valley Groundwater Assessment. As Project Director, oversaw this project to evaluate the interaction of surface water and groundwater resources in the Central Valley. The project included an assessment of the effects of agricultural and urban development, building of water transmission and conveyance infrastructure, construction and operation of surface storage facilities, and increased use of surface water and groundwater in the Valley.

Regional Water Authority, CA – Water Supply Infrastructure Evaluation Due to Climate Change Impacts. As Project Director, oversaw this project to evaluate the impacts of potential changes in surface water delivery and subsequent changes in groundwater use due to climate change scenarios. Several climate change scenarios were evaluated and an assessment of the impacts of changes in the water supply portfolio on the water supply infrastructure was conducted.

Eastern Municipal Water District, CA – Canyon Basin Operating Plan. As Project Manager, oversaw the Woodard & Curran team who developed the background hydrologic and operational data, analyzed the information, and worked with the Plan participants, including Eastern MWD, Lake Hemet MWD, and the Soboba Tribe to develop a set of robust and workable operating guidelines for the operation of the Canyon Sub-basin.



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Strategic Plan

2008

Camrosa Water District

7385 Santa Rosa Road
Camarillo, California

Introduction

Southern California's water supply has become an important topic on the political scene as a combination of events has reduced the reliability of water imported into Southern California and threatened the lifestyle of Southern California residents. The Camrosa Water District (District) and water purveyors throughout Southern California are facing challenging and uncertain times ahead. A reduction in the amount of Colorado River water available to Metropolitan Water District of Southern California (MWD) was the first signal that Southern Californians need to address their long-term water needs. Subsequently, pumping restrictions imposed by judicial ruling to protect the endangered Delta Smelt reduced the water available from the State Water Project and underscored the need to develop local supplies to meet water demand. Finally, a second year of drought conditions has created further uncertainty. The drought has led to actual reductions in some water allocations from MWD, which has reduced the reliability of imported state water and increased the cost of imported water that is still available. As a result, long-range planning by water districts is more crucial than ever in maintaining reliable sources of water for their constituents.

This Strategic Plan was developed following a two-day Board retreat designed to focus on the challenges and internal constraints facing the District and the opportunities available that will allow Camrosa to further improve its services. The Board of Directors met with the executive management staff on July 15 and again on July 22, 2008. The outcome of the Board retreat is the development of this Strategic Plan that addresses Camrosa's Mission and Vision, the core business services provided to the District's customers, and the strategies necessary to achieve the vision. While the Mission and Vision Statement are the cornerstone of this Strategic plan, the goals and strategies, and the initiatives that will follow as part of the Integrated Facilities Master Plan, will ensure Camrosa is well positioned to address the challenges it faces.

A. Vision Statement

Camrosa is a public agency that provides vital services to its customers in a non-competitive environment. Accordingly, the manner in which those services are provided, the team that provides those services and the satisfaction of Camrosa's customers with the service is a key consideration in the development of the strategic plan. The Vision Statement describing how the Board of Directors and staff will conduct business and how the services provided by Camrosa are perceived by its customers provides a picture of the ideal District and will form the foundation for development of the District's long-term goals and strategies.

Vision Statement

Camrosa is a dynamic, resource-independent public entity that provides highly efficient and responsive service to its water and wastewater customers. The Board is prudent in the management of public resources and innovative in using modern tools to maintain system reliability and financial strength. The District is a lean organization, led by a cohesive Board and staffed by an honest, enthusiastic, highly competent and focused team, who find their work challenging and enjoyable and who have earned the trust of their well-informed customers.

A key component of Camrosa's vision – to become resource independent – underscores the importance of developing local water resources, including developing local storage, to become less dependent upon imported State Water Project water.

B. Mission Statement

If the Vision Statement is the foundation upon which the Strategic Plan is built, then the Mission Statement is the cornerstone of that foundation. The Mission Statement reflects the District's responsibility to meet current and future needs of the community, describes the primary attributes of products and services it will deliver, and provides an awareness of the special trust that exists between Camrosa as a public entity and the public at large.

The Board reviewed Camrosa's Mission Statement, which was last revised in 2001, and concurred with the existing focus of providing water and wastewater services that are reliable, affordable, responsive and of high quality. In addition, the Board voiced the need to broaden the definition of "District's assets" to not only include cash and investments, but also the responsibility to maintain and upgrade the District's capital infrastructure. Employees were also recognized as an asset in the revised definition and the need to train, nurture growth and broaden the skills of Camrosa's employees was emphasized.

Mission Statement

The Mission of Camrosa Water District is to meet the current and future needs of the community for water and sanitary services. Our products and services will be reliable, affordable, responsive and of high quality. At the same time, the District will prudently manage and maintain the District's assets, honor the public's trust, and maintain public awareness and confidence in the District's activities.

C. Goals and Strategies

To be effective, the Goals and Strategies developed to guide Camrosa must align perfectly with the Mission Statement. The Mission Statement above can be segmented into four primary areas of emphasis:

- To meet the current and future needs for water and sanitary services
- To deliver high quality products that are reliable, affordable and responsive
- To prudently manage and maintain the District's assets, and finally
- To maintain public awareness and confidence and honor the publics trust

Some fundamental goals were established under these four areas of emphasis as outlined in the following table. In this table, the Mission Statement is highlighted in blue while the goals are highlighted in grey.

Mission Statement
Goals
Strategies
Meet Current & Future Needs of the Community
Develop Independence
Deliver Products & Services that are: Reliable
Affordable
Responsive
High Quality
Provide Prudent Management and Maintenance of District Assets
Strengthen Financial Position
Fully Develop Staff Potential
Improve systems Operation & Maintenance
Maintain Public Awareness & Confidence & Honor Public Trust
Educate Customers
Protect Water Supplies
Exceed All Regulatory Standards

An analysis of the District's internal strengths and weakness as well as external threats and opportunities helped focus discussion and develop the strategies contained in this plan. Individual and more-detailed initiatives will be developed under each strategy but those initiatives are not included in this broader Strategic Plan. Some initiatives that implement these strategies are already under way, while additional initiatives will be developed by staff as the master planning process unfolds or as opportunities present themselves in the future. Most of the initiatives involving facilities will be aggregated into a revised Integrated Facilities Master Plan for the District. The following analysis, which looks at each of the four area of emphasis in the Mission Statement separately, identifies the strategies developed in each area.

Meet the Current and Future Needs of the Community

1. Develop Independence

The cost of imported water and the cost of power are the two most substantial costs incurred by Camrosa. Minimizing the use of imported water and purchased power will provide independence in providing service to the District's customers.

The development of local water resources will provide independence to the District in a number of ways. Development of local water resources provides Camrosa with greater control in avoiding cutbacks or allocations during times of drought or that may occur as a result of regulatory cutbacks in the quantity of imported State Water Project water available. In addition, it will provide greater control over the price of water which often accelerates during periods of shortage. In meeting its potable needs, Camrosa currently relies on 72% imported state water and blends with 28% local groundwater to meet water quality standards. Achieving independence will require a substantial reduction in the use of imported state water and a greater reliance upon local sources.

Strategy 1.1. Develop new water sources – New water sources include development of new wells, full utilization of available surface water, and development of recycled water supplies.

Strategy 1.2. Expand non-potable system – Expansion of the non-potable system to meet irrigation needs will reduce demand for imported state water and make that water available to meet potable

demand. Expansion of the non-potable water distribution system will provide further reliability during times of drought.

Strategy 1.3. Investigate Desalination – Desalination plants treat brackish water that is not suitable for potable use due to poor water quality. With the completion of the Regional Brine Line, there are a number of near-term opportunities for construction of desalination facilities which would process non-potable water for potable use or improve the quality of recycled water. Ocean desalination remains a distant opportunity.

Strategy 1.4. Seek Power Generation Opportunities – Evaluate the opportunity of installing a renewable energy facility or cogeneration system to reduce utility costs. Operation of renewable energy facilities can reduce emissions and further demonstrate environmental responsibility.

Strategy 1.5. **Expand and/or Improve water storage** – Camrosa has an aquifer storage and recovery (ASR) well and could store water for future use if available. Expansion of water storage operations both within the District's boundaries and outside its service area would provide greater reliability during times of drought.

Strategy 1.6. **Improve Waste Treatment Disposal** – Increasingly stringent regulations are being implemented to control the disposal of biosolids from wastewater treatment plants. Improving the drying process and decreasing the water content in biosolids could significantly decrease the near-term cost of hauling. Development of a long term, interagency solution may be possible to meet regional needs.

Develop Products and Services that are:

2. Reliable

A core business service of Camrosa is a commitment to provide adequate water supplies of high quality water. A recent survey conducted within Camrosa's service area showed that reliability of the District's water supply is of vital concern among Camrosa's customers. Through responsible stewardship Camrosa will continue to expand the use of local water resources to secure and sustain water reliability and to position the District to address regional water supply shortages without interruption or reduction of customers' water use.

Strategy 2.1. Improve System Reliability – Camrosa will seize every opportunity to reduce dependence upon imported water and expand the use of local water resources in meeting water demand. Prudent maintenance of District facilities, identification and elimination of single points of system failure will ensure continuation of operations in times of stress.

Strategy 2.2. Control Water Sources – Camrosa is fortunate to have a number of sources of groundwater, surface water and recycled water available to meet water demand. High priority will be placed upon developing and maintaining control over local resources through establishment of necessary agreements and/or maintenance of water rights. Greater use of local resources will provide greater control during times of drought.

Strategy 2.3. Improve Emergency Response – The development of comprehensive contingency plans and mutual assistance agreements will minimize confusion during emergencies and ensure minimal interruption in service. Continued use of the Standardized Emergency Management System (SEMS) will allow coordination of efforts with outside agencies.

3. Affordable

Over the past ten years, Camrosa's rates for water and wastewater services have been among the lowest in the County and the District is determined to continue to provide good value to the District's customers.

Strategy 3.1. Improve Efficiency – Implementation of technology improvements will allow Camrosa to improve the efficiency of operations and reduce operational costs. Outsourcing routine tasks and developing new in-house technical skills will further reduce those costs. Innovative realignment of facilities between potable and non-potable distribution systems will minimize new capital outlays.

Strategy 3.2. Promote Cooperative Projects – Regional solutions often bring economies of scale. Camrosa will take a regional perspective in addressing water and wastewater problems and will actively seek project partners to implement innovative solutions that resolve issues for more than one agency.

4. Responsive

Camrosa recognizes that by providing water and wastewater services, it is meeting one of the basic needs of its customers. Accordingly, customers expect

Camrosa to be fair in developing and implementing Rules and Regulations for delivery of services and to be responsive to their needs when concerns arise.

Strategy 4.1. Improve Customer Service – Camrosa will seek to continually improve the manner in which the District interfaces with its customers. Development of technological solutions to make customer interface more convenient, continuous improvement in after-hours support, and the development of new services that increase value to the customer will all serve to improve customer support.

Strategy 4.2. Solicit Customer Feedback – Developing an awareness of customer needs and desires is an important step in providing responsive public services. Camrosa holds the opinions of its customers in high regard and recognizes that customer feedback is essential in implementing effective public policy. Camrosa will actively solicit customer feedback to continually improve upon the quality of services provided by the District.

5. High Quality

Water quality is directly related to the sources of the water and State regulations governing the various classes of water distributed within the District. Local groundwater is high in nitrates and is generally blended with imported State Water Project water to improve quality. Local Surface water and Recycled water is high in chlorides and each is unusable for some agricultural applications. Water quality can be altered and Camrosa will seek to maximize the use of local supplies by improving their quality.

Strategy 5.1. Uniform Potable water quality – Some pressure zones within the District receive State Water Project water while other areas receive various blends of imported and groundwater. Camrosa will seek opportunities to use new technologies that will improve the quality of groundwater and provide more uniformity in the potable water delivered throughout the District.

Strategy 5.2. Trade Poor Quality for higher quality water – Camrosa will seek opportunities to upgrade the quality of its water through substitution of higher quality water in both its potable and non-potable distribution systems.

Strategy 5.3. Improve Non-Potable water quality – The hot summer months lead to algae growth in the surface water delivered within the District. Chloride levels in surface and recycled water often exceed the levels acceptable for some agricultural purposes. Camrosa will seek ways to reduce suspended solids and chloride levels in the water delivered to non-potable customers.

Provide Prudent Management and Maintenance of District Assets

6. Strengthen Financial Position

While Camrosa is relatively strong financially, a number of options are available that will further improve the District's financial position. Development of a rate structure that provides for Capital Replacement of aging infrastructure is necessary to maintain the long-term integrity of the various water treatment and distribution systems, the wastewater collection system and Water Reclamation Facility. Capital outlays will be required to meet new water demand and wastewater services and to further expand the non-potable water distribution system.

Strategy 6.1. Develop Capital Financing Plan - As a product of the master planning process, Camrosa will develop a long-range Capital Financing Plan that will identify the District's future capital needs and the source of funds that will generate the necessary capital.

Strategy 6.2. Reduce reliance on Property Tax – The Legislative Analyst Office has attempted to permanently transfer all water and wastewater special districts' property tax dollars to counties in an effort to balance the state budget deficit. Camrosa will proactively prepare for the eventual loss of the property tax revenue by developing a rates structure that does not depend upon that revenue to meet projected expenses.

Strategy 6.3. Improve Debt/Service Ratios – Camrosa's ability to enter into debt financing is governed to a large extent by its bond rating. The District will adopt financial policies that improve upon the existing debt/service ratios and exceed minimum ratios desired by bond insurance companies.

Strategy 6.4. Improve Reserve Position – Camrosa will establish a new Reserve Policy and identify the process and timeline for attaining desired reserve levels.

7. Improve Systems Operation and Maintenance

The backbone of Camrosa's Potable Water Distribution system was laid in the mid- to late-1960s and the Wastewater collection system was installed as the Mission Oaks area developed from the 1970's through early 2000. The Water Reclamation facility, which was commissioned in 1997 and the Non-potable distribution system, mostly installed after 2000, are much newer. All, however, will require increasing maintenance as they age and all can benefit from further automation to reduce the cost of manual interface and to improve water quality.

Strategy 7.1. Budget for System Maintenance and Improvements – Camrosa will be proactive in establishing budgets and rate structures that provide for timely capital replacement, infrastructure maintenance and system improvements. New technology will be used wherever possible to automate operations and improve system efficiency.

8. Fully Develop Staff Potential

Camrosa recognizes that staff is a valuable asset and highly qualified individuals are the key to efficient and effective operations and good customer service. The District desires to retain its highly skilled staff, provide growth opportunities through continuing education and cross training and recruit highly qualified replacements as the current workforce begins to retire.

Strategy 8.1. Improve Expertise of Onboard Staff – Camrosa will provide growth-enhancing opportunities for employees that will allow them to use and develop their full capacities. The District will seek to link our employees' individual strengths, interests, values, developmental needs, and personal style with the organization's major strategic needs such as staffing levels, skills, knowledge, and experience. This process will be accomplished through regularly scheduled job performance/career planning evaluations.

Strategy 8.2. Conduct Succession Planning – Camrosa will develop a plan to preserve corporate knowledge and provide a seamless transition as employees enter retirement.

Strategy 8.3. Enhance Future Labor Pool - Collaborating with local water purveyors, colleges and the University, Camrosa will evaluate

development of an internship program to encourage career development in the water and wastewater industry.

Maintain Public Awareness and Confidence and Honor the Public Trust

9. Educate Customers

A recent survey conducted by Camrosa revealed substantial misconceptions about the challenges faced by Camrosa related to water reliability and water quality and what the future holds with regard to water availability and cost. Public awareness and education regarding the District's challenges, goals and strategies is fundamental to the success of drawing support of Camrosa's customers in implementing infrastructure improvements and developing new rate structures.


Camrosa Water
INDEPENDENT
www.camrosa.com
October 2008
WATER SELF-RELIANCE
SOONER BETTER
The Future of Water
By Al Fox
President, Camrosa Board of Directors

Strategy 9.1. **Develop Public Outreach tools** – Camrosa will develop effective public outreach tools and media to educate the District's customers about water resources and future costs.

Strategy 9.2. **Improve Website** - Camrosa will renovate the District's website to develop an interactive customer support tool and provide a more educational experience for its customers.

Strategy 9.3. **Leverage MWD Education Program** – MWD provides water conservation, educational outreach resources and conservation rebates for residential, commercial and industrial customers. Currently, Camrosa utilizes MWD's rebates and California Friendly landscape workshops to benefit the District's customers. Through development of public outreach, Camrosa will leverage the programs already available to enhance education relating to water resources and water conservation.

10. Protect Water Supplies

Local water supplies are Camrosa's most valuable asset and the preservation of those supplies for future generations among the highest priorities of the District. Diligence will be required to ensure that water volume does not diminish and

improvement of water quality is implemented. Transportation of salts off the watershed will ensure long-term use of groundwater assets.

Strategy 10.1. **Implement Phase 1 of the Renewable Water Resource Management Plan (RWRMP)** – The RWRMP is an integrated set of strategies to reduce reliance on imported water supplies while improving water quality through the managed transport of salts out of the watershed. Phase 1 (of 4 phases) is critical to address the immediate water quality problems of the lower Calleguas Creek Watershed. Camrosa will cooperate with local agencies to implement those strategies outlined in Phase 1 of the project.

11. Exceed all Regulatory Standards

Regulatory policy establishes minimum water quality standards for delivery of potable water and required standards that must be met for disposal of wastewater. New policy is being developed that will establish standards for recycled water. The public places its trust in Camrosa to not only meet the minimum standards established by regulation but to deliver water of the highest possible quality. The public, too, trusts that Camrosa will be proactive in protecting our natural resources.

Strategy 11.1. ***Exceed all Regulatory Standards*** – Camrosa shall seek to not only meet minimum water quality standards but to exceed all current and future regulatory water standards whenever possible. The District shall cooperate fully with regulatory agencies and actively seek to preserve and protect our vital resources.

CAMROSA WATER DISTRICT
BUILDING WATER SELF-RELIANCE

Read File

The following material is provided to members of the Board for information only and is not formally a part of the published agenda.

A. 2022 Board Calendar

2022 Camrosa Board Calendar

JANUARY						
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2022 Holidays

January 3rd - New Year's Holiday (Observed)
February 21st - President's Day
May 30th - Memorial Day
July 4th - Independence Day
September 5th - Labor Day
November 11th - Veteran's Day
November 24th & 25th - Thanksgiving
December 23rd & 26th - Christmas
December 30th - New Year's Eve

2022 Conferences

CASA Winter Conf. (Palm Springs) - Jan. 19th - 21st
ACWA Spring Conf. (Sacramento) - May 3rd - 6th
CASA 67th Annual Conf. (Squaw Creek) - Aug. 10th - 12th
ACWA Fall Conf. (Indian Wells) - Nov. 29th - Dec. 2nd

2022 AWA Meetings

"Water Issues" Third Tuesday (except Apr., Aug., Dec.)
Waterwise Breakfast (See yellow on calendar)
AWA Board Meetings (See orange on calendar)
August - DARK (No Meetings or Events)
September 29th - Reagan Library Reception
****DATE ?? - Annual Symposium****
December 8th - Holiday Mixer

2022 VCSDA Meetings

February 1st - Annual Dinner
April 5th
June 7th
August 2nd
October 4th
December 6th

Camrosa Water District
7385 Santa Rosa Road
Camarillo, CA 93012

Note: Board of Directors meetings are highlighted in RED. Board Meetings are held on the **2nd & 4th Thursday** of each month at 5pm unless indicated.

Read File