

Strategic Plan for the Quartz Hill Water District

Quartz Hill, CA 93536

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Note May/4/2023: the proposal above is based on best availability of the District and the Consultant to perform the work as planned in cooperation. The Consultant is currently undergoing some health-related tests and screenings that may, or could, slow the pace of the project and, in some cases, create a schedule with full certainty. As this could affect your decision to commit to this work, and BHI, please understand that it is my intention to perform all the work needed on schedule, yet some schedule grace may be necessary as the project progresses. Please feel free to discuss this with me before any commitment. -- Brent

Overview of Estimate of Strategic Planning services -

The objective of this proposal to outline the methodology, schedule and costs associated with the development an updated 5-year strategic plan for the San Mateo County Harbor District (District). BHI Management Consulting (BHI) has completed well over 125 strategic plans for public agencies all over California and throughout the West. It is well known that planning together for the future, as you are planning, is a best-practice for public agencies. Each unique agency we work with has a unique set of opportunities and challenges, even personalities and culture, therefore all of the strategic plans where we have assisted, is one of a kind. BHI is currently working with 3 other District in the State, assisting with their strategic planning needs.

A key early concept discussion between BHI and the District is how well your current strategic plan has worked. Many times, at this stage, where many of the current strategies may have become tactical, as a result of the accomplished progress and work, it may be time for deeper strategic discussions in this project. This involves more focus on true strategy, not a re-iteration of tactics or operational methods, but deeper and at times, longer. Other currently relevant studies must advise this work. For instance, while not a current part of this proposal, a helpful compendium to strategy planning is a risk-analysis. As such, should such an analysis exist in current and helpful form, the results can inform the District's strategy. While this is not clear to us at this moment, strategy, its definition and relevance to the next few years, will be a

dominant theme for early discussions with staff, individual commissioners and the public. The results of such conversations and input can yield a new Plan that may outline a longer planning horizon and consist of a fewer, but far deeper, strategic focus areas. BHI looks forward to this strategic discussion with the District

The package quoted below includes all of the components necessary for the BHI team to assist the District to complete your Plan. In general,

- 1.0 BHI gathers broad inputs (Commissioners/Staff/Public),
- 2.0 BHI facilitates a Commission Workshop to bring all input , review the overall Mission and facilitate the Commission in casting a clear Vision for the next five years.
- 3.) BHI works with staff to assemble the results of the workshop in to a draft implementing document. That document is shared back with the Commission in a public meeting and polished there to assure that it is truly strategic, aspirational, clear and practical.

The District may have need of optional needed components, such as extended public input sessions, in different locations. It may have need of document design for its final look and appearance, etc. These are baselined herein, but the detail may be worked in final negotiations. That is the reason for the term “estimated” used for this proposal.

Our methodology places a high degree or importance on elected Commission input, we also realize the necessity of gathering public input toward the future of the agency and do our best to use methods that will be most effectively gain a broad public input. Staff’s input to the direction to the Plan is essential. Wherein the Commission casts the vision, and the public informs that vision, it is the District staff who have the ground level view-point to assure the vision can have practical, doable and successful wheels over the term of the Plan. This team (Board/Public/Staff) with the partnership of BHI allows for broad perspectives and linkages, therein a useful and success Plan. BHI works closely with District staff to develop and propose basic implementing steps back to the Board where significant discussions take place to review the Vision, its clarity and the proposed implementing steps to make the vision real. This is a critical step.

This methodology has worked for us well for various special districts of all nature and mission across California over the past 20 years and should work well at QHWD as well. The proposed project involves the services below shared by BHI associates including Principal Brent Ives and from Jill Ritzman. See bios on BHI staff and further qualifications of firm below.

Approach and Model Outline -

Our model utilizes four stages:

1. **Input Stage (pre-workshop)** – Input gathering and situational analysis. Initial meeting with GM and key staff. Review of similarities and gaps between that last plan and today. Conduct individual interviews with each Board member (approx. 1 hr.). This this Stage BHI will also work with District staff to coordinate two public input meetings, two locations to gain valuable insights and opinion on the future of the District. Additional services can be added to broaden the input, such as increased staff inputs deeper into the organization or additional public input methods and/or meetings.

2. **Commission Initial Workshop Stage – Commission meeting #1** – The input gathered in step 1 above is organized and readied for the strategic planning workshop which serves as the primary brainstorming vision-casting element of the planning process to include the Board of Directors. This special meeting of the Board is held in one setting.

The consulting group can be very flexible with the District for timeframes and workshops including Saturday's, weeknight evenings, mornings, or can be planned for 2 hrs. one evening and 2 hrs. the next morning.

The deliverables of this 3-4 hr. workshop are to assure that District Mission is clearly understood and stated, that the 5-year Vision for the District is considered cast and drafted by the Board. The workshop then keys on District Vision and Values are organized and clarified. These outcomes allow for proper guidance in post-workshop developing observable actions into implementation. The workshop is an open public meeting. Much of the strategic brainstorming, visioning and forward thinking takes place at this workshop. Both Ms. Ritzman and Mr. Ives will attend this workshop.

3. **Plan Development Stage (Staff/Consultant – post workshop)** This stage comprises the development of the Strategic Plan document, which reflects the direction of the Board for the next five years as outlined in the workshop. BHI will begin by proposing an initial draft, then work with District Staff to complete implementing actions needed to achieve the Board's vision.

The resultant draft is then shared with the in a Commission Tone-check Meeting (**Commission Meeting #2**)– estimated 1-2 months after initial workshop) to report and measure the proposed implementation with the Commission's vision. Consultants attend this meeting on-line. Adjustments can be made at and after this meeting to assure that the Plan reflects the five-year strategy of the Board. This meeting can potentially be accomplished at a regular Board meeting.

4. **Document Development and Board Approval Stage – Commission meeting #3** may be accomplish for Plan approval as-is or with amendments as the Commission agrees on final adjustments. (this may be accomplished at regular Board meeting). Consultants will

present the final version of the Plan for revision. This stage includes providing a final designed digital copy of the strategic plan to the District.

Costs and Alternatives – The hourly rate for Ms. Jill Ritzman is \$225/hr., and is \$375/hr., for Mr. Brent Ives. Ms. Ritzman is proposed as lead consultant for the project, with Mr. Ives as advising Consultant (see bios below). The lead/advisor consultant structure has worked well in the past and is proposed to reflect sensitivity to costs and schedule. Ms. Ritzman will be present at all pre-determined (negotiations) meetings and workshops. Mr. Ives will be included in all on-line pre-workshop planning and input gathering meetings, be present at the key Board workshop, and on-line or telephone post-workshop document development meetings with staff. He will attend “tone-check’ and approval meetings online.

The project is also proposed as a fixed effort fee and fixed expense costs, allowing for clarity in the absolute cost of the project upon final negotiation. as the District wishes. Monthly invoices will be sent but the total will not exceed the amount quoted below, plus estimated expenses.

As such, the estimated cost for the scope of work outlined, given the consultant structure above, is **\$25,225.00**, plus fixed-per trip travel costs of \$650.00/trip, with 4 total trips planned at (**\$2600**), therefore a total of **\$27,825.00**.

Optional structure for project leadership are possible, will involve higher cost, and may be discussed/finalized at project negotiations. A more detailed cost proposal table can be made available upon request.

Terms and Conditions: BHI Management Consulting, Brent Ives (et al), will conduct this work as directed by the baseline of this proposal and specific direction of the District Manager. Invoices will be issued against this work each month and payment is expected generally within 30 days thereafter. BHI carries the customary set of professional and general liability insurance with proof available upon request. Brent Ives is a sole-proprietor and can bind the firm to all agreements through direct or digital signature. Notice to proceed from the District can take place in any manner the District Manager sees fit, including email, purchase order or District professional services agreement. Changes to any agreement developed for this work are allowed by written redirect of the District Manager. Any additions to the hours stated herein must be made in writing by the District Manager.

Qualifications – **Mr. Brent Ives, Advising Consultant**, has worked with numerous public agencies across California dealing with organizational issues, primarily in optimizing operational/strategic

approach for each agency as needed. Mr. Ives has led the firm to be a preeminent firm guiding Special Districts in California for more than 2 decades.

Brent and his firm, BHI Management Consulting, has completed 135 public agency strategic plans across California and is currently engaged with five similar projects with California Special Districts on strategic planning, public interface and internal teambuilding. Brent serves as a faculty member on the California Special Districts Governance Academy. He is educated in Organizational Behavior at the University of San Francisco, has 25 years of experience as a technical manager for the Lawrence Livermore National Laboratory. Additionally, Brent served for 23 years as a City Council Member in the City of Tracy, CA (Pop. 100K, in the Central Valley of CA). IN 2014, he termed-out of 8 years as directly elected Mayor, along with being an 18-year member/Chair of the San Joaquin Regional Rail (commuter rail service) Commission, LAFCO Member, and a member/Chair of the Board of the San Joaquin Council of Governments, coupled with his weekly practice with public agencies on the west coast, Brent served over 10000 hours in the dais. He provides his clients with undeniable experience with planning in the public sector and only brings on associates who espouse the same selfless philosophy to the work of local governments.

Ms. Jill Ritzman, Lead Consultant is an accomplished public agency professional having served the County of Sacramento County and the General Manager of the Cameron Park Community Services District. She has been a strategic planning consultant and is experienced in the development of public policy having worked for various public agencies for over 30 years. Jill brings complimentary perspective to all projects she undertakes; she is a gifted facilitator and trainer. Jill has been involved with BHI with strategic planning development for over a decade. Her approach to planning is inclusive, informal and proven effective. Jill is a strategic thinker as her success as shown throughout her career.

Schedule – The schedule can vary based on the chosen approach, fewer or additional optional services and the availability of those needed to engage at the District. The schedule, from start to approval, is generally 4-6 months. BHI can begin Stage 1 activities as early as January 2024 and is anticipated to be completed by August of 2024.

Additional tasks, not covered or discussed specifically by this proposal may be changed within constraints of the District approved funds at project negotiations or by written directive of the GM. The undersigned parties agree to the terms and conditions of the workscope as described in this proposal/agreement.

Recent Special District Strategic Plans:

Phelan-Pinon Hills CSD (Mr. Don Bartz, General Manager, 760-868-1212, dbartz@pphcsd.org, Led Board and staff through comprehensive strategic planning process.

South Coast Water District (Mr. Rick Shintaku, General Manager, 949-289-0014, rshintaku@scwd.org. Leading the District through a comprehensive 5 year strategic plan.

Marina Coast Water District – (Mr. Remleh Scherzinger, General Manager, Rscherzinger@mcwd.org – 831-883-5938. Led Board and staff through comprehensive strategic planning process.

Pleasant Valley R&P District (Ms. Mary Otten, General Manager, motten@pvrpd.org, (805)482-1996 x114, BHI led the District through a comprehensive five-year strategic update effort.
Pleasant Hill R&PD (Ms. Michelle Lacy, General Manager,

Pleasant Hill Recreation and Park District - MLacy@PleasantHillRec.com, (925)682-0896. BHI led the District through a five-year strategic planning update effort.