

## Board Agenda

### Special Meeting: Board Workshop

Monday, May 23, 2022  
Camrosa Board Room  
9:00 A.M.

#### 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 five-minute time limit.

#### Primary Agenda

1. **\*\*Strategic Plan Workshop No. 1**

**Objective:** Develop the 2022 Camrosa Strategic Plan.

**Action Required:** No action necessary.

#### 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/](http://www.camrosa.com/board-agendas/)

# Board Memorandum

May 23, 2022

**To:** General Manager  
**From:** Ian Prichard, Assistant General Manager  
**Subject:** **Strategic Plan Workshop No. 1**

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**Objective:** Develop the 2022 Camrosa Strategic Plan.

**Action Required:** No action necessary.

**Discussion:** At the May 12, 2022 meeting, the Camrosa Board of Directors approved a contract with Woodard & Curran to provide support services to develop the 2022 Camrosa Strategic Plan. As described in their proposal, attached for reference, Woodard & Curran will facilitate five workshops with the Board and staff. The first three, scheduled in quick succession, are intended to solicit the information necessary to write the plan. The last two, tentatively planned for late July and early August, are reserved for review of the draft and final documents.

The agenda for the first workshop, Monday, May 23, 2022, from 9:00 A.M. to noon, is attached.

The second workshop is scheduled for 9:00 A.M. on May 26 and the third for 9:00 A.M. on June 1. Agendas will follow.



## CAMROSA WATER DISTRICT STRATEGIC PLAN WORKSHOP #1

**Meeting Date & Time:** May 23, 2022 from 9:00 A.M. to 12:00 P.M.

**Meeting Location:** Camrosa Water District, 7385 Santa Rosa Road, Camarillo, CA 93012

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**Invited Attendees:** Gene West (CWD), Terry Foreman (CWD), Al Fox (CWD), Jeffrey Brown (CWD), Timothy Hoag (CWD), Tony Stafford (CWD), Ian Prichard (CWD), Persephene St. Charles (W&C), Brian Van Lienden (W&C), Robert DeLoach (DeLoach & Associates)

### MEETING AGENDA

1. Present the Strategic Planning Process
2. Review Mission Statement
3. Review Vision Statement
4. Discuss Values & Guiding Principles
5. Conduct Influence Modeling
6. Wrap Up & Preview Workshop #2

Via Electronic Mail

May 5, 2022



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

**Re: Proposal for Updating the Camrosa Water District Strategic Plan**

Dear Mr. Prichard,

Woodard & Curran is pleased to present our proposal to update the Camrosa Water District's (CWD or District) Strategic Plan. It is understood that this Strategic Plan update is the first phase of three-phase planning process. Our proposal includes the scope of work, schedule and fee for the Strategic Plan, with the assumption that the Master Plan phases will be contracted separately.

Woodard & Curran will be conducting this update in partnership with DeLoach & Associates, Inc. Our proposed planning process is designed to develop a programmatic set of strategic goals and objectives allowing the District to make sound policy, capital, operational and financial decisions. Continuous feedback and dialog with the Board of Directors (Board) and staff throughout the planning process will be critical to meeting the following approach goals:

- Clearly define a purpose consistent with the District's mission and vision, while identifying its strategic principals or values.
- Create a strategy for aligning activities and resources with the District's mission and vision as well as industry best practices.
- Design a robust planning and execution strategy in coordination with the master planning effort through the organizational structure enabling the District to take advantage of its human capital to turn vision into reality.
- Allow the District to convey its vision through enhanced communication and accountability to its customers, stakeholders, elected officials, and others.

We thank you for the opportunity to submit our proposal and look forward to working with you on this exciting project.

Sincerely,

A handwritten signature in black ink that reads "Persephene St Charles".

Persephene St Charles  
Principal-in-Charge

A handwritten signature in blue ink that reads "Brian Van Lienden".

Brian Van Lienden  
Project Manager



## SCOPE OF WORK

### Task 1. Project Management and Controls

The consultant will set up and maintain project management and controls systems and meet internally on a weekly basis to review and assign consultant team actions. The consultant will also conduct up to eight (8), 30-minute project progress calls with District staff to indicate progress, get input needed and prepare for/debrief from Board Workshops.

The Consultant will develop and submit to the District monthly progress reports documenting at the task level, the following:

- summary of work completed over the most recent month
- list of proposed activities for the upcoming month
- list of pending data needs to support the planned activities for the upcoming month
- major decisions
- project schedule status

The schedule for the Strategic Plan update is assumed to be about twelve weeks during May – August 2022. If the schedule is extended, then this Task will need to be amended to accommodate additional project management and controls needs.

#### Task 1 Deliverables:

- Four (4) monthly progress reports

### Task 2: Strategic Plan Update

#### Subtask 2.1 – Workshops

The consultant will prepare for, facilitate and summarize a series of in-person, facilitated workshops with the Board of Directors (Board), designated staff and the consultant team. It is assumed that three (3) initial workshops will be conducted with two (2) final workshops to review and approve the 2022 Strategic Plan as follows:

- Workshop #1: Initial kick-off meeting, review of past planning efforts and influence modeling
- Workshop #2: Establish new strategic planning goals and initiate SWOT exercise based on new planning goals
- Workshop #3: Finalize SWOT exercise, conduct gap analysis and identify success factors
- Workshop #4: Present Draft Strategic Plan and gather input and comments
- Workshop #5: Present Final Strategic Plan

Workshops are assumed to be in-person and not to exceed three (3) hours. If any additional workshops are requested, Woodard & Curran can work with the District to amend this scope of work, schedule and fee.



### **Subtask 2.2 – Information Collection and Review**

This consultant will collect and review relevant documents including the 2008 Strategic Plan, budgets, organization charts and other planning documents to understand existing priorities and planning initiatives that will be important factors and context for developing the 2022 Strategic Plan. As part of this subtask, the consultant will conduct the following actions:

- Review the current mission and vision statement
- Identify guiding principles or values that represent the organizations desired culture
- Review goals, objectives and priorities identified in the 2008 Strategic Plan

### **Subtask 2.3 – Influence Modeling Exercise**

The consultant will prepare an influence modeling exercise to identify key influencers that drive the District’s mission and objectives. The exercise will define customer and stakeholder expectations and identify entities, constituency groups or individuals that are influenced by the actions of the District and conversely those who exert influence on the District through their actions. The consultant will work with District staff to Identify agencies and constituent groups to be included in the Influence Modeling Exercise before Workshop # 1 (where the exercise will be conducted) and after to review actions that could be mitigated to achieve greater efficiency.

### **Subtask 2.4 – Strategic Planning Goals**

The consultant will solidify strategic planning goals to be included in the updated Strategic Plan that result from the facilitated discussion during Workshop #2. These planning goals may include but are not limited to:

- Water Supply
- Infrastructure
- Financial Management
- Public and Political Outreach
- Organizational Development

### **Subtask 2.5 – SWOT Exercise**

The consultant will develop a Strengths, Weaknesses, Opportunities and Threats (SWOT) exercise to identify critical strengths, weaknesses, opportunities and threats confronting the District as it attempts to meet the strategic planning goals, which will be used to guide development of the Strategic Plan update. The consultant will conduct the initial SWOT exercise as part of Workshop #2 and a final SWOT exercise in Workshop #3.

The consultant will develop and analyze the results of the of the SWOT exercise by specifically conducting the following activities:

- Incorporating the strategic planning goals developed in Subtask 2.4
- Utilizing SWOT exercise results to identify “gaps” in performance in relation to the District’s current position
- Identifying success factors to measure future performance

- Preparing a summary report of findings from the SWOT exercise for review



**Subtask 2.6 – Strategic Plan Document**

The consultant will prepare an updated draft Strategic Plan document that articulates the District’s updated strategic goals, objectives and strategies that were discussed and decided upon as a results of the previous subtasks. A presentation of the draft plan will be delivered to the Board of Directors and staff at Workshop #4. The consultant will collect and incorporate comments received from the Board and staff into a final 2022 Strategic Plan. The final Strategic Plan will be presented at Workshop #5.

*Task 2 Deliverables*

- Workshop agendas, meeting materials and summaries
- Influence modeling results
- SWOT exercise summary of findings
- Draft and Final Strategic Plan update

**Schedule**

The following schedule is for the initial three-month Strategic Plan Update and will need to be updated if additional master planning tasks are added.

	May	June	July	August
2.1 Workshops		██████████		██████████
2.2 Information Collection & Review	██████████			
2.3 Influence Modeling Exercise	██████████			
2.4 Strategic Planning Goals		██████████		
2.5 SWOT Exercise		██████████		
2.6 Strategic Plan Document			████████████████████	████████████████████



## Fee

Tasks	Labor				Total Hours	Total Labor Costs (1)	Outside Services		Total ODCs (3)	Total Fee
	Persephone St. Charles	Brian Van Lienden	Planner/Engineer	Katie Evans Admin.			Robert DeLoach	Sub Consultant Total Cost (2)		
<b>Task 1: Project Management and Controls</b>										
Project Management and Controls	PIC	PM	Planning Support	Communications	6	\$7,080			\$0	\$7,080
	\$330	\$295	\$180	\$315	6	\$7,080			\$0	\$7,080
Subtotal Task 1:	2	12	12	0	6	\$7,080			\$0	\$7,080
<b>Task 2: Strategic Plan Update</b>										
2.1 Workshops (5)	18	45	20	6	89	\$24,705	\$10,000	\$11,000	\$1,100	\$36,805
2.2 Information Collection and Review		6			6	\$1,770	\$1,000	\$1,100	\$0	\$2,870
2.3 Influence Modeling Exercise	1	4		1	6	\$1,825	\$2,500	\$2,750	\$0	\$4,575
2.4 Strategic Planning Goals	1	4		1	6	\$1,825	\$1,000	\$1,100	\$0	\$2,925
2.5 SWOT Exercise	2	4		2	8	\$2,470	\$3,000	\$3,300	\$0	\$5,770
2.6 Strategic Plan Document	8	24	8	4	44	\$12,420	\$2,000	\$2,200	\$0	\$14,620
Subtotal Task 3:	30	87	28	14	159	\$45,015	\$19,500	\$21,450	\$1,100	\$67,565
<b>TOTAL</b>	<b>32</b>	<b>99</b>	<b>40</b>	<b>14</b>	<b>191</b>	<b>\$52,095</b>	<b>\$19,500</b>	<b>\$21,450</b>	<b>\$1,100</b>	<b>\$74,645</b>

- The individual hourly rates include salary, overhead and profit.
- Subconsultants will be billed at actual cost plus 10%.
- Other direct costs (ODCs) such as reproduction, delivery, mileage (rates will be those allowed by current IRS guidelines), and
- W&C reserves the right to adjust its hourly rate structure and ODC markup at the beginning of the calendar year for all
- Additional Woodard & Curran staff may perform work on the project, based on our standard billing rate schedule currently in