



PALMDALE WATER DISTRICT

A CENTURY OF SERVICE

January 21, 2026

BOARD OF DIRECTORS

W. SCOTT KELLERMAN

Division 1

DON WILSON

Division 2

CYNTHIA SANCHEZ

Division 3

KATHY MAC LAREN-GOMEZ

Division 4

DEBBIE DINO

Division 5

DENNIS D. LaMOREAUX

General Manager

ALESHIRE & WYNDER LLP

Attorneys



AGENDA FOR REGULAR MEETING

OF THE BOARD OF DIRECTORS

OF THE PALMDALE WATER DISTRICT

TO BE HELD AT 2029 EAST AVENUE Q, PALMDALE

MONDAY, JANUARY 26, 2026

6:00 p.m.

NOTES: To comply with the Americans with Disabilities Act, to participate in any Board meeting please contact Danielle Henry at 661-947-4111 x1059 at least 48 hours prior to a Board meeting to inform us of your needs and to determine if accommodation is feasible.

Additionally, an interpreter will be made available to assist the public in making comments under Agenda Item No. 4 and any action items where public input is offered during the meeting if requested at least 48 hours before the meeting. Please call Danielle Henry at 661-947-4111 x1059 with your request. (PWD Rules and Regulations Section 4.03.1 (c))

Adicionalmente, un intérprete estará disponible para ayudar al público a hacer comentarios bajo la sección No. 4 en la agenda y cualquier elemento de acción donde se ofrece comentarios al público durante la reunión, siempre y cuando se solicite con 48 horas de anticipación de la junta directiva. Por favor de llamar Danielle Henry al 661-947-4111 x1059 con su solicitud. (PWD reglas y reglamentos sección 4.03.1 (c))

Agenda item materials, as well as materials related to agenda items submitted after distribution of the agenda packets, are available for public review at the District's office located at 2029 East Avenue Q, Palmdale or on the District's website at: <https://www.palmdalewater.org/governance/board-activity/2026-meeting-agendas-minutes/> (Government Code Section 54957.5). Please call Danielle Henry at 661-947-4111 x1059 for public review of materials.

PUBLIC COMMENT GUIDELINES: The prescribed time limit per speaker is three-minutes. Please refrain from public displays or outbursts such as unsolicited applause, comments, or cheering. Any disruptive activities that substantially interfere with the ability of the District to conduct its meeting will not be permitted, and offenders will be requested to leave the meeting. (PWD Rules and Regulations, Appendix DD, Sec. IV.A.)

Each item on the agenda shall be deemed to include any appropriate motion, resolution, or ordinance to take action on any item.

- 1) Pledge of Allegiance/Moment of Silence.
- 2) Roll Call.
- 3) Adoption of Agenda.
- 4) Public Comments for Non-Agenda Items.

- 5) Presentations:
 - 5.1) None at This Time.
- 6) Action Items - Consent Calendar (The public shall have an opportunity to comment on any action item on the Consent Calendar as the Consent Calendar is considered collectively by the Board of Directors prior to action being taken.)
 - 6.1) Approval of Minutes of Regular Board Meeting held January 12, 2026.
 - 6.2) Payment of Bills for January 26, 2026.
 - 6.3) Receive and File Semi-Annual Employee Reimbursement Report for the Period Covering July 1, 2025 through December 31, 2025. (No Budget Impact – Finance Manager Iguaran)
 - 6.4) Approval of Absence of Director Kellerman from January 12, 2026 Regular Board Meeting due to Scheduled Work Travel. (General Counsel Early)
- 7) Action Items - Action Calendar (The public shall have an opportunity to comment on any action item as each item is considered by the Board of Directors prior to action being taken.)
 - 7.1) Consideration and Possible Action on Approval of Contract with Turbine Repair Services, LLC to Repair Hydroelectric Turbine. (\$93,000.00 – Not-to-Exceed – Non-Budgeted – Facilities Manager Wall)
 - 7.2) Consideration and Possible Action to Approve and Authorize the General Manager and Legal Counsel to Negotiate and Enter Into a Professional Services Agreement with Moore Iacofano Goltzman, Inc. (MIG) for the 2026 Strategic Plan. (\$57,441.00 – Not-to-Exceed – Budgeted – Budget Item No. 1-02-5070-007 – General Manager LaMoreaux)
 - 7.3) Consideration and Possible Action on Authorization of the Following Conferences, Seminars, and Training Sessions for Board and Staff Attendance Within Budget Amounts Previously Approved in the 2026 Budget:
 - a) 2026 Nevada WaterReuse Annual Symposium to be held February 2, 2026 in Las Vegas.
 - b) North American Society for Trenchless Technology (NASTT) No-Dig 2026 Conference to be held March 29 – April 2, 2026 in Palm Springs, CA.
 - c) DBIA Design-Build for Water/Wastewater Conference 2026 to be held April 13-15, 2026 in Grapevine, TX.
 - d) OpenGov Conference 2026 to be held April 29 – May 1, 2026 in Chicago, IL.
 - e) Utility Engineering & Surveying Institute (UESI) of ASCE 2026 to be held August 1-5, 2026 in Detroit, MI.
- 8) Information Items:

PALMDALE WATER DISTRICT
REGULAR BOARD MEETING AGENDA
JANUARY 26, 2026

January 21, 2026

- 8.1) Reports of Directors:
 - a) Standing Committees; Organization Appointments; Agency Liaisons:
 - 1) Antelope Valley East Kern Water Agency (AVEK) Meeting – January 13. (Director Dino, Board Liaison/President Mac Laren-Gomez, Alt.)
 - 2) Palmdale Fin & Feather Club Meeting – January 17. (Director Wilson/Director Kellerman, Alt.)
 - b) General Meeting Reports.
- 8.2) Report of General Manager.
 - a) Department Activity Updates:
 - 1) Engineering Department. (Engineering Manager Bader)
 - b) January 2026 Written Report of Activities through December 2025.
- 8.3) Report of General Counsel.
- 9) Board Members' Requests for Future Agenda Items.
- 10) Adjournment.



DENNIS D. LaMOREAUX,
General Manager

DDL/dh

MINUTES OF REGULAR MEETING OF THE BOARD OF DIRECTORS OF THE PALMDALE WATER DISTRICT, JANUARY 12, 2026:

A regular meeting of the Board of Directors of the Palmdale Water District was held Monday, January 12, 2026, at 2029 East Avenue Q, Palmdale, California, in the Board Room of the District Office. President, Kathy Mac Laren-Gomez, called the meeting to order at 6:00 p.m.

1) Pledge of Allegiance/Moment of Silence.

At the request of President Mac Laren-Gomez, Director Sanchez led the Pledge of Allegiance followed by a moment of silence.

2) Roll Call.

Attendance:

Kathy Mac Laren-Gomez, President
Don Wilson, Treasurer
Cynthia Sanchez, Secretary
Debbie Dino, Assistant Secretary

ABSENT --

Scott Kellerman, Vice President

Others Present:

Dennis LaMoreaux, General Manager
Scott Rogers, Assistant General Manager
Paul Early, General Counsel
Viri Iguaran, Finance Manager
Shadi Bader, Engineering Manager
Judy Shay, Public Affairs Director
Tara Rosati, Customer Care Supervisor
Danielle Henry, Executive Assistant
3 members of the public

3) Adoption of Agenda.

It was moved by Director Sanchez, seconded by Director Wilson, and unanimously carried by all members of the Board of Directors present at the meeting to adopt the agenda, as written.

4) Public Comments for Non-Agenda Items.

There were no public comments for non-agenda items.

5) Presentations:

5.1) None at This Time.

There were no presentations.

6) Action Items - Consent Calendar: (The Public Shall Have an Opportunity to Comment on Any Action Item on the Consent Calendar as the Consent Calendar is Considered Collectively by the Board of Directors Prior to Action Being Taken.)

6.1) Approval of Minutes of Regular Board Meeting held December 15, 2025.

6.2) Ratification of Payment of Bills for December 22, 2025.

6.3) Payment of Bills for January 12, 2026.

6.4) Approval of Absence of Director Sanchez from December 15, 2025 Regular Board Meeting due to Scheduled Work Travel. (General Counsel Early)

6.5) Approval to Ratify General Manager's Execution of Third Amendment to Solar Power Purchase Agreement with East Avenue Q Solar Project 2022, LLC. to Change the Power Price from \$0.0542 to \$0.05515 per Kilowatt Hour. (No Budget Impact – Assistant General Manager Rogers)

President Mac Laren-Gomez announced the items included in the Consent Calendar after which it was moved by Director Wilson, seconded by Director Dino, and unanimously carried by all members of the Board of Directors present at the meeting to approve those items included in the Consent Calendar.

7) Action Items - Action Calendar (The Public Shall Have an Opportunity to Comment on Any Action Item as Each Item is Considered by the Board of Directors Prior to Action Being Taken.)

7.1) Consideration and Possible Action to Approve and Authorize the General Manager or His Designee to Negotiate a First Amendment to Professional Services Agreement with LSL Consultants for Accounting and Consulting Services. (\$40,000.00 – Not-to-Exceed – Budgeted – Finance Manager Iguaran)

Finance Manager Iguaran provided an overview of the proposed amendment with LSL Consultants, which would increase the not-to-exceed amount of the original Professional Services Agreement from \$20,000.00 to \$40,000.00, to support the completion of bank reconciliations to meet the District's audit timeline and to develop Standard Operating Procedures for staff after which it was moved by Director Dino, seconded by Director Wilson, and unanimously carried by all members of the Board of Directors present at the meeting to approve and authorize the General Manager or his designee to negotiate a First Amendment to Professional Services Agreement with LSL Consultants for Accounting and Consulting Services in a not-to-exceed amount of \$40,000.00.

7.2) Consideration and Possible Action on Approval to Update Employee Handbook Section 3.8 Regarding Shift Premiums/Differentials. (Potential Budget Impact – Human Resources Director Garcia)

General Manager LaMoreaux provided a brief overview of the proposed revision to provide shift premiums/differentials for any District position that may be required to work night shifts with arrangements made retroactive to December 28, 2025 after which it was moved by Director Wilson, seconded by Director Sanchez, and unanimously carried by all members of the Board of Directors present at the meeting to approve the update to Employee Handbook Section 3.8 Regarding Shift Premiums/Differentials.

7.3) Consideration and Possible Action on Approval of Designation of Applicant's Agent Resolution for Non-State Agencies Authorizing the General Manager, Assistant General Manager, or Engineering Manager to Engage with the Federal Emergency Management Agency (FEMA) and the California Governor's Office of Emergency Services (Cal OES) Regarding District Grant Applications for a Period of Up to Three Years Following Approval. (No Budget Impact – Assistant General Manager Rogers)

Assistant General Manager Rogers provided an overview of previously awarded FEMA funds related to damages sustained during the February 2024 winter storm declared disaster, as well as the documentation required to apply for existing and future financial assistance, and after clarification of non-state agencies, it was moved by Director Sanchez, seconded by Director Wilson, and unanimously carried by all members of the Board of Directors present at the meeting to approve the Designation of Applicant's Agent Resolution for Non-State Agencies Authorizing the General Manager, Assistant General Manager, or Engineering Manager to engage with the Federal Emergency Management Agency (FEMA) and the California Governor's Office of Emergency Services (Cal OES) regarding District grant applications for a period of up to three years following approval.

7.4) Consideration and Possible Action on Authorizing the General Manager to Enter Into an Agreement with Kyle Groundwater, Inc. for Professional Hydrogeological Services Associated with the Design, Drilling, Construction, Development, and Testing of Well 37. (\$250,619.00 – Not-to-Exceed – Budgeted – Project No. 25-616 – Engineering Manager Bader)

Engineering Manager Bader presented the proposed Well 37 project to support long-term water supply and reliability, outlining the location, scope of services, and costs, and after a brief discussion on bidding assistance and prior experience with Kyle Groundwater, Inc., it was moved by Director Dino, seconded by Director Wilson, and unanimously carried by all members of the Board of Directors present at the meeting to authorize the General Manager to enter into an Agreement with Kyle Groundwater, Inc. for Professional Hydrogeological Services associated with the Design, Drilling, Construction, Development, and Testing of Well 37 in the not-to-exceed amount of \$250,619.00.

7.5) Consideration and Possible Action on Authorization of the Following Conferences, Seminars, and Training Sessions for Board and Staff Attendance Within Budget Amounts Previously Approved in the 2026 Budget:

a) See Attached List of Conferences, Seminars, and Training Sessions.

After a brief discussion, it was moved by Director Sanchez, seconded by Director Wilson, and unanimously carried by all members of the Board of Directors present at the meeting to authorize the conferences, seminars, and training sessions listed in Attachment 7.5 for Board and staff attendance within budget amounts previously approved in the 2026 Budget.

REGULAR BOARD MEETING MINUTES
JANUARY 12, 2026

8) Information Items:

8.1) Reports of Directors:

a) Standing Committees; Organization Appointments; Agency Liaisons:

1) Antelope Valley East Kern Water Agency (AVEK) Meeting – December 16. (Director Dino, Board Liaison/President Mac Laren-Gomez, Alt.)

Director Dino reported that on December 16, she attended the AVEK Board Meeting where they approved their 2025 Audit and financial reports and unanimously approved letters of support for Palmdale Water District's application to the State Water Resources Control Board's Water Recycling Funding Program for the Pure Water Antelope Valley Full-Scale Project and for the Desert Resource Conservation District's Monarch Butterfly, Pollinator Rescue, and habitat Restoration Program Proposition 4 Grant Application.

2) Palmdale Fin & Feather Club Meeting – December 20 and January 3. (Director Wilson/Director Kellerman, Alt.)

Director Wilson stated that he has no report for the December 20 or January 3 Palmdale Fin & Feather Club Meetings.

b) General Meeting Reports of Directors.

Director Wilson reported on his attendance at the Palmdale Water District Regular Board Meeting on December 15 and a Board Briefing on January 8.

Director Sanchez reported on her attendance at the Finance Committee Meeting on November 25, the Association of California Water Agencies (ACWA) Fall Conference from December 1-4, the Antelope Valley Chamber of Commerce Christmas Parade and PWD Holiday Event on December 6, a Board Briefing on December 11, a Post-Board Briefing on December 18, and a Board Briefing on January 8.

Director Mac Laren-Gomez reported on her attendance at the Watermaster Meeting on December 17, an Agenda Review Briefing on December 30, and a Board Briefing on January 8.

Director Dino reported on her attendance at the Antelope Valley Chamber of Commerce Christmas Parade and PWD Holiday Event on December 6, the AVEK Board Meeting on December 16, CSDA Webinars on December 27 and January 5, a Board Briefing on January 8, and the PWD Regular Board Meeting on January 12.

8.2) Report of General Manager.

REGULAR BOARD MEETING MINUTES
JANUARY 12, 2026

a) Department Activity Updates:

1) Customer Care Department. (Customer Care Supervisor Rosati)

Customer Care Supervisor Rosati reported on department activities, including upgrades to the payment processing portal, implementation of a new phone system with enhanced messaging features, processing of leak adjustments, variance requests, and Rate Assistance Program applications, and 2025 statistics on new customers, lobby visits, and work orders.

General Manager LaMoreaux reported that the recent storms caused two spill events at Littlerock Dam—3.6 feet above the spillway on December 24 and just over one foot on January 1 and noted that the access road to the Dam was destroyed followed by a brief discussion of the sediment conditions, images and drone footage, and California's drought status.

8.3) Report of General Counsel.

General Counsel Early reported that he is preparing a summary of recently enacted legislation relevant to District operations for Board and staff review.

9) Board Members' Requests for Future Agenda Items.

There were no requests for future agenda items.

10) Adjournment.

There being no further business to come before the Board, the meeting was adjourned at 6:33 p.m.

Secretary



BOARD MEMORANDUM

DATE: January 26, 2026
TO: **BOARD OF DIRECTORS**
FROM: Finance Manager/CFO Iguaran
VIA: General Manager LaMoreaux
RE: ***RECEIVE AND FILE SEMI-ANNUAL EMPLOYEE REIMBURSEMENT REPORT FOR THE PERIOD COVERING JULY 1, 2025 THROUGH DECEMBER 31, 2025. (NO BUDGET IMPACT – FINANCE MANAGER IGUARAN)***

Recommendation:

Staff recommends the Board receive and file the Semi-Annual Employee Reimbursement Report for the period covering July 1, 2025 through December 31, 2025.

Background:

Staff reimbursements are based on the approved budget. It is required that the District report to the governing body Employee Reimbursements in excess of \$100.00 on a semi-annual basis.

Strategic Plan Initiative/Mission Statement:

This item is under Strategic Initiative No. 4: Financial Health and Stability

This item directly relates to the District's Mission Statement.

Budget:

Receiving and filing the Employee Reimbursement Report will not affect the budget

Supporting Documents:

- Semi-Annual Employee Reimbursement Report for the period covering July 1, 2025 through December 31, 2025.

PALMDALE WATER DISTRICT
Semi-Annual Employee Reimbursement Report
Period Covering July 1, to December 31, 2025

Employee ID	Employee Name	Pay Date	Item Description	Amount
2100	Dennis LaMoreaux	06/24/25	Travel Expense	341.26
4047	Claudia Bolanos	07/02/25	Travel Expense	584.87
4033	Daniel Maldonado	07/16/25	Educational Reimbursement Regular	375.00
4119	Anthony Mejia	07/16/25	Educational Reimbursement Regular	145.00
4041	Corey Shere	07/30/25	Educational Reimbursement Regular	514.09
4106	Sandra Yliz	07/30/25	Employee Expense	300.32
4036	Eric Morris	08/13/25	Educational Reimbursement Regular	155.00
4047	Claudia Bolanos	08/13/25	Travel Expense	779.46
4124	Pamela Clark	08/13/25	Travel Expense	1,250.69
1820	Carlos Ibarra	08/27/25	Travel Expense	316.40
3205	Christopher Vidal	08/27/25	Educational Reimbursement Regular	126.00
4041	Corey Shere	08/27/25	Travel Expense	334.60
4117	Jacob Snow	08/27/25	Travel Expense	550.89
4122	Shadi Bader	08/27/25	Educational Reimbursement Regular	2,095.00
2100	Dennis LaMoreaux	09/10/25	Employee Expense	341.26
4065	Patricia Guerrero	09/10/25	Employee Expense	401.80
4123	Elizama Penalosa	09/10/25	Employee Expense	552.69
4066	Tristan Deyoung	09/15/25	Travel Expense	315.96
1395	Loren Dykes	09/24/25	Educational Reimbursement Regular	649.98
4046	Judy Allevato	09/24/25	Travel Expense	401.80
4119	Anthony Mejia	09/24/25	Travel Expense	117.37
4123	Elizama Penalosa	09/24/25	Travel Expense	552.69
4127	Adrian Benavides	09/24/25	Boot Expense	250.00
4047	Claudia Bolanos	10/08/25	Travel Expense	1,092.32
4123	Elizama Penalosa	10/08/25	Educational Reimbursement Regular	361.25
1210	Curtis Cobb	10/22/25	Educational Reimbursement Regular	399.99
2382	Audel Narez	10/22/25	Educational Reimbursement Regular	216.25
4068	Pedro Moreno Jr	10/22/25	Educational Reimbursement Regular	179.00
4122	Shadi Bader	10/22/25	Travel Expense	104.72
4122	Shadi Bader	10/22/25	Travel Expense	244.30
2920	Christina Kosick	11/05/25	Travel Expense	207.30
4047	Claudia Bolanos	11/05/25	Travel Expense	869.77
4095	John Wucherpfennig	11/05/25	Educational Reimbursement Regular	239.88
4047	Claudia Bolanos	11/19/25	Travel Expense	134.61
4124	Pamela Clark	11/19/25	Educational Reimbursement Regular	1,513.52
3207	Robert Wallace	12/03/25	Travel Expense	302.60
4042	Bennett Yates	12/03/25	Educational Reimbursement Advanced	4,955.00
4067	Brian Toner	12/03/25	Boot Expense	200.19
4100	Angel Salmeron	12/03/25	Travel Expense	201.60
4105	Joseph Marcinko	12/03/25	Educational Reimbursement Regular	105.00
1395	Loren Dykes	12/17/25	Educational Reimbursement Regular	130.00
4046	Judy Allevato	12/17/25	Travel Expense	235.20
4047	Claudia Bolanos	12/17/25	Travel Expense	102.45
4053	Kevin Payne	12/17/25	Boot Expense	248.92
4124	Pamela Clark	12/17/25	Educational Reimbursement Regular	395.00
				<u>23,891.00</u>



BOARD MEMORANDUM

DATE: January 26, 2026
TO: **BOARD OF DIRECTORS**
FROM: General Counsel Early
VIA: General Manager LaMoreaux
RE: ***APPROVAL OF ABSENCE OF DIRECTOR KELLERMAN FROM JANUARY 12, 2026
REGULAR BOARD MEETING DUE TO SCHEDULED WORK TRAVEL. (GENERAL
COUNSEL EARLY)***

Director Kellerman was absent from the January 12, 2026 Regular Board Meeting due to scheduled travel for work obligations. Agenda Item No. 6.4 has been placed on the Consent Calendar to excuse this absence pursuant to Section 4.07.2 of the District's Rules and Regulations which states, "The Board shall excuse absences by approving such absences pursuant to the Consent Calendar at the next Regular Board meeting."



BOARD MEMORANDUM

DATE: January 26, 2026
TO: **BOARD OF DIRECTORS**
FROM: Facilities Manager Wall
VIA: General Manager LaMoreaux
RE: ***CONSIDERATION AND POSSIBLE ACTION ON APPROVAL OF CONTRACT WITH TURBINE REPAIR SERVICES, LLC TO REPAIR HYDROELECTRIC TURBINE. (\$93,000.00 – NOT-TO-EXCEED – NON-BUDGETED – FACILITIES MANAGER WALL)***

Recommendation:

Staff recommends that the Board approve the proposed contract with Turbine Repair Services, LLC to repair the Hydroelectric Turbin located at the Energy Recovery Facility in the not-to-exceed amount of \$93,000.00.

Alternative Options:

The Board can choose not to repair the inoperable hydroelectric turbine which will result in a loss of energy savings.

Impact of Taking No Action:

The hydroelectric turbine generator will remain inoperable.

Strategic Plan Initiative/Mission Statement:

This item is under Strategic Initiatives No. 3 – Systems Efficiency and No. 4 – Financial Health and Stability.

Background:

On September 8, 2025, the Board approved ratification of the contract with Energy Management Corporation to repair the Hydroelectric Turbine Generator for the amount not-to-exceed \$77,000.00. This was for the repair of the generator portion of the unit which is separate from the turbine portion of unit. Staff solicited two vendors to provide quotes for the removal, repair and installation of the turbine. One quote was received from Turbine Repair Services LLC to service the Turbine. Andritz Canada, Inc informed staff that they are not equipped to remove and install the unit and would require the District to remove unit, ship to Canada, and reinstalled after unit is shipped back to the District which is not practical or feasible. The last component of the repairs is to request Andritz Canada, Inc. to provide a quote for the start-up and commissioning of the unit and ensure that all parameters are set which includes automation, set points, and alarms that will be monitored through Supervisory Control System (SCADA). General Manager LaMoreaux will be able to approve the work performed by Andritz Canada, Inc.

BOARD OF DIRECTORS
PALMDALE WATER DISTRICT
VIA: Mr. Dennis LaMoreaux, General Manager
RE: Turbine Repair Services, LLC - Hydroelectric Turbine

January 26, 2026

The Hydroelectric Turbine Generator plays a vital role in providing power to the 6M Booster Pumps at the 6M Clearwell resulting in an estimated \$100,000.00 savings in power annually, which is highly beneficial to the District.

Turbine Repair Services, LLC is the recommended vendor based on their expertise and Southern California location.

Budget:

This is a non-budgeted item.

Supporting Documents:

- Turbine Repair Services, LLC Quote - \$89,981.92



QUOTATION

1838 East Cedar St.
Ontario Ca. 91764
(909) 947-2256
(909) 947-2012 fax

January 8, 2026

Palmdale water District

Attention: Scott Hulsebus
Subject: Hydro turbine inspection for repair
TRS Quote #25-519

Mr. Hulsebus

Thank you for the opportunity to present a proposal for perform and inspect your hydro turbine and provide recommendations for repair. Our proposal is based on the following.

Scope of Work

TRS will perform the following scope of work in accordance with the Standard industry practices.

Obtain proper work authorization and LOTO for every work assignment.

- Remove Turbine shell assembly.
- Transport to TRS Shop.
- Clean and inspect all components.
- Remove veins for blasting, and inspection.
- Sandblast and epoxy coat shell assembly.
- NDE components as needed.
- Install veins after inspection and any repairs needed are approved.
- Perform inspection to confirm Alma actuator for wicket gates is working according to design.
- Make tooling to preform turbine rotor balance and perform balance.
- Install refurbished complete turbine assembly.
- Laser align hydro-generator to turbine assembly.

These Items for repair need to be inspected and TRS will provide a recommendation of repairs.

- Perform maintenance and repairs on wicket gates.

- Recondition all sealing surfaces to factory dimensions.
- Inspect the veins removed for repair.
- Provide repair recommendations for Alma actuator to allow the wicket gates to work according to design.
- Provide recommendations for repair of any conditions out of OEM specifications noticed.

Pricing

Pricing for the above scope of work is based on performing site work during extended working hours, Mon-Fri 6:30am to 5:00pm. All work on this quote is scheduled Mon-Fri any work performed on weekend will affect pricing.

T&M Pricing estimate to perform the above scope of work - \$89,981.92

Pricing to perform additional work for field change orders (FCO's) will be based on a "time and material" basis (T&M), in accordance with our published rate sheet(s) (attached).

Schedule

Our estimate time necessary to complete the above scope of work is –
Three weeks for removal and inspection
Repairs to be determined.
Installation approximately one week

Exceptions and Clarifications

1. Terms are net 45 days from receipt of invoice.
2. Sales Tax not included in pricing.
3. Quotation is valid for 90 Days.
4. TRS to provide long reach forklift.
5. PWD to provide all OEM tolerances and design specifications.
6. PWD to provide any scaffolding, and insulation needs.
7. Any delays beyond the control of Turbine Repair Services will be at our Standard Service Rates.

Additional Work

Additional work above and beyond the scope of work above and or delays beyond the control of Turbine Repair Services will be billed as extra.

Terms and Conditions

All orders are subject to TRS terms and conditions of sale or other mutually agreeable terms and conditions. This offer is valid for 30 days from the above date unless otherwise modified or withdrawn upon notice in writing by both parties. All payments are due and payable net thirty (30) days from the date of invoice.

Please reference the above quotation number on any purchase order.

Thank you for the opportunity to provide this quotation. If you have any questions, please do not hesitate to contact me at (909) 947-2256. We look forward to working with PWD on this project.

Sincerely,

Randy Klug
909-239-0210



BOARD MEMORANDUM

DATE: January 26, 2026
TO: BOARD OF DIRECTORS
FROM: General Manager LaMoreaux
RE: ***CONSIDERATION AND POSSIBLE ACTION TO APPROVE AND AUTHORIZE THE GENERAL MANAGER AND LEGAL COUNSEL TO NEGOTIATE AND ENTER INTO A PROFESSIONAL SERVICES AGREEMENT WITH MOORE IACOFANO GOLTSMAN, INC. (MIG) FOR THE 2026 STRATEGIC PLAN. (\$57,441.00 – NOT-TO-EXCEED – BUDGETED – BUDGET ITEM NO. 1-02-5070-007 – GENERAL MANAGER LaMOREAUX)***

Recommendation:

Staff recommends that the Board authorize the General Manager and Legal Counsel to negotiate and execute a Professional Services Agreement (PSA) with Moore Iacofano Goltsman, Inc. (MIG) for the preparation and completion of the 2026 Strategic Plan in an amount not-to-exceed \$57,441.00.

Alternative Options:

The alternative is to re-evaluate proposals and enter into an agreement with an alternate consultant.

Impact of Taking No Action:

Palmdale Water District last approved a strategic plan in October 2022. It is dated and needs to be updated with input from the current Board of Directors and staff. The facilitation and development of a new strategic plan would need to be completed by staff without a contracted consultant. This process may limit the thoroughness of the process depending on the availability of staff.

Background:

As stated above, the District's most recent strategic plan is from October 2022. There have been changes in the Board of Directors, staff, customers, regulatory environment, and understanding of future needs since that time. A 2026 Strategic Plan is needed that considers these and other factors. This Plan will set overall direction for the District as well as more specific objectives that will help with annual budgeting and staff's accountability.

The District held a workshop in September 2025 to discuss the development of a request for proposals (RFP). The resulting RFP was circulated in December 2025, and thirteen (13) proposals were received. They were evaluated by a staff committee with the top three ranked firms as follows:

<u>Consultant</u>	<u>Cost (with internal and external outreach options)</u>
MIG	\$57,441.00
J. Liebermann	\$59,225.00
Berry, Dunn, etc.	\$85,100.00

Based on qualifications, cost, and demonstrated past performance, staff recommends awarding the 2026 Strategic Plan to MIG. Though the cost difference between MIG and Jennifer Liebermann Consulting is relatively small, MIG's background and experience is very strong. MIG has completed a number of strategic plans for special district water agencies including United Water Conservation District (2019 and 2025) and Santa Clarita Valley Water Agency predecessors Santa Clarita Water Division and Castaic Lake Water Agency.

Strategic Plan Initiative/Mission Statement:

This item is under Strategic Initiative No. 2 – Organizational Excellence.

This item directly relates to the District's Mission Statement.

Budget:

This item is budgeted under the Administration Budget Item No. 1-02-5070-007 – Consultants.

Supporting Documents:

- MIG Proposal
- Jennifer Liebermann Consulting Proposal
- Berry, Dunn, McNeil & Parker, LLC Proposal



PALMDALE WATER DISTRICT

2026 Strategic Plan

Proposal | December 29, 2025



800 Hearst Avenue | Berkeley, CA 94710
(510) 845-7549 | www.migcom.com



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Letter of Introduction



800 Hearst Avenue
Berkeley, CA 94710
(510) 845-7549
www.migcom.com

December 29, 2025

Dennis LaMoreaux
General Manager
2029 East Avenue Q
450 Ryder Street
Palmdale, CA 93550
Via: <https://procurement.opengov.com/portal>

CALIFORNIA

BERKELEY, FULLERTON,
LOS ANGELES, PASADENA,
RIVERSIDE, SACRAMENTO,
SAN DIEGO, SAN JOSE,
AND SONOMA

COLORADO

DENVER

NEW YORK

BROOKLYN

OREGON

PORTLAND

TEXAS

SAN ANTONIO

WASHINGTON

SEATTLE

RE: 2026 Strategic Plan

Dear Mr. LaMoreaux and Selection Committee Members:

Thank you for considering the MIG Team for Strategic Planning Services for the Palmdale Water District (the District). MIG understands that the District needs to develop a comprehensive and actionable five-year Strategic Plan that reflects the vision, goals, and priorities of the organization, its elected leadership, and the community it serves. Our proposal represents a true and complete expression of our capacity and enthusiasm for undertaking this effort.

MIG recognizes the significant breadth and weight of responsibilities of the District as it endeavors to grow and sustain effective services in the context of aging infrastructure and increasing climatic variability. MIG shares this commitment to public sector excellence, as well as continual learning and adaptation to support forward-thinking, data-driven, and actionable strategies in support of public agencies realizing their visions of the future. We also understand the crucial importance of generating a new Strategic Plan that reflects the buy-in and ownership of current District staff, leadership, communities served, and key partners to enable successful implementation.

MIG brings over 40-years of experience leading strategic planning and implementation with public infrastructure and service delivery organizations to this work. The MIG Team will be led by Daniel Iacofano (Principal-in-Charge and Project Manager), with additional support provided by Kate Welty (Organizational Development Specialist), Stephanie Pavón (Technical Analyst), Ed Canalin (Art Director), and Nina Anderson (Project Administrator). We have collaborated with diverse public, private, and community-based partners in ways that build clarity and ownership and align the right resources to support execution.

MIG is exceptionally well-positioned to support the Palmdale Water District in creating a new five-year Strategic Plan based on our proven track record, multidisciplinary expertise, and deep experience across planning, organizational development, community engagement, strategic communications, and civil engineering projects.

MIG is able to meet the requirements of the proposal and District's professional services agreement. I will serve as the contact person authorized to make representations on behalf of MIG. My contact information is: danieli@migcom.com / 510.773.1049.

The MIG Team welcomes the opportunity to support the Palmdale Water District in these transformative efforts.

Sincerely,

Daniel S. Iacofano, PhD, FAICP, FASLA
Principal-in-Charge, President/Chief Executive Officer

Profile of Firm

About MIG

Moore Iacofano Goltzman, Inc. (MIG), improves, adapts, and creates organizations, environments, and tools for human development. We are a community of designers, planners, engineers, scientists, and storytellers who engage people in creative problem-solving and collective action. We believe that the physical and social environment around us have a profound impact on our lives, and this belief shapes the principles that guide our work:

- » Communities can plan their own futures.
- » The world needs an ecological perspective.
- » Great projects work for everyone.
- » Elegant design inspires new thinking.
- » Every project presents an opportunity to advance racial and social equity.
- » All work must be context driven.

Having been in business since 1982, MIG has worked closely with clients throughout the United States to create effective strategic plans for change and improvement. These change efforts manifest in clear direction, dynamic organizational models, equitable and defensible decision-making, fiscal leveraging, collaborative systems, healthier places, and stronger individuals, families, and communities. With over 260 employees, our dedicated staff has the experience to design and implement processes based on a thorough exploration of lessons learned, existing conditions, and future opportunities and trends. Our experience cuts across a wide range of public-, nonprofit-, and private-sector contexts, which contributes to our breadth of knowledge, creativity, and contextual understanding.

The depth of our expertise encompasses every phase of strategic planning—from organizational assessment to vision to strategy to implementation to measurement—combined with exceptional skills in facilitation and consensus building. We offer strong research capabilities to leverage best practices and trends analyses for strategy development and performance measurement.

MIG approaches each project as a strengths-based, capacity-building opportunity with results that go well beyond the plan document itself—clarity, cohesion, and momentum for action. We emphasize linking resource allocation to organizational values, goals, and objectives. We believe that strategic planning can measurably improve an organization to better advance its mission and achieve its desired outcomes, invigorating and uniting staff and community around a clear and meaningful path ahead.

We have a successful track record in preparing Strategic Plans that can advance the sustainability, livability, and economic vibrancy of an organization and its community. We strive to conduct strategic planning in a highly interactive process involving key constituent groups. This process generates a clear and collective vision of development and growth that serves as an inspirational expression of future possibilities, as well as an overarching framework for implementation. Our approach is based on a thorough understanding of existing conditions and guiding regulations; efficiency and accuracy in information gathering and analysis; and creativity and innovation in collaborative problem-solving and strategic development.





FIRM'S FINANCIAL STABILITY, CAPACITY AND RESOURCES

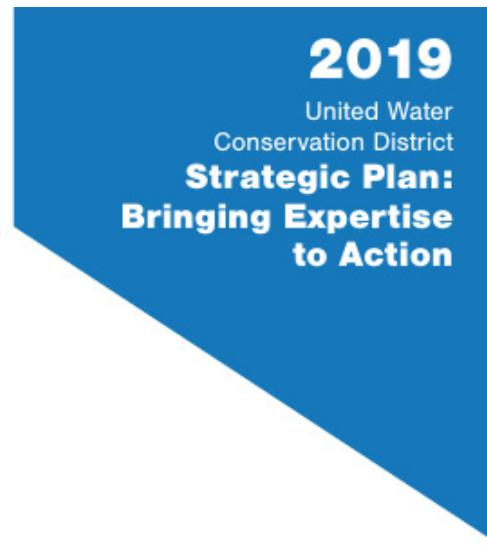
MIG is in good standing financially and has no outstanding debts or pending financial issues.

LAWSUITS / LITIGATION

MIG was sued by a non-governmental entity that contracted with a governmental agency, and the dispute was resolved favorably through mediation. MIG did not bring any claims against a governmental entity, nor were any claims brought against MIG by the governmental entity. The issue involved a contractor hitting a public sewer while installing temporary shoring. This was resolved in 2023.

Qualifications of the Firm

The following project descriptions are representative of our strategic planning expertise. Through all of these projects, our team exhibits a dedication to quality and creativity, technical resources and innovation, a flexible approach, a dedication to working with diverse communities to develop consensus, and a commitment to providing valuable, concise, and useful deliverables on time and within budget.



BOARD OF DIRECTORS
Daniel C. Naumann, President
Michael W. Mobley, Vice President
Bruce E. Dandy, Secretary/Treasurer
Sheldon C. Berger
Robert Erano
Lynn E. Mauhardt
Edwin T. McFadden III

MANAGEMENT STAFF
Mauricio E. Guardado, General Manager
Anthony Ernert, Assistant General Manager
Robert C. Slemak, Assistant General Manager
Maryam Brail, Chief Engineer
Brian Collins, O&M Manager
Joseph Jorets, Chief Financial Officer
Josh Perez, Human Resources Manager
Kris Sofley, Executive Assistant

PREPARED BY

MIG



HYDROLOGICAL SURVEY ON SANTA CLARA RIVER

United Water Conservation District Strategic Plan

The United Water District encompasses 214,000 acres of the Santa Clara River Valley and the Oxnard Plain. District facilities include the Lake Piru Recreation Area; Santa Felicia Dam and Hydroelectric Facility; spreading grounds in Saticoy, El Rio, and Piru; the Freeman Diversion Facility; the Oxnard Hueneme Pipeline System; and an agricultural water delivery system.

United provides potable water to the City of Oxnard, the Port Hueneme Water Agency, including Naval Base Ventura County, and several small mutual water companies. United also provides surface water to growers on the Oxnard Plain to offset groundwater pumping in that area.

MIG worked with the Board of Directors and staff to develop their strategic plan. MIG established a Strategic Plan Framework, including mission, vision, values, and goals. MIG also helped the District articulate a set of agencywide priorities through a series of interviews, management team and Board planning workshops, and management team working sessions. The Strategic Plan aligned goals and priorities with the District budget.

MIG

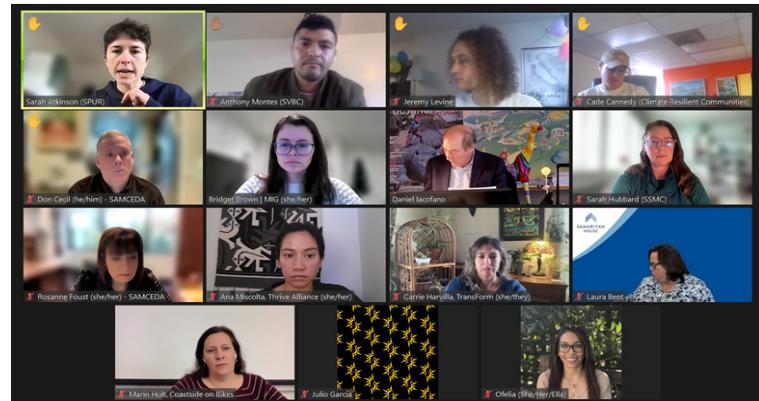
Location: Santa Paula, CA

Client: United Water District

Dates: 2019 and 2025

Work Sample:

[https://www.unitedwater.org/
wp-content/uploads/2025/02/
UWCD-2025-Strategic-Plan.
pdf](https://www.unitedwater.org/wp-content/uploads/2025/02/UWCD-2025-Strategic-Plan.pdf)



City/County Association of Governments of San Mateo County (C/CAG) Strategic Plan

MIG worked with the City/County Association of Governments of San Mateo County to develop a strategic plan to guide the agency's work over the next three to five years. The City/County Association of Governments of San Mateo County (C/CAG) is a hub for local decision-makers. Half of all the elected officials in San Mateo County serve on C/CAG's Board or Committees, creating a unique forum for countywide collaboration on issues that impact quality of life—including transportation, land use and airport compatibility, stormwater management, and energy and environment/climate. Yet, with a small staff, a growing list of priorities, and ongoing funding challenges, C/CAG's capacity was stretched.

MIG led a formal strategic planning process to re-examine C/CAG's purpose, priorities, policy directions, and organizational structure. Recognizing that C/CAG's strength lies in its ability to build consensus among a diverse range of players, the Strategic Plan focused on advancing shared values, including equity, collaboration, innovation, and sustainability. After the Strategic Plan was finalized, MIG guided C/CAG staff in planning for implementation and evaluation, and helped position the agency for success in its fundraising, operations, and program delivery.

M I G

Location: San Mateo County, CA

Client: City/County Association of Governments of San Mateo County

Dates: 2023 – 2024



LAVTA Strategic Planning Services

The Livermore Amador Valley Transit Authority (LAVTA), is a public transit agency that serves the Tri-Valley region of Alameda County, including the cities of Dublin, Pleasanton, and Livermore and adjacent unincorporated communities.

MIG worked with LAVTA to develop a strategic plan for the coming years. This Strategic Plan will serve as the guiding document for the work of LAVTA. The Plan provides a roadmap toward meeting the agency's goals, which include:

- » Growing ridership and services to meet the needs of residents in the region;
- » Collaborating with regional partners to improve the quality of life in the service area by reducing congestion;
- » Expanding mobility and addressing the impacts of climate change;
- » Growing public awareness and support for public transit as an essential service;
- » Expanding access to living wage work and growth opportunities in the transit industry; and
- » Securing sustainable funding to support our work.

MIG led a formal strategic planning process in three phases:

Phase 1: Assess the Current Landscape and Future Priorities

Phase 2: Create the Plan Framework

Phase 3: Prepare and Finalize the Strategic Plan

Going forward, the Strategic Plan will inform the work plans of LAVTA staff, as well as the organization's budget.

MIG

Location: Livermore, CA

Client: Livermore Amador Valley Transit Authority (LAVTA)

Dates: 2024 – 2025

Work Sample:

https://www.wheelsbus.com/wp-content/uploads/2025/11/LAVTA_StratPlan2050_110425v3.pdf

Project Understanding

MIG approaches each strategic planning project as a unique, strengths-based opportunity that provides not only a clear roadmap for each client, but also renewed vision, cohesion, and momentum for action. We bring a depth of experience in every component of strategic planning—environmental assessment, vision, strategy, implementation, and success measurement—combined with exceptional skills in facilitation and consensus building. Our strategic planning approach is based on:

- » **Collaboration:** Every MIG strategic planning engagement is collaborative. We are a collaborative partner with our clients because we believe bringing our combined knowledge and expertise to the process results in the best plan. We also promote involvement in planning at every level of the client organization to increase ownership, which is critical to successful plan implementation.
- » **Customization:** MIG brings expertise in assessment, decision-making, implementation, performance accountability, and continuous improvement methods. We adjust our processes to meet specific client needs and situations.
- » **Research and Data:** MIG believes that excellent strategic plans are developed with a strong understanding of trends, opportunities, and potential challenges, as well as clear strategies for developing and tracking success metrics.
- » **Implementation Ready:** MIG understands that a plan comes to life in the implementation phase. We develop strategic plans that are grounded in policy trends, funding realities, and widespread stakeholder and partner support.

Process overview

MIG recommends a three-phase approach to advance the Palmdale Water District's strategic planning process. The phased process outlined below mirrors the sequence of tasks Work Plan that begins on page 14 and illustrated on the process graphic on page 18.

Phase 1: Understanding the Context. This process will be initiated with a concise yet thorough document review and assessment of the existing conditions and anticipated changes ahead, both internal and external to the District. This will provide context for developing and/or refining the organizational vision and strategic priorities.

Phase 2: Shaping the Vision for the Future. This phase will focus on engaging Board members, Executive Leadership, District staff, and other key stakeholders and partners as determined by the project team.

Phase 3: Developing the Strategic Plan. This phase will encompass the development of a customized plan that advances the District's goals for the future and prepares staff and leadership for effective implementation.



Project Staffing and Availability

Team Introduction

MIG is excited to propose a team with passion to support the Palmdale Water District in the development of its 2026 Strategic Plan. The MIG Team includes key staff members with extensive experience working with public agencies and nonprofits and representing the full range of expertise needed. MIG brings a team that understands all facets of a complex strategic planning and advisory group process that is needed for the project to be a success.

Principal-in-Charge and Project Manager **Daniel Iacofano, PhD, FAICP, FASLA**, brings 40 years of experience that is as multifaceted as the field he chose to pursue and the firm he helped co-found. The breadth of planning enables him to do what he does best—engage others in creative problem-solving to improve people's lives. From policymaking and placemaking to systems and structures, Daniel has worked with hundreds of communities and organizations around the world to think strategically and critically about achieving desired change. Daniel will serve as the day-to-day contact, lead our team, oversee the contract, and direct all work. He will also provide quality assurance and quality control.

Technical Support

As Director of Management and Policy Services and Director of Social Impact for MIG, **Kate Welty** takes organizational and systems initiatives to the next level—leveraging her knowledge and passion to help clients achieve greater impact and equity with their programs, policies, and plans. Kate offers a highly specialized set of strategic thinking, capacity-building, and activation skills to any organization or agency that seeks to refine its vision and mission.

Technical Analyst **Stephanie Lane Pavón** is a creative, collaborative, and detail-oriented planner, analyst, and advocate, dedicated to participatory planning work that builds more equitable and resilient communities. Stephanie enjoys synthesizing and visualizing data into the themes and narrative that help to frame MIG's facilitation of community service, strategic plans.

Art Director, **Ed Canalin** will craft visually engaging graphic and marketing materials, both online and print, to bring our findings to life for the District and community.

Nina Anderson, Project Administrator, will support the Principal/Project Manager in managing documents, tracking progress, and facilitating communication so the projects run smoothly, ontime and within budget.

Organizational Chart



Detailed resumes for these key team members are on the following pages.



Daniel Iacofano, PhD, FAICP, FASLA

M I G

PRINCIPAL-IN-CHARGE / PROJECT MANAGER

OFFICE LOCATION

- » Berkeley, CA

AVAILABILITY

- » 50%

EDUCATION

- » PhD, Environmental Planning, University of California, Berkeley
- » MS, Environmental Psychology, University of Surrey, England
- » Bachelor of Urban Planning, Summa Cum Laude, University of Cincinnati

REGISTRATIONS

- » Fellow, American Society of Landscape Architects
- » Fellow, American Institute of Certified Planners

Daniel Iacofano is an internationally recognized innovator and thought leader in urban planning and design, strategic planning, organizational development, facilitation, and consensus building. His over 40-year career is as multifaceted as the field he chose to pursue and the firm he helped co-found. The breadth of planning enables him to do what he does best—engage others in creative problem-solving to improve people's lives. From policy- and place-making to systems and structures, Daniel has worked with hundreds of communities and organizations around the world to think strategically and critically about achieving desired change. Whether it's redeveloping a street, developing a downtown, or repurposing a public agency, his comfort with complexity and his dexterity with details enables him to guide clients through the process of evaluation, decision-making, and implementation. With his skills and experience, Daniel delivers the best possible outcomes within given constraints and against sometimes opposing forces. Clients and communities across the nation often find that his impact lasts well beyond his involvement.

SELECTED PROJECT EXPERIENCE

- » LAVTA Strategic Planning Services, Livermore, CA
- » United Water Conservation District Strategic Plan, Santa Paula, CA
- » Los Angeles County Department of Public Works Strategic Plan, Los Angeles County, CA
- » County of Los Angeles Watershed Management Division, Los Angeles, CA
- » Watershed Integrated Regional WMP Framework, Azusa, CA
- » Pajaro River Flood Management Project and Action Pajaro Valley, Watsonville, CA
- » Pajaro River Task Force and Outreach, Watsonville, CA
- » Sweetwater Authority Five-Year Strategic Plan, San Diego, CA
- » Santa Clarita Water Division Strategic Plan, Santa Clarita, CA
- » Castaic Lake Water Agency Strategic Plan, Castaic, CA
- » State Water Contractors Association Strategic Plan, Sacramento, CA
- » County of Sacramento Regional Parks Department: American River Natural Resources Management Plan, Sacramento, CA
- » Napa River Flood Protection and Watershed Management Plan, Napa, CA
- » Napa Sanitation District Strategic Plan, Napa, CA
- » CA Department of Water Resources, Monterey Amendment to the State Water Project Contracts EIR, Sacramento, CA
- » Caltrans Planning Public Engagement Contract and Facilitation and Training for Strategic Planning and Performance Measures, Statewide, CA



Kate Welty

M I G

ORGANIZATIONAL DEVELOPMENT SPECIALIST

OFFICE LOCATION

- » Berkeley, CA

AVAILABILITY

- » 25%

EDUCATION

- » MPA, Hubert H. Humphrey School of Public Affairs, University of Minnesota
- » BA, Political Science, Columbia College, Columbia University

CERTIFICATIONS

- » PROCSI Change Management Practitioner

Kate Welty has over 25 years of experience directing and guiding organizational and systems change for public and nonprofit agencies throughout California and nationally. As a volunteer Court Appointed Special Advocate after college, Kate encountered the well-intentioned, but flawed child welfare system and found her calling. Her expertise was honed by working for and consulting with public, philanthropic, and nonprofit organizations to improve service delivery and outcomes for children, youth, and families. Kate's work on systems change from multiple vantage points gives her a multifaceted perspective that adds tangible value to clients as they tackle complex problems and identify the most strategic and effective way forward. She brings impeccable client service as well as fluid facilitation and process design with a sense of humor and fun to lead organizations in exploring the finer details and defining the steps toward vision and mission realization.

SELECTED PROJECT EXPERIENCE

- » LAVTA Strategic Planning Services, Livermore, CA
- » Los Angeles County of Public Works, Equity in Infrastructure Initiative, Los Angeles County, CA
- » America Walks Strategic Plan 2021, Seattle, WA
- » Newport Beach General Plan Update, Newport Beach, CA
- » Contra Costa County Children's Leadership Council, Collective Action Plan, Contra Costa County, CA
- » City of Belmont Community Visioning, Belmont, CA
- » City of Golden Racial Equity, Diversity, and Inclusion Action Plan, Golden, CO
- » First 5 San Diego Commission Strategic Plan, San Diego County, CA
- » San Diego County Child Care Blueprint, San Diego County, CA
- » San Francisco Department of Early Childhood, Strategic Plan, San Francisco, CA
- » Child Advocates of Silicon Valley Strategic Plan, Milpitas, CA
- » Vallejo Youth Needs Assessment and Strategic Planning Services, Vallejo, CA
- » Yolo County Prop 10 Strategic Pan, Yolo County, CA



Stephanie Lane Pavón

M I G

TECHNICAL ANALYST

OFFICE LOCATION

- » Pasadena, CA

AVAILABILITY

- » 50%

EDUCATION

- » MA, Urban and Regional Planning, University of California, Los Angeles
- » BA, Anthropology, cum laude, University of Chicago

CERTIFICATIONS

- » Certificate in Sustainability: Greening the Urban Economy, Lund University

Stephanie Lane Pavón is a creative, collaborative, and detail-oriented planner, analyst, and advocate, dedicated to participatory planning work that builds more equitable and resilient communities. She specializes in synthesizing and visualizing data into the themes and narratives that help to frame MIG's facilitation of community college, park equity, transit, and other public organizations' strategic and master plans. Stephanie has more than 15 years of experience doing field-based research and outreach, as well as project coordination, policy advocacy, strategic planning, and leadership development. She uses her organizing, research, and advocacy experience to build local leadership capacity, engage community members in policy decisions, focus projects and outcomes on equity and justice, and expand access to living wage work opportunities.

In past work, Stephanie led a research project looking at the economic impacts and racial equity outcomes of investment in marginalized communities, including access to supermarkets, naturally occurring affordable housing, and supporting small businesses to build community wealth. She also managed a national campaign to engage fast food workers and consumers about health and safety at restaurants, leading to safety improvements at stores in 20 cities across the country.

SELECTED PROJECT EXPERIENCE

- » LAVTA Strategic Planning Services, Livermore, CA
- » RMC Common Ground Update, Azusa, CA
- » San Bruno Community-Based Transportation Plan, San Bruno, CA
- » California Transit Association Strategic Plan, Sacramento, CA
- » Council District 7 Listening Sessions, City of Los Angeles, Los Angeles, CA
- » LA County Public Works, Flood Management Plan Update, Los Angeles, CA
- » LA County Public Works, San Gabriel Valley Greenway Implementation Plan, Los Angeles, CA
- » Los Angeles County Regional and Rural Edition of the Parks Needs Assessment (PNA+), Los Angeles County, CA
- » City of Downey Strategic Plan, Downey, CA
- » City of Downey Housing Element, Downey, CA
- » City of Rosemead Strategic Plan, Rosemead, CA
- » Duarte Strategic Planning Services, Duarte, CA
- » Omnitrans Strategic Planning Consulting Services, San Bernardino, CA



Ed Canalin

M I G

ART DIRECTOR

OFFICE LOCATION

- » Sacramento, CA

AVAILABILITY

- » 25%

EDUCATION

- » BA, Illustration, California College of Arts and Crafts, Oakland

Ed Canalin is a gifted illustrator and award-winning graphic designer who contributes to the creative direction of nearly every communications and marketing piece produced by MIG. Ed's conceptual, illustrative, and design skills encompass all forms of graphical output, print media, advertising, video, animation, web, and social media design, and experiential design. From branding and identity to social marketing and behavior change to wayfinding and websites, Ed leverages his experience and finely-honed instincts to generate ideas with a fresh perspective and a dash of humor. His efficient execution and flexibility result in designs that communicate and engage in beautiful ways. Ed is involved in every phase of the design process from concept to delivery of finished art, ensuring that timelines and budgets are met without sacrificing quality.

SELECTED PROJECT EXPERIENCE

- » 3C-REN, Branding and Marketing Tri-County Regional Energy Network, Ventura, CA
- » Solano Transportation Authority Safe-Routes-to-School, Solano County, CA
- » Craig Ranch Regional Park Signage, North Las Vegas, NV
- » Dallas 360 Implementation Web Portal, Dallas, TX
- » Golden Eagle Regional Park Signage, Sparks, NV
- » San José Santa Clara Water Pollution Control Plant Outreach and Education Campaign, Santa Clara County, CA
- » San José Clean Energy, Branding and Marketing, San José, CA
- » ACTC Media and Public Relation Services, Alameda County, CA
- » Washington, DC Comprehensive Plan Website, Washington, DC
- » Silicon Valley Clean Energy, Launch, Branding, Marketing and Outreach, Santa Clara County, CA
- » Metropolitan Transportation Commission Strategic Marketing Services, Bay Area, CA
- » Energy Upgrade California, Branding and Marketing California Energy Commission, Statewide, CA
- » Early Learning SF, Branding and Communications, San Francisco Office of Early Care and Education, San Francisco, CA
- » Sonoma County Department of Health Services, Branding and Marketing, Sonoma County, CA



Nina Anderson

M I G

PROJECT ADMINISTRATOR

OFFICE LOCATION

- » Berkeley, CA

AVAILABILITY

- » 25%

EDUCATION

- » MBA, International Business, Monterey Institute of International Studies
- » BA, Spanish Literature, University of California, San Diego

SELECTED PROJECT EXPERIENCE

- » LAVTA Strategic Planning Services, Livermore, CA
- » United Water Conservation District Strategic Plan, Santa Paula, CA
- » RMC Common Ground Update, Azusa, CA
- » California Transit Association Strategic Plan, Sacramento, CA
- » Henderson Employee Engagement Action Plan, Henderson, NV
- » Sunset Pointe Landscape Maintenance District, Los Angeles, CA
- » Shoreline Community College Strategic Plan, Shoreline, WA
- » American River Natural Resources Management Plan, Sacramento, CA
- » Rivers and Mountain Conservancy Common Ground Update, Los Angeles County, CA
- » Lawrence Berkeley National Laboratory Facilitation of Citizen Advisory Group Meetings, Berkeley, CA
- » Vacaville Parks & Recreation Strategic Plan, Vacaville, CA
- » Turkey Creek Community School, Gulfport, MS
- » Nevada State Contractors Board Strategic Planning Services, NV
- » Aquarium of the Pacific Board Meeting Facilitation, Long Beach, CA
- » Playhouse Village BID Board Meeting Facilitation, Pasadena, CA
- » San Francisco Hotel Council Board Retreat Facilitation, San Francisco, CA
- » Green River College Equity Visioning and Strategic Plan, Auburn, WA
- » Toluca Lake Beautification Partners Strategic Plan, Toluca Lake, CA
- » Truckee Donner Pass Road Corridor Plan, Truckee, CA

Work Plan

TASK 1: FINALIZE PROJECT DELIVERY PLAN

Task 1.1 Project Kick-Off Meeting

To launch the project, MIG will host a 1.5-hour in-person meeting with District staff to set process goals and desired outcomes, expectations, and deliverables (2 MIG staff). We will review project scope and timeline, clarify roles, and confirm data collection and analysis needs. We will also establish communication and reporting protocols to support a transparent workflow.

Task 1.2 Project Plan

Following the kick-off meeting, MIG will develop a project plan that outlines the project approach, timeline, project management team composition, and key deliverables. This plan will reflect the agreed-upon scope of work as well as additional ideas and information shared during the kick-off meeting. The District will have one round of review and MIG will finalize the Project Delivery Plan based upon consolidated feedback. The plan will be accessible via an agreed-upon file-sharing format and revisited and adapted regularly, as needed, as tasks are implemented.

Task 1.3 Project Slide Deck Presentation

MIG will develop a project slide deck in PowerPoint that will serve to document collaborative work across the strategic planning process. The slide deck will capture, for example, the development of strategic goals, objectives, and key performance indicators as they are developed with the District and key stakeholders. This living document will support the interactive, participatory character of the strategic planning process as well as streamline production of the final Strategic Plan.

Task 1 Deliverables:

- » Kick-off Meeting Agenda and Summary
- » Draft and Final Project Delivery Plan
- » Project Slide Deck Presentation

TASK 2: PROJECT MANAGEMENT

The central goal of MIG's project management across the project's duration will be to develop an effective and actionable strategic plan. To enable consistent and effective project collaboration, MIG staff (up to 2) will meet virtually with the District's project management team for one hour every two weeks to check on project

progress and problem-solve any obstacles that may arise. These meetings will track progress, address any challenges, and support effective coordination. MIG will schedule the meetings, prepare agendas, and document agreements and action items.

MIG will submit monthly invoices along with a progress report. The project budget outlines the estimated distribution of costs across phases and tasks. MIG will not exceed the total contract amount without the District's written approval, but may reallocate costs among project phases, tasks, and team members as needed to fulfill the scope.

Task 2 Deliverables:

- » Project Management Meetings (up to 15 over Zoom)
- » Meeting Agendas and Follow-up Action Items (Word/PDF)
- » Monthly Invoices
- » Shared Document and Data Folder (Egnyte)

TASK 3: REVIEW OF EXISTING MATERIALS

MIG will review relevant documents, including those provided by the District, to gain an understanding of the history and current context of the District to support development of the strategic plan. MIG will compile a list of all documents and data sources to be reviewed and will amend the list in consultation with the District's project management team during a regularly scheduled Project Management meetings. Document and data review will include, but not be limited to, previous strategic plans and organizational assessments as well as budget documents.

After analyzing the compiled documents, MIG will develop a brief report in PowerPoint summarizing the key findings—including key trends, priorities, and challenges—and identifying actionable recommendations to incorporate into the strategic planning process. The District will review the draft report and MIG will integrate District edits into a final version. The findings of the analysis will be incorporated into the Strategic Plan.

Task 3 Deliverables:

- » List of documents and data sources (Word/PDF)
- » Draft and Final Document Review Report (PowerPoint/PDF)



TASK 4: STAKEHOLDER ENGAGEMENT PLAN AND EXECUTION

Task 4.1 Stakeholder Engagement Plan

The MIG Team will develop a robust Stakeholder Engagement Plan (SEP) that outlines touchpoints and strategies for effectively reaching internal (e.g., District staff) and external (e.g., key community partners) stakeholders. The Plan will serve as a roadmap and guide to the overall planning process for robust participation and buy-in as well as successful implementation. The SEP will be designed to be an inclusive and equitable engagement process that intentionally reaches a diverse cross-section of the District, including executive leadership, Board members, staff, customers, and community partners. The SEP will outline major outreach activities and events, how each set of stakeholders will participate in the planning process when each planned activity occurs, and key participation metrics (both qualitative and quantitative) to measure and benchmark success. The SEP will designate which activities will be conducted by the MIG Team and which activities will be conducted by District staff. The SEP will include in-person facilitated workshops and interviews (see below). Engagement activities will be designed to build ownership and support for the strategic planning process. The District will have up to two rounds of review on the draft SEP. MIG will incorporate all feedback into the final version.

Task 4.2 Interviews

MIG will conduct eight (8), 30–45 minute, in-person interviews with Board members. Interviews will focus on gathering data from interviewees on current community needs, priority issues, opportunities, and challenges. District staff will help to identify the interviewees and make introductions when possible, including to local, regional, and national partners. MIG will develop the interview questions in partnership with the District's

project management team. For budgeting purposes, MIG assumes that the District will coordinate and schedule all interviews, which will be conducted in person over one (1) day with one MIG staff member present. To protect the confidentiality of participants, interview findings will be presented in aggregate to the District and strategically integrated during the in-person workshops (below) and strategic plan development (Task 5).

Task 4.3 In-Person Workshops

MIG will develop and facilitate two (2) in-person workshops, one with Board members and one with District staff. The purpose of these workshops will be to begin to move from high-level visioning towards concrete, actionable goals—including through building consensus around the importance of performance-based criteria. Towards these ends, workshops will encompass thorough review of the District's existing Vision, Mission, and Values statements and will generate strategic priorities and goals through a participatory and engaging process designed to elicit open dialogue and creativity. Two MIG facilitators will attend and conduct the workshops, which will each last three (3) hours. MIG will develop a detailed annotated agenda, presentation materials, and interactive workshop activities to fully explore the issues and create robust and meaningful engagement from participants. During facilitation, MIG will use a technique called "facilitation graphics" that combines the leadership skills of a professional facilitator with graphic notetaking. Discussion is recorded on large wall-sized paper during the meeting to help establish the group's memory of the flow and the content of discussions. MIG will work with the District to determine a tailored approach for the workshops that includes the objectives, the discussions and activities to be facilitated, and logistics (including venue reservation, invitations, and refreshments). The District will have one round of review to provide feedback on the approach, agenda, supporting materials, and summary for each workshop.

Task 4 Deliverables:

- » Draft and Final Stakeholder Engagement Plan (SEP) (Word/PDF)
- » Interview Protocol and Questionnaire (Word/PDF)
- » Interviews (8 in-person)
- » Draft and Final Workshop slide decks (2) (PowerPoint/PDF)
- » Workshop Facilitation (2 in-person)

TASK 5: STRATEGIC PLAN DEVELOPMENT

Task 5.1 Vision, Mission, and Values Statement

In collaboration with the District's project management team and based on findings and input gathered during Tasks 3 and 4, MIG will develop a draft Vision, Mission, and Values statement that captures the District's core values and reason for being. During a project management meeting, MIG will collaborate with the District to refine these elements. The District will provide two rounds of consolidated edits that MIG will integrate into the Draft Strategic Plan.

Task 5.2 Draft Strategic Plan

Based on the results of the interviews, in addition to Board and staff workshops (Task 4), MIG will collaborate with District staff during a project management team meeting to generate a set of concrete and achievable strategic priorities and goals. These will be evaluated for feasibility and alignment with the District's Vision, Mission, and Values statements and paired with key performance indicators to facilitate the District's tracking of progress and adjustments across the life of the plan. MIG will make recommendations for resource adjustments needed for successful implementation. The Strategic Plan outline will incorporate the groundwork completed in previous tasks. The following is a sample outline:

- » Executive Summary
- » Palmdale Water District History and Current Service Context
- » Vision Statement
- » Goals and Strategies
- » Timeframe
- » Key Performance Indicators

The District's project management team will provide one round of consolidated edits on the Draft Strategic Plan before engaging in stakeholder review.

Task 5.3 Stakeholder Review of Draft Strategic Plan

After developing the Draft Strategic Plan, MIG will develop a PowerPoint presentation to share with the Board, staff, and community partners. MIG will facilitate up to three (3) stakeholder meetings with key individuals and groups as recommended by the District's project management team to present the draft plan and gather feedback on any refinement. This engagement will be included in the Stakeholder Engagement Plan developed

in Task 3. MIG assumes the meetings will be held virtually for up to one and a half (1.5) hours, with two (2) MIG staff members present to conduct and document the meetings.

Task 5.4 Final Strategic Plan

Based on feedback gathered from stakeholder engagement, MIG will refine the plan and create a Final Strategic Plan document through its in-house graphic design studio. This document will reflect a visually compelling final design that brings the Strategic Plan to life with photos, graphics, and accessible language. The District will provide MIG with photographs to incorporate into the final design. The District will provide one round of consolidated edits on the final plan.

Task 5 Deliverables:

- » Stakeholder Review agenda, materials, and logistics
- » Draft and Final Strategic Plan (Adobe InDesign/PDF)
- » Slide deck presentation of the Draft Strategic Plan (PowerPoint/PDF)
- » Facilitation of stakeholder review meetings (up to 3)

Optional Tasks

As needed and only upon prior approval from the District, MIG can provide additional community outreach services and implementation support. MIG will provide cost estimates for these services upon request.

A. COMMUNITY FOCUS GROUPS

MIG can design and implement up to five (5) in-person focus groups. Community focus groups are an



opportunity to collect input from a diverse and targeted set of community members determined in consultation with the District's project management team. To create spaces where people feel open to sharing candidly, the MIG Team will make strategic suggestions for grouping community members. Participants would be invited to share their experiences with the District as well as their priorities as clients and users. Participants would also explore barriers to accessing District services and programs. MIG would develop a focus group approach that outlines the logistics, questions, and selection process. These sessions would be facilitated in-person for approximately 90 minutes each and detailed notes would be used to analyze key findings. The findings from this task would be incorporated into the in-person workshops (Task 4) and Strategic Plan Development (Task 5) and will only be shared in aggregate to protect individual identities.

B. BOARD AND STAFF SURVEY

MIG can design and implement a Board and staff survey to gauge priority issues and opportunity areas for the Strategic Plan. MIG would deploy the survey via a web-based tool as well as manage the survey and resulting data. The District would have one round of review to provide feedback on the survey questions, design, and layout so the questionnaire is accessible and adequately tailored to the audience. District staff would distribute the survey through its communication channels and MIG would analyze the survey results for inclusion in in-person workshops (Task 4) and Strategic Plan Development (Task 5).

C. ADDITIONAL KEY STAKEHOLDER AND PARTNER INTERVIEWS

MIG can design and implement key stakeholder and partner interviews to further integrate the voices and ideas of those with expertise and insight related to the needs of diverse communities in the service area, trends in local and regional flood management and wastewater policy, and internal strengths and weaknesses of the District, as well as the external opportunities and challenges the District faces.

D. ORGANIZATIONAL ASSESSMENT

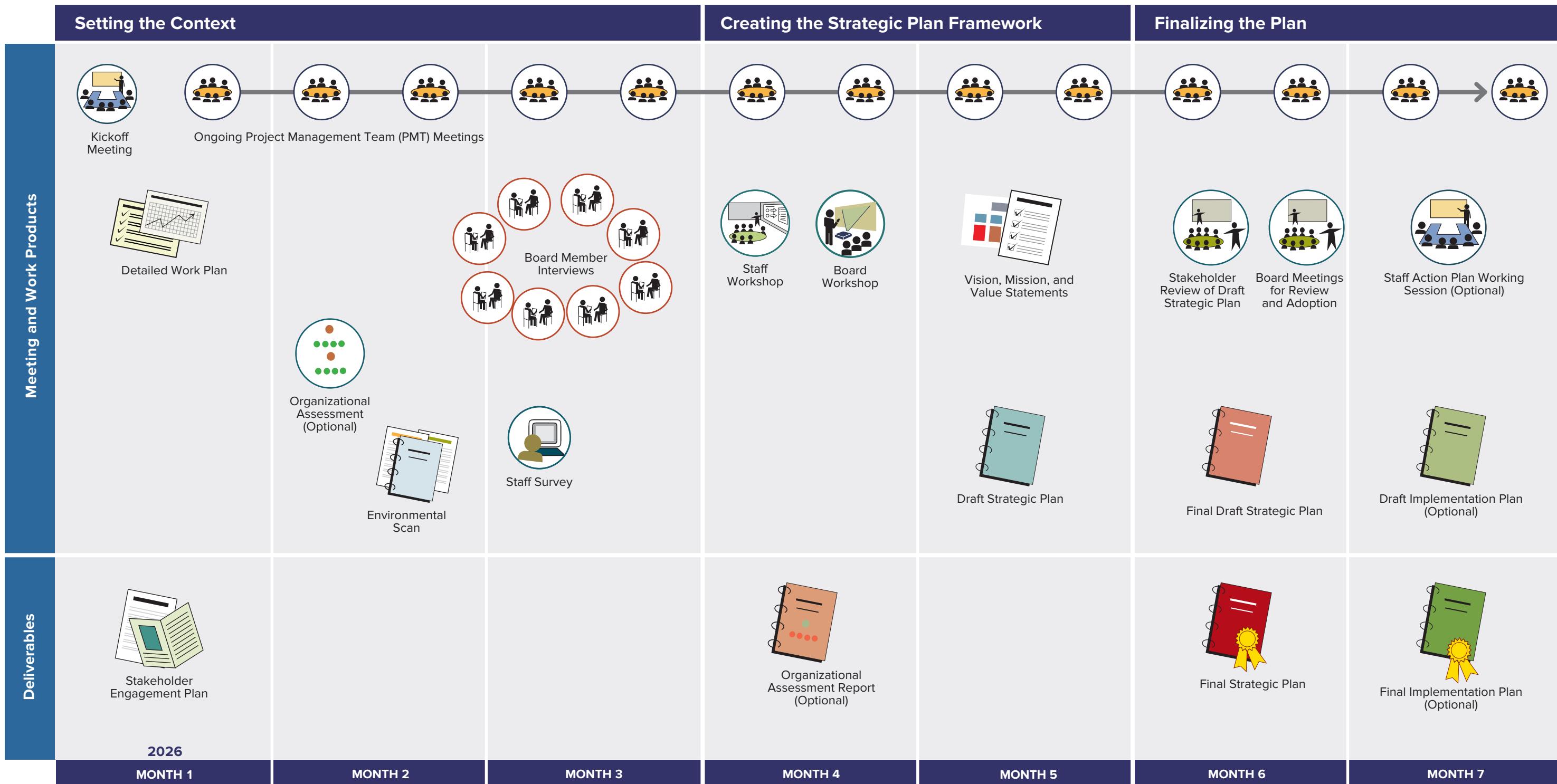
MIG can conduct a comprehensive organizational assessment of the District by augmenting the review of existing documents to include District policies, reports, organizational structure, roles and responsibilities,

workloads, and reporting structure. While MIG is familiar with many organizational assessment tools, we can tailor an assessment approach to meet the District's specific needs and areas of inquiry. MIG would develop a report summarizing the assessment results and identifying actionable recommendations to incorporate into the strategic planning process. Topic areas may include community engagement and current system, and practices to measure organizational performance, and practice continuous improvement, hiring and promotion and annual budgeting, and decision-making processes. The findings of the analysis would be incorporated into the Strategic Plan and support development of key performance indicators.

E. STAFF ACTION PLAN WORKING SESSIONS

MIG can facilitate in-person or virtual staff working sessions with key District staff to develop detailed implementation plans. MIG proposes one (1), 2–3 hour, in-person working session for each of the major goals identified in the Strategic Plan in order to support creation of specific work plans and timelines.

Palmdale Water District Strategic Planning Process



Unique Qualities or Qualifications

MIG's Approach to the Development of SMART Objectives

Based on over 40 plus years of working with public, nonprofit, and private sector clients, MIG utilizes the “SMAARRT” Objectives approach to strategic plan development as described below.

Goals are meant to be long range, on-going, directions of travel and each Goal Area should include a set of objectives which are:

- S:** Specific
- M:** Measurable
- A:** Actionable
- A:** Assignable (to a specific individual and/or department)
- R:** Relevant
- R:** Resource-based (meaning that funds are or will be available to accomplish the objective)
- T:** Time-Based (with reasonable time frames identified for completion of each objective for example: short term: (0 – 2 years); medium term: (2 – 5 years); and long term: (5+ years).

References

REFERENCES

We invite you to contact the clients identified below regarding our ability to deliver quality services on time and within budget for relevant projects.

MAURICIO GUARDANO

General Manager
United Water Conservation District
(805) 525-4431 | mauriciog@unitedwater.org

MARK PESTRELLA

Assistant Deputy Director
County of Los Angeles Department of Public Works
(626) 458-2569 | mpestrel@dpw.lacounty.gov

CHRISTY WEGENER

Executive Director
Livermore Amador Valley Transit Authority
(925) 605-8442 | cwegener@lavta.org



Accept the District's Professional Services Agreement

MIG accepts the terms and conditions of the District's professional services agreement.



Palmdale Water District

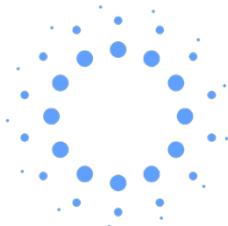
2026 Strategic Plan Proposal

Submitted by:

Jennifer Liebermann Consulting

Jennifer Liebermann, Principal

December 30, 2025



Jennifer Liebermann Consulting
Jennifer@JenniferLiebermann.com

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Re: 2026 Strategic Plan - Letter of Introduction

Dear Selection Committee,

I'm pleased to submit this proposal for Palmdale Water District's 2026 Strategic Plan. Having worked with you to design and facilitate the scoping workshop that shaped this RFP, I was impressed by staff and board engagement. Your commitment to innovation and thoughtful approach to serving the community energizes me. As a sole proprietor, I choose to work with select clients that are doing exciting things to shape the future—PWD is absolutely one of those!

I'm a strategist and advisor to organizations building physical and social infrastructure for communities to thrive. Leaders facing messy, complex challenges turn to me to generate clarity and alignment as they navigate change. My experience directly aligns with your strategic planning needs in three key areas:

Strategic Planning: I combine rigorous analysis with creative exploration to question assumptions, envision new possibilities, and build practical plans that actually get implemented. After 19 years leading innovation from within Kaiser Permanente's strategy department, plus working with several water districts, I bring functional strategy skills and water sector experience.

Translating Strategy into Action: Strategic plans shouldn't sit on shelves—they need to be implemented to set performance expectations and guide daily decision making. My 19 years at Kaiser Permanente gave me deep expertise in translating strategy into action. I hardwire strategic plans into SMART objectives that teams use to organize their work, set individual performance goals, and track progress—ensuring plans drive real results, not gather dust on shelves. I recently led this process for the Citrus Heights Water District: developing strategic goals with the board, then facilitating staff workshops to create SMART objectives to operationalize the strategy.

Getting Input from Communities: I design workshops that bring together different perspectives and drive meaningful action. My style is playful and engaging while tackling serious work; I break down complex subjects into clear, highly visual experiences. Recent work designing and facilitating customer advisory committees for Citrus Heights Water District and Paradise Irrigation District are examples of where I create spaces where everyone is heard and collective wisdom emerges.

I have reviewed the district's professional services agreement and scope of work, and confirm that I can meet all requirements outlined in the RFP. I'm genuinely excited about the opportunity to partner with Palmdale Water District to develop a strategic plan that positions you for continued success in serving your community.

Respectfully submitted,

Jennifer Liebermann

Principal, Jennifer Liebermann Consulting

Strategic Planning Proposal

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B. Profile of Firm

Organizational Structure

Jennifer Liebermann Consulting is a sole proprietorship based in the San Francisco Bay Area. I work directly with clients (no subconsultants, no intermediaries). This allows me to be highly selective, choosing strong leadership teams doing innovative work to build healthy communities. When I engage with a client, they get my full attention and expertise.

Capacity and Resources

I have full capacity to dedicate to the Palmdale Water District strategic planning project from January through April 2026. I intentionally manage my project pipeline to ensure I can give each client the focused attention their work deserves.

Financial Stability

As an established sole proprietorship, I maintain a stable consulting practice with a steady portfolio of clients. My business is built on relationships and repeat engagements with organizations that value strategic guidance. I am financially stable and have adequate resources to complete this project, including upfront travel and materials expenses as needed within the project scope.

Litigation and Claims History

Jennifer Liebermann Consulting has no history of lawsuits, litigation, claims, or settlements. There have been no disputes or legal actions related to any public project or any other project in the firm's history.

C. Qualifications of the Firm

Jennifer Liebermann Consulting brings deep expertise in strategic planning, implementation, and community engagement within the water sector. My approach combines rigorous strategic thinking with highly interactive, visual facilitation that engages diverse stakeholders and drives actionable results. The following projects demonstrate relevant experience and successful outcomes on similar work.

Note on Project Budgets: Project-specific budget information is not disclosed in proposals to maintain the integrity of individual contract negotiations. All projects described were completed within agreed-upon budgets and timelines.

Strategic Planning & Implementation with Community and Staff Engagement

Client: Citrus Heights Water District (CHWD)

Timeline: February - June 2025

Scope: Led comprehensive strategic planning process to update 3 to 5 year strategic goals that included community and staff participation in a public Board Workshop. Gathered board input through structured interviews and engaged Customer Advisory Committee members (similar to PWD's Water Ambassadors) to provide input on strategic goals. Led three in-person staff workshops to develop SMART objectives later approved by the Board of Directors. All work performed by Jennifer Liebermann.

Results: Delivered strategic plan with actionable objectives that staff could immediately implement. Project completed on schedule. Scope expanded mid-project when client recognized the value of deeper engagement to develop SMART objectives with their team.

Aligning a Large Board on Strategic Vision

Client: California Council for Affordable Housing (CCAH)

Timeline: October, 2025

Challenge: Under new executive leadership, CCAH's 30-member board needed to align on organizational identity, strategic priorities, and a future vision to guide the next phase of growth.

Approach: Conducted board member interviews, designed and facilitated a full-day interactive retreat using highly participatory activities to surface insights, generate breakthrough thinking, and build consensus among all 30 board members. All work performed by Jennifer Liebermann.

Results: Developed organizational identity and compelling shared strategic vision. Generated novel ideas while ensuring all voices were heard, creating the foundation for CCAH's strategic planning process. Completed on schedule and within budget. Client has requested discussions about Phase 2 work in 2026.

Customer Advisory Committee (CAC) Design and Facilitation

Client: Citrus Heights Water District (CHWD)

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Timeline: September 2024 - ongoing on bi-monthly basis

Scope: Designed 2025 program and facilitated five CAC meetings for a customer advisory group providing input to CHWD on complex issues, including a financing policy recommendation for a \$500M infrastructure project. Designed highly interactive, participatory meetings that translate technical content into accessible language. Worked with district staff to craft appropriate questions for customer input. Developed survey instruments (both digital and paper) for continual feedback. Scope expanded during engagement as client requested additional strategic planning support for the CAC program and ambassador activation. All work performed by Jennifer Liebermann.

Results: Successfully activated CAC ambassadors to advocate for implementing their policy decision to pre-fund infrastructure project with dedicated charge. Five members showed up to support a recent rate increase in November 2025, many making impassioned public comment. The repeat engagement demonstrates client satisfaction and the long-term value of the work.

Customer Advisory Committee Strategic Foundation

Client: Paradise Irrigation District (PID)

Timeline: Phase 1 completed November-December 2025; Phase 2 in development

Challenge: Paradise Irrigation District, continuing recovery and rebuilding efforts post-Camp Fire, needed to establish strategic foundation for a Customer Advisory Committee to strengthen community engagement and support rate adjustments. The district sought to align staff around its promise to the public to involve them collaboratively in decisions affecting service and rates.

Approach: Conducted stakeholder interviews with GM, department heads, and Board members. Designed and facilitated strategic alignment workshop with 13 staff members to establish CAC purpose, input mechanisms, decision rights, and organizational commitment. All work performed by Jennifer Liebermann.

Results: Created strategic clarity and organizational alignment needed to launch meaningful CAC program. Phase 1 completed within one month, on schedule and within budget. Currently scoping Phase 2 implementation planning and launch support based on Phase 1 outcomes.

Building Internal Capacity for Complex Program Management

Client: Citrus Heights Water District (CHWD)

Timeline: 2024-2025

Challenge: Project 2030, a \$500M initiative to replace aging water mains, required improved program management structure to enable collaboration across silos and strategic oversight.

Approach: Redesigned program management structure by creating a program charter that articulated purpose and clarified value to each stakeholder. Improved structured quarterly check-ins to focus on collaboration. Designed interactive visual mapping sessions to identify dependencies across silos. Transitioned from leading all coordination to coaching staff to lead their own collaborative processes. All work performed by Jennifer Liebermann.

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Results: Mid-engagement, I proposed shifting from direct facilitation to a coaching model, helping the team build capability to lead collaboration themselves. This reduced client costs while building internal capacity—demonstrating my commitment to client success over maximizing consulting fees. CHWD staff now independently lead cross-workstream collaboration with minimal external support, and the General Manager can focus on strategic issues rather than operational coordination. Project completed on schedule and under budget.

Adherence to Schedule and Budget

All projects described were completed on schedule. Several projects were completed under budget or had scope expanded at client request based on demonstrated value. My practice prioritizes client success—including proactively identifying opportunities to build client capacity and reduce external consulting costs when appropriate. The goal is solving problems and building organizational capability, not maximizing billable hours.

D. Project Understanding

PWD's Operating Context

PWD operates in a complex environment that requires both long-term vision and adaptive management. The district serves 126,000 customers in the growing Antelope Valley, managing critical projects including Pure Water AV and the Littlerock Reservoir Sediment Removal Project. External pressures compound internal planning needs: drought conditions, unreliable State Water Project deliveries, and potential public perception challenges around water reuse technology. During a time when investment in infrastructure for water reliability is needed, rate payers are also struggling with affordability concerns.

Strategic Planning Evolution

Palmdale Water District has a history of strategic planning that demonstrates commitment and evolution. The 2006 Strategic Plan established a comprehensive plan that evolved into a streamlined and accessible one-page visual document in 2022. Board members describe how they reference it consistently: "Every time we vote on something, we go back to the 6 headers."

The 2026 Strategic Plan represents the next natural evolution--maintaining the clarity and accessibility of 2022 while adding the measurement systems, staff engagement mechanisms, and implementation accountability essential for translating strategy into action.

What Success Looks Like for This Project

A successful 2026 Strategic Plan will achieve three critical outcomes:

- **1. Clear Policy Guidance:** The Board will have 3-5 year strategic goals that provide clear policy direction for resource allocation, enabling confident decision-making on major investments and priorities.
- **2. Actionable Staff Direction:** Staff will have SMART objectives that translate Board goals into operational work, creating clear line-of-sight from strategic vision to daily activities and annual performance goals.
- **3. Implementation Infrastructure:** The strategic plan includes SMART goals that enable accountability. Paired later with regular check-ins and integration with performance reviews and budget processes--this structure guides decisions rather than gathering dust on shelves.

Ultimately, this strategic plan will position PWD, its Board, and the community it serves for joint success by creating alignment across all organizational levels while maintaining the flexibility to adapt to changing conditions.

Evaluating Mission, Vision, and Core Values

The RFP specifically requires evaluation of PWD's 2006 Mission, Vision, and Core Values--foundational statements that have guided the district for twenty years. The 2006 plan established nine Core Values: Efficiency, Fiscal Responsibility, Natural Resources Management, Integrity, Customer Service, Water Conservation, Continuous Improvement, Stakeholder Trust, and A Safe, Productive and Rewarding Workplace.

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During Phase 1, the Board will thoughtfully review these foundational statements, exploring: What has endured? What remains relevant in 2026's operating environment? What might need refreshing to reflect current priorities like innovation, or partnerships? What is missing that should be explicitly named?

This evaluation honors the district's legacy and the strong foundation built over two decades while recognizing that PWD operates in a fundamentally different context than 2006.

E. Project Staffing and Availability

Project Team

Jennifer Liebermann will serve as the sole consultant on this project, personally performing all aspects of the work including interviews, workshop design and facilitation, document development, and presentation support. There are no subconsultants.

Key Personnel

Jennifer Liebermann, Principal

Location: San Francisco Bay Area

Role: Lead Consultant - Responsible for all project deliverables

Specific Responsibilities:

- Project management and client communication
- Stakeholder interviews with Board members and department heads
- Design and facilitation of all workshops (Phase 1 strategic planning workshop, Phase 2 SMART objectives workshops)
- Development of interview guides, workshop materials, and visual aids
- Synthesis of input and development of strategic plan documents
- Support for Board presentation preparation
- Optional community engagement design and implementation

Availability

Jennifer Liebermann has full availability to dedicate to the Palmdale Water District strategic planning project from January through April 2026. The project timeline proposed in Section F accommodates travel from the San Francisco Bay Area to Palmdale for in-person interviews, workshops, and Board presentations as outlined in the scope of work.

Continuity and Relationship

Having designed and facilitated the scoping workshop that informed this RFP, Jennifer Liebermann brings established relationships with PWD Board members and staff, understanding of the district's context and priorities, and demonstrated alignment with the district's collaborative approach to strategic planning. This continuity ensures the project can launch efficiently without a learning curve.

Resume: Please see attached CV for detailed background, qualifications, and project experience.

F. Work Plan

The Two-Phase approach co-creates a *simple, clear and actionable* updated strategic plan with Board and staff ownership, completed by the end of April 2026. Traditional strategic planning often produces documents that sit on shelves. This approach creates a **management system** with built-in implementation mechanisms. The work follows a proven strategic planning process with added elements for community and staff engagement.

Why This Approach Works

- + **Engagement Creates Ownership:** People adopt things they shape. By engaging Board, staff, and community in developing the plan, we create authentic buy-in and commitment to implementation.
- + **Two Deliverables for Different Audiences:** A simple one-page visual summary for public transparency and Board reference, plus a detailed version with SMART objectives that staff use for implementation tracking. The plan should be a regular reference tool that guides decision making.
- + **Built-In Accountability:** SMART objectives create trackable milestones that enable staff to track progress without creating burdensome reporting requirements. The one-year objective cycle allows regular check-ins, course corrections, and recognition of achievements.
- + **Integration With Organizational Timeline:** Completion by April 2026 enables the strategic plan to inform staff performance appraisals and cascade into the summer budget process, creating alignment from strategic vision to individual contributions to resource allocation.

Approach at a Glance / Timetable

PHASE 1: Board Strategic Vision (Weeks 2-8)

- └─ Kickoff & Planning
- └─ Board/Staff Interviews → Identify community leaders for input
- └─ Board/Staff conduct community/expert interviews (builds relationships)
- └─ Strategic Planning Workshop → Draft 3-5 year goals
- └─ Evaluate Mission/Vision/Core Values
- └─ DELIVERABLE: Draft Summary Strategic Plan

↓ (Optional: Community engagement via Water Ambassadors - see Options on Page 13)

PHASE 2: Staff SMART Objectives (Weeks 6-14, overlaps with Phase 1)

- └─ Design SMART objective workshops (Week 6)
- └─ Three half-day staff workshops → Create 1-year SMART objectives
- └─ Synthesize into detailed implementation plan
- └─ DELIVERABLE: Detailed Strategic Plan with SMART Objectives

↓ (Optional: Broader staff engagement - see options on page 14)

BOARD APPROVAL (Week 15 - Late April)

- └─ Board presentation → Final approval → Ready for implementation

PHASE 1: Board Strategic Vision

Duration: 6-8 weeks

1. Kick Off (Weeks 1-2)

Align objectives, success factors, timeline, and roles. Develop list of Board and Department Head interviewees.

Deliverables: Project work plan with timeline and discussion guide for Board/Staff interviews.

2. Interviews with Board & Department Heads

In-person interviews with Board Directors and department heads provide context, opportunities and challenges. Identify influential community leaders and peer public agencies that board and staff may interview.

Deliverable: Key themes and draft list of external experts/community leaders

3. Community Leader Interviews (Led by Board & Department Heads)

Board Members and Department Heads conduct interviews to increase engagement with the plan and build relationships.

- Each Board Director conducts 1-2 interviews of community leaders (30 minutes) on issues, trends, and factors affecting PWD from the community's perspective. These interviews build and/or strengthen Board/staff relationships with the community and influential leaders.
- Each Department Head conducts an interview with an outside expert or peer agency to bring outside input on key issues and trends.

Consultant provides interview guide and a note taking template for Board/Department Head's use in conducting interviews. Consultant leads a virtual training on how to conduct interviews and capture notes. Board/Department Heads bring interview findings to strategic planning workshop.

Note: This proposal assumes that PWD staff will schedule community & expert interviews on behalf of Board Members and department heads.

Deliverable: Training session with discussion guide and note capturing worksheet

4. Strategic Planning Workshop (Week 8)

Design and deliver highly interactive workshop to develop a compelling future strategic vision that builds on previous strategic plans.

- Broad inputs from community leader interviews and expert interviews provide stimulus.
- Assess current state, develop desired future state, then refresh strategic priorities with 3-5 year high level goals.
- Participants evaluate 2006 Mission, Vision, and Core Values against current context and strategic priorities—honoring the district's legacy while ensuring alignment with 2026 realities.

Deliverable: Draft Summary Strategic Plan (3-5 year strategic goals that support PWD's mission/vision/values)

>> OPTIONAL COMMUNITY ENGAGEMENT (Weeks 10-12)

PWD can choose to deepen community engagement with mix/match options in parallel with Phase 2. The options below socialize the draft strategic plan and test messaging with informed community members.

NOTE: All of these initial ideas that can be further customized with PWD Public Affairs if these are of interest.

> OPTION 1A: Water Ambassador Focus Group

What: Convene 10-15 Water Ambassador graduates for a 120-minute in-person focus group.

When: Week 10 or 11 (one evening session, 6:00-8:00 PM). Dinner provided.

How It Works: Participants review PWD's draft strategic priorities and provide feedback through facilitated discussion exploring alignment with community needs, communication clarity, missing priorities, and concerns about proposed initiatives.

Purpose: Test draft strategic priorities with informed community members; surface concerns; refine communication approach.

Deliverable: Synthesis report with key themes, concerns, and recommendations

> OPTION 1B: Water Ambassador Survey

What: Email survey to all Water Ambassador Academy graduates

When: Weeks 10-12 (sent after draft plan complete)

How It Works: Survey presents draft strategic priorities and gathers feedback.

Purpose: Assess whether PWD strategic initiatives align with community priorities; test language clarity; understand how Water Ambassadors define long-term success

Deliverable: Survey results summary with analysis

> OPTION 2: "Plain Talk Coffee" Sessions

What: Leverage existing "Coffee with a Director" program, dedicating 1-2 sessions to testing strategic plan language.

When: Weeks 10-12

How It Works: Maintain the casual, conversational tone residents already appreciate. Invite community members to "Plain Talk Coffee: Test Drive Our Strategic Plan." Directors share draft goals and ask: "Does this actually make sense to you?"

Purpose: Validate that strategic plan language resonates with customers; identify jargon or assumptions that need simplification before final approval

Deliverable: Summary of feedback for language refinement

PHASE 2: Staff SMART Objectives

Duration: 8-10 weeks

Phase 2 implements the strategy by building a **management system** where staff break down longer term goals into specific, concrete steps or targets to achieve longer term goals. SMART objectives are specific, measurable, actionable and timebound.

1. Design Workshops (Week 6)

Virtual kick-off to design SMART objective workshops. Determine which staff will participate in structured workshops for optimal cross-functional collaboration. Design workshops with engaging activities for buy-in and adoption by staff.

2. Deliver In-Person SMART Objective Workshops (Week 12)

Three half-day facilitated workshops (3-4 hours) with select staff and department heads using interactive exercises. Staff develop 1-year SMART objectives that operationalize Board strategic plan. Emphasis will be placed on strategic goals that require *multiple department* support for success, such as Goal #6 (Customer Care, Advocacy and Outreach).

Fourth session (2-hour virtual): Synthesize inputs from three workshops into final SMART objectives document.

Deliverable: Draft SMART objectives that support each of the 3-5 year goals. SMART goals enable Department Heads to subsequently develop detailed department workplans and individual goals that feed into PWD's performance management process.

>> OPTIONAL BROADER STAFF ENGAGEMENT (Weeks 10-12)

PWD can choose one or both of these options to provide visibility into the strategic plan for administrative and field staff beyond the department heads participating in SMART objective workshops.

OPTION 3A: Mobile Strategy Station

What: Pop-up station at corporation yard during shift changes.

When: Weeks 10-12 (2-3 days during shift changes)

How It Works: Set up table with coffee/donuts, visual one-pagers explaining the draft strategic plan, and sticky notes for input. GM or AGM may staff station for Q&A.

Purpose: Meet field staff where they are; provide visibility into strategic planning; gather input from front-line staff.

Note: Consultant develops concept and materials; PWD staff implement.

OPTION 3B: Break Room Blitz

What: Transform break rooms with strategic plan materials for 1-2 weeks

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When: Weeks 10-12

How It Works: Large visual posters showing draft strategic plan, sticky notes and markers for ongoing input, QR code to digital feedback form

Purpose: Create ongoing opportunity for administrative staff to engage with strategic plan at their convenience

Note: Consultant develops concept and materials; PWD staff implement

3. Document Development (Weeks 13-14)

Synthesize all SMART objectives. Develop two versions: (1) one-page visual summary for public and Board, (2) detailed version with SMART objectives for staff implementation tracking.

Note: Documents prepared for graphic designer treatment.

Deliverable: Draft 2026 Strategic Plan (both versions)

4. Board Presentation Prep (Week 15)

Engage department heads in preparing Board presentation for Department Heads to present to the Board.

Deliverable: Provide content for PWD staff to develop slides. Develop a detailed agenda and lead staff "dress rehearsal" via Zoom

Final Board Approval Process

In Week 15 (late April), the consultant will support the General Manager and department heads in preparing a Board presentation of the final strategic plan. The Board reviews and approves both versions of the strategic plan:

1. Summary Strategic Plan (one-page visual) for public transparency and Board reference

2. Detailed Strategic Plan (with SMART objectives) for staff implementation tracking

Upon Board approval, the strategic plan is ready to cascade into staff performance reviews (May-June) and inform the FY 2026-27 budget process (summer 2026).

Strategic Planning Proposal

December 30, 2025

Investment Summary

Phase & Deliverables	Investment
Phase 1 Board Strategic Plan Deliverable: Draft Strategic Plan	\$26,950
>>Community Engagement Options 1A. Water Ambassador Focus Group 1B. Water Ambassador Survey 2. Coffee with a Director (3 total)	\$7,150 \$4,400* \$3,575*
Phase 2 Staff SMART Objectives & Board Approval Deliverables: <ul style="list-style-type: none">• Final Detailed Strategic Plan with SMART Objectives (Staff)• Final Summary Strategic Plan (Public)	\$20,625
>>Staff Engagement Options 3A. Break Room Blitz 3B. Mobile Strategy Station	\$1200 - 4500*

* Cost range depends on Public Affairs support. Will be customized further if there is interest.

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Anticipated Travel Expenses

Travel expenses for 4 trips to Palmdale (airfare, hotel, ground transportation and reasonable living expenses) billed separately.

Phase 1: Two trips to Palmdale

- Board/staff interviews
- Workshop

Phase 2: Two trips to Palmdale

- Three half-day staff SMART objective workshops
- Board presentation to finalize strategic plan

Optional Community Engagement:

TBD - Water Ambassador in-person session (if selected)

Assumptions

- PWD provides an administrative point of contact for interview/meeting scheduling, ordering supplies for workshops and workshop room set up.
- Timeline approvals and client approvals to be provided in a timely manner to adhere to proposed timeline.
- Additional scope requested by the client outside of what is outlined above may require additional fees and agreement between PWD and consultant.

Exclusions

- Oversized printing expenses for workshop posters (if PWD is not able to print on plotter)
- Postage, handling and delivery (if posters are produced)
- Other project related expenditures (if authorized in advance by PWD).

G. Unique Qualities or Qualifications

Having designed and facilitated PWD's scoping workshop, this proposal reflects PWD's context, priorities, and collaborative culture—not a generic strategic planning template. Jennifer Liebermann Consulting brings distinctive capabilities that set this engagement apart from traditional consulting approaches.

Specialized in Transforming Organizations

My practice focuses specifically on transforming organizations building infrastructure for communities to thrive. This isn't a side specialty—it's where I've chosen to concentrate my consulting practice. Water districts, in particular, face unique challenges: balancing infrastructure investment with affordability, translating technical complexity for public understanding, and building trust while making difficult decisions.

Innovation Background Meets Implementation Discipline

My 19 years leading innovation at Kaiser Permanente created an unusual combination: the creativity and playfulness that generates breakthrough thinking, balanced with the discipline required to deliver measurable outcomes. At Kaiser, I wasn't just dreaming up futures—I was responsible for implementing large-scale transformation projects that actually had to work. This background means I bring innovation thinking to strategic planning while maintaining fierce commitment to practical implementation. Plans must be simple and accessible. Performance must be hardwired to meet clearly stated objectives. The result is strategic planning that's both aspirational and actionable.

"People Adopt Things They Shape"

This isn't just my tagline—it's the philosophy that shapes every engagement. Traditional strategic planning often fails because it treats staff and community as audiences to be informed rather than partners to be engaged. I design processes where stakeholders genuinely shape outcomes, not just provide input that gets synthesized behind closed doors. The PWD scoping workshop demonstrated this approach: Board members and staff didn't just attend—they actively co-created the framework for this RFP through structured exercises, dot voting, and collaborative dialogue. When people shape the plan, they own it. When they own it, they implement it.

Blend of Analytical Rigor and Creative Design

My background combines an MBA from UC Berkeley, design training at Stanford's d.school, and a master's in public health. I conduct rigorous strategic analysis while also designing highly visual, interactive experiences that make complex ideas accessible. This design approach shows up in every workshop—breaking down complex subjects into clear visuals, creating engaging activities that generate insights, and transforming technical content into accessible information. Strategic planning doesn't have to be dry. When it's visual and interactive, it's more effective!

Commitment to Client Success

As demonstrated in the CHWD Project 2030 case study (Section C), I proactively recommend approaches that build client capacity. The goal isn't maximizing billable hours; it's solving problems and building organizational

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capability. For PWD, this means I'll work to hardwire implementation systems that enable your team to sustain the strategic plan after the engagement ends. Success is measured by your ongoing capability, not my ongoing engagement.

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H. References

The following clients can speak to the quality of strategic planning, facilitation, and advisory services provided by Jennifer Liebermann Consulting:

Hilary Straus

General Manager

Citrus Heights Water District

Phone: (916) 872-7353

Email: hstraus@chwd.org

Relevant Projects: Strategic Planning (2025), Customer Advisory Committee Design and Facilitation (2024-2025, ongoing), Project 2030 Program Management Support (2024-2025)

Mickey Rich

Assistant General Manager

Paradise Irrigation District

Phone: (530) 815-1638

Email: mrich@paradiseirrigation.com

Relevant Projects: Customer Advisory Committee Strategic Foundation (Phase 1 completed November-December 2025)

Jenna Abbott

Executive Director

California Council for Affordable Housing

Phone: (916) 444-0286 x267

Mobile: (916) 216-9501

Email: Jabbott@californiacouncil.org

Relevant Projects: Board Strategic Vision Alignment (30-member board retreat, 2025)

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I. Accept the District's Professional Services Agreement

Jennifer Liebermann Consulting accepts the terms and conditions of Palmdale Water District's Professional Services Agreement without modification or requested changes.

I have reviewed the district's standard Professional Services Agreement and confirm that I can comply with all terms, conditions, and requirements set forth therein, including but not limited to:

- Scope of services as defined in the Agreement
- Compliance with all applicable laws, ordinances, and regulations
- Insurance and indemnification requirements
- Confidentiality and proprietary rights provisions
- Performance standards and deliverable requirements
- Compensation and payment terms
- Project timeline and schedule requirements
- All other standard terms and conditions of the Professional Services Agreement

Upon selection, I am prepared to execute the Professional Services Agreement as presented by the District without delay, enabling prompt project commencement to meet the April 2026 completion timeline.



JENNIFER LIEBERMANN

Jennifer Liebermann is a strategist and advisor to water districts and infrastructure organizations building healthy, resilient communities. She helps leaders balance investments with affordability, explain technical decisions to the public, and build community trust—whether they're managing water systems, developing affordable housing, or leading public agencies through transformation.

Jennifer specializes in strategic planning through collaborative engagement. By involving the people who will implement the strategy in shaping it, she creates plans that reflect real needs and challenges. Her approach produces plans that get implemented, not gather dust on shelves.

Jennifer spent 19 years founding and leading Kaiser Permanente's Garfield Innovation Center, leading large-scale transformation projects that combined breakthrough thinking with disciplined implementation

ORGANIZATIONS SUPPORTED

- Citrus Heights Water District
- Paradise Irrigation District
- Palmdale Water District
- California Council for Affordable Housing
- National Institute of Aging / AI Technology Collective
- US Department of Health and Human Services
- National Cancer Institute / President's Cancer Panel
- US Veterans Health Admin.
- Feeding America
- World Vision USA
- Pew Charitable Trusts
- The RWJ Foundation

CONSULTING SERVICES

Strategic Planning

Develop strategic plans that provide clear direction to guide decision making. Work with boards and staff to create 3-5 year goals with concrete priorities, then translate them into SMART objectives that organizations can integrate into their performance management and budget processes—establishing clear connection from vision to daily operations.

Master Facilitation

Design and lead workshops where boards, staff, and communities co-create solutions to complex challenges. Use highly visual, interactive methods to surface insights, build consensus, and transform competing perspectives into aligned action. Create spaces where collective wisdom emerges and stakeholders own the outcomes.

Advisory

Partner with general managers and leadership teams to strengthen organizational capacity, navigate major initiatives, and build internal capability for sustained performance. Provide strategic guidance and coaching that positions organizations for long-term success beyond the engagement.

TRAINING & EDUCATION

STANFORD D. SCHOOL DESIGN THINKING BOOT CAMP

HARVARD BUSINESS SCHOOL

KAISER PERMANENTE EXECUTIVE LEADERSHIP PROGRAM

UC BERKELEY

MBA, BUSINESS SCHOOL MPH, SCHOOL OF PUBLIC HEALTH

BRYN MAWR COLLEGE

A.B. POLITICAL SCIENCE

MEDIA

- Fast Company
- The Economist
- Harvard Business Review
- National Public Radio
- The New York Times

AWARDS

- Health Data Management, *50 most powerful women in Health IT (2018 and 2019)*
- Design Management Institute, 2017 Design Value Award

SELECTED CASES

Strategic Planning with SMART Objectives

Client: Citrus Heights Water District

Led comprehensive strategic planning process engaging board, staff, and Customer Advisory Committee to develop 3-5 year strategic goals. Facilitated three in-person staff workshops to translate board goals into actionable 1-year SMART objectives—hardwiring the strategic plan into performance management and budget processes.

Outcome: Delivered strategic plan with measurement systems that staff actively use for decision-making. Board-approved SMART objectives now cascade into department workplans and individual performance goals, ensuring the plan guides operations rather than sitting on shelves.

Aligning a 30-Member Board on Identity and Strategic Vision

Client: California Council for Affordable Housing (CCAH)

CCAH's board needed to align on organizational identity, strategic priorities, and a future vision to guide growth. Conducted board member interviews, led a full-day interactive retreat for 30 board members using highly participatory activities to surface insights, generate breakthrough thinking, and build consensus.

Outcome: Developed an organizational identity and shared strategic vision. Generated novel ideas creating the foundation for CCAH's strategic planning process.

Aligning Board and Staff for Strategic Planning

Client: Palmdale Water District

Led a strategic planning process to align Board Directors and staff on refreshing the district's Strategic Plan. Conducted board and staff interviews to understand organizational dynamics. Guided collaborative decision-making through interactive exercises to surface priorities.

Outcome: Achieved unanimous selection of a two-phase strategic planning process engaging staff, community, and developing measurement systems. Aligned Board and staff around strategic planning's distinct value to each stakeholder: transparency for constituents, policy direction for the Board, and actionable guidance for staff.



PROPOSAL

TECHNICAL PROPOSAL TO THE:
Palmdale Water District

REQUEST FOR PROPOSALS FOR A:
2026 Strategic Plan

SUBMITTED BY:
Berry, Dunn, McNeil & Parker, LLC
4722 North 24th Street Suite 480, Phoenix, AZ 85016

Seth Hedstrom, Project Principal
Berry, Dunn, McNeil & Parker, LLC
shedstrom@berrydunn.com

Maddison Powers Spencer, Project Manager
Berry, Dunn, McNeil & Parker, LLC
maddi.powers@berrydunn.com

Proposal Submitted On:
December 30, 2025, before 6:00 p.m. PST

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A. Letter of Introduction

December 30, 2025

Palmdale Water District
Attn: Dennis LaMoreaux, General Manager
2029 East Avenue Q
Palmdale, CA 93550

Dear Dennis LaMoreaux:

On behalf of Berry, Dunn, McNeil & Parker, LLC ("BerryDunn," "we," "our"), I am pleased to submit this technical proposal in response to Palmdale Water District's (the District's) request for proposals (RFP) for a Strategic Plan. Please find our fee estimate included in a separate document, as requested. We have read the District's request and reviewed its terms, conditions, and the contents presented therein, and we can meet the requirements of the proposal and the District's professional services agreement. Our proposal is a firm and irrevocable offer valid for 180 days from the submission deadline of December 30, 2025, before 6:00 p.m. PST.

As the District will learn more about in the following pages, our firm is a nationally recognized professional services firm headquartered in Portland, Maine, with 10 office locations. We are focused on **inspiring organizations to transform and innovate** and have lived our core values and preserved our reputation for excellence throughout our 51-year history. Our firm's culture is centered on a deep understanding of our clients' commitment to serving the public. We proudly tailor each of our projects to recognize the work our clients do every day. **We care about what we do, and we care about the people impacted by our work, including those at the District and in the Palmdale Water District community.**

BerryDunn's dedicated Enterprise Organizational Development (EOD) Practice has developed more than 70 strategic plans over more than three decades. Our focused EOD team is made up former local government leaders and specialized consultants who offer their clients a deep understanding of local government needs, as well as expertise in consensus-based facilitation and public-sector strategic planning. As further described in key sections of our proposal, we possess several attributes that other proposers would be troubled to match:



Complete toolbox of
stakeholder engagement
and consensus-building
techniques



Strategic planning and experience
built across the nation, with **key projects in California and the City of Palmdale**



Firsthands experience
in public-sector water
and wastewater
management



Breadth and depth of experience
in local government operations,
gained from our work as former
local government leaders and
specialized consultants

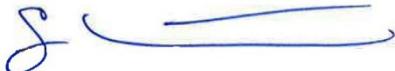


Three decades of public utility strategic planning experience to guide the District through a successful strategic planning process

We are confident that if we are chosen to partner with the District on this important initiative, the District will develop a plan that supports the transparency, direction, and guidance the District desires. We appreciate the opportunity to propose, and the time and consideration taken by the District to review our submission.

As a principal and leader in our Local Government Practice Group, I can attest to the accuracy of our materials, and I am legally authorized to bind, negotiate, make presentations on behalf of, and commit our firm and our resources. **If you have any questions regarding our proposal or updates on the evaluation process, please consider me your primary point of contact and feel free to contact me directly.**

Sincerely,



Seth Hedstrom, Project Principal

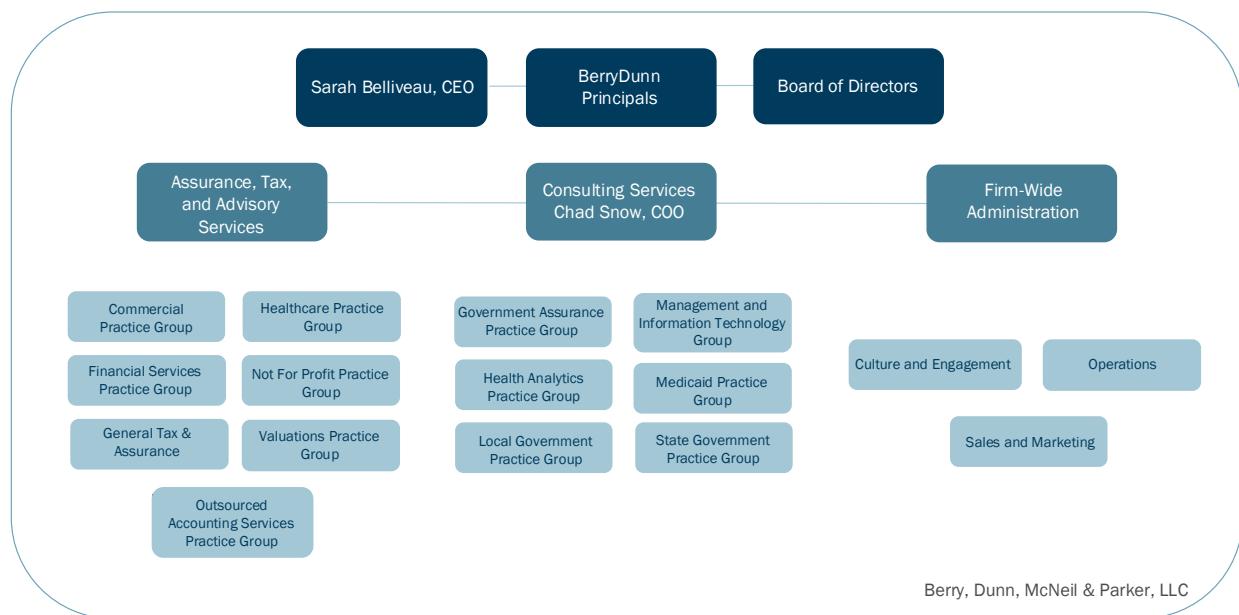
Berry, Dunn, McNeil & Parker, LLC

t: 207.541.2212 | e: shedstrom@berrydunn.com

B. Profile of Firm

BerryDunn was formed in 1974 and has 78 principals, 36 owners, and 10 office locations across the country from Maine to Hawai'i. We have experienced sustained growth throughout our **51-year history**. The firm's organizational structure is illustrated in Figure 1 below.

Figure 1: BerryDunn's Organizational Structure



We employ more than 990 staff members—including more than 400 in our Consulting Services Team. From extensive project experience for more than 900 state, local, and quasi-governmental agencies, our team brings valuable perspectives to every engagement. Additionally, our team has experience serving state and local government agencies, providing them with an in-depth understanding of government operations, staffing needs, budgetary constraints, and the business processes required to provide necessary services to the internal divisions and the constituents the District serves.

Our firm provides a full range of professional services—including organizational development, technology planning, business process improvement, cost of service and financial analysis, community services planning, and more—supporting our ability to complete the requested tasks.

With organizational development as a core tenet of our work, we are pleased to offer the following services to benefit the District:

- **Strategic planning**
- **Current environment analysis**
- **Engagement and facilitation**
- **Implementation planning and execution**
- **Measurable objective development**
- Organizational change management
- Organizational, operational, and staffing assessments
- Leadership development
- Community services planning
- Technology planning
- Business process improvement

Below, we illustrate the overall organization of BerryDunn's Local Government Practice Group. We provide unparalleled expertise and unique insights across these practices, supporting our clients in

solving some of their biggest challenges, addressing opportunities to improve and plan, and carefully considering how our projects impact the organization at the enterprise and departmental levels.



Specialized Expertise of the Enterprise Organizational Development Practice

BerryDunn's dedicated Enterprise Organizational Development (EOD) Practice offers both an intimate project experience and a national perspective to support our clients' desire to transform and innovate. We recognize how important it is that the District establishes partnership with a firm that understands that work at this level of impact requires a guided hand and a tailored approach to meet them where they are and lead them to where they want to go.

Work of this nature touches all aspects of an organization, including the District's elected officials, staff, stakeholders, community members, and visitors. As such, this initiative requires a layered approach that offers the attention, guidance, and follow-through that will support positive, sustainable, and long-term change.

Our efforts are centered on sound partnership with our clients. We guide projects at various stages and take the time to properly gauge availability and resources to help ensure our clients receive consistent, reliable, and quality service. We support a variety of organizational development initiatives, providing services that include project management, stakeholder and community engagement and analysis, strategic plan development, implementation planning, and progress monitoring, among others.

Financial Stability

Proprietary and Confidential

Berry, Dunn, McNeil & Parker, LLC, as a privately held tax, advisory and consulting firm, is not required to have audited or unaudited financial statements regarding its own financial results and operations. The financial data and exhibits presented in this section exemplify the firm's strong financial condition. Berry, Dunn, McNeil & Parker, LLC has sustained steady growth during its 51-year history.

Should the District require additional information regarding Berry, Dunn, McNeil & Parker, LLC's financial stability, you may contact Trudance Bakke, CFO, at 207.352.7597 or by email at trudi.bakke@berrydunn.com.

Below and on the following pages, Figure 2 presents Berry, Dunn, McNeil & Parker, LLC's revenue for the previous 20 fiscal years, and Figure 3 provides Berry, Dunn, McNeil & Parker, LLC's Condensed

Financial Information for the previous two fiscal years. Finally, Figure 4 presents a Letter of Good Standing from our financial institution.

Figure 2: Berry, Dunn, McNeil & Parker, LLC Yearly Revenue (in millions) Previous 20 Fiscal Years

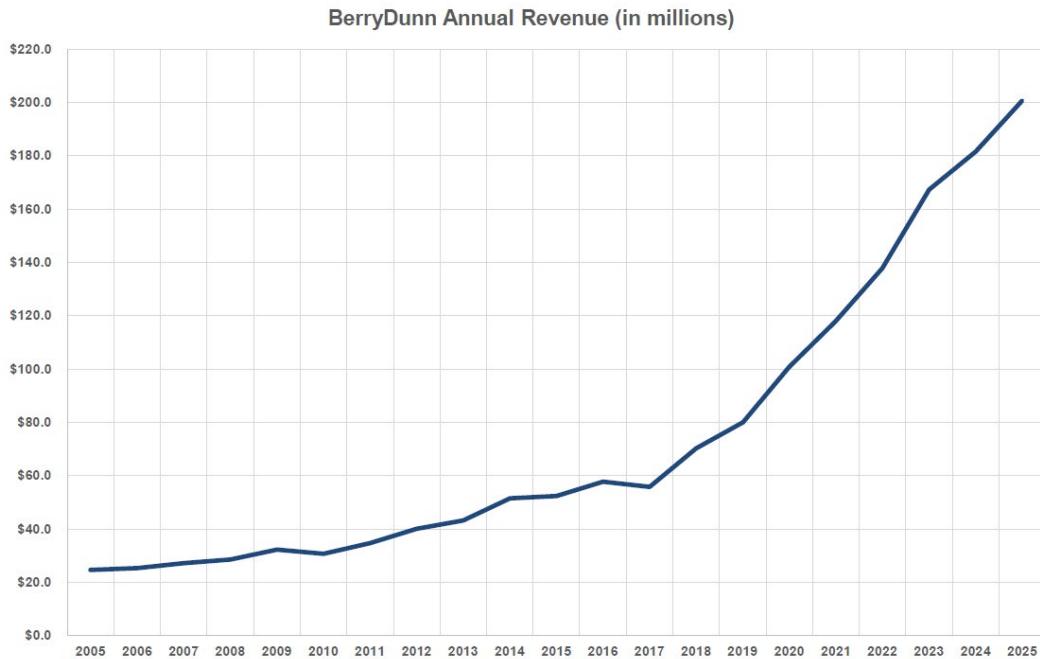


Figure 3: Condensed Financial Information for the Years Ended June 30

BerryDunn
Condensed Financial Information
As of June 30

	2025	2024
	(All numbers in thousands)	
Current assets	\$ 66,759	\$ 54,578
Long-lived assets	39,707	8,886
Total Assets	<u>106,466</u>	<u>63,464</u>
Current liabilities	88,051	42,681
Equity	18,415	20,783
Total Liabilities & Equity	<u>\$ 106,466</u>	<u>\$ 63,464</u>
Operating revenue	\$ 200,713	\$ 181,664
Salaries & benefits	149,365	141,634
Depreciation & amortization	2,222	1,896
Interest expense	1,070	740
All other operating expenses	23,801	19,814
Net Income	<u>\$ 24,255</u>	<u>\$ 17,580</u>

The above information is confidential and property to BerryDunn. Any inquiries or requests for additional information should be directed to Trudance Bakke, CFO.

Figure 4: Letter of Good Standing

<p>Matt Stringer Senior Vice President Commercial Banking</p> <p>August 28, 2025</p> <p>RE: BerryDunn 2211 Congress Street Portland, ME 04102-1995</p> <p>To Whom It May Concern:</p> <p>Berry, Dunn, McNeil & Parker, LLC (which merged with Berry, Dunn, McNeil & Parker, Inc.) along with BDMP Assurance, LLP now uses the brand name BerryDunn has a working capital line of credit with KeyBank with a current availability in the mid eight (8) figure range.</p> <p>BerryDunn (Berry, Dunn, McNeil & Parker, LLC / BDMP Assurance, LLP) is a valued customer of KeyBank, always maintaining a satisfactory loan and deposit relationship with the Bank. They have consistently demonstrated the financial capacity and credit worthiness to successfully provide accounting, tax, and business consulting services throughout the Northern New England area and beyond.</p> <p>The relationship has been excellent and BerryDunn has always met any obligations to KeyBank in a satisfactory manner without exception. In our dealings with BerryDunn we have found them to have an experienced and capable management team and to be a very professionally run company on a solid financial footing.</p> <p>BerryDunn is considered to be in good standing with KeyBank, and I would be pleased to answer any other questions that you might have.</p> <p>Sincerely, KEYBANK, N.A.</p>  <p>Matt Stringer Senior Vice President</p>	<p>KeyBank</p> <p>One Canal Plaza Portland, ME 04101 Tel: 207-874-7066 Fax: 207-874-7750 Matthew_J_Stringer@Keybank.com</p>
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Capacity and Resources

Our firm produces weekly internal Consulting Team Project Staffing Reports to understand and forecast our consultants' capacity and availability. The District's proposed team, presented in Section E, Project Staffing and Availability, was developed to provide the District with the expertise needed to customize a strategic planning process based on your unique needs, delivered by consultants with the availability to commit to the project. We will not adjust the project team without good reason and without signed acceptance from the District, and the District can expect that these project team members will remain committed, available, and assigned to perform the District's requested work effort.

Litigation History

In the past five years, BerryDunn has not had any lawsuits, litigation, claims, or settlements resulting from any type of project.

C. Qualification of the Firm

Relevant Experience

Commitment to the State

With BerryDunn, the District will be served by a firm and project team members who have **demonstrated their commitment to the State** through similar and other types of consulting engagements. Below, we share our clients in the State.



- Bay Area Air Quality Management District
- California State University, Bakersfield, Chico, Long Beach, Los Angeles, San Marcos
- California Western School of Law
- City of Alameda
- City of Belmont
- City of Camarillo
- City of Capitola
- City of Corona
- City of Coronado
- City of El Monte
- City of Fountain Valley
- City of Huntington Park
- City of Indio
- City of Irvine
- City of La Mesa
- City of Lake Elsinore
- City of Livermore
- City of Long Beach
- City of Menifee
- City of Milpitas
- City of Modesto
- City of Monterey Park
- City of Novato
- City of Oxnard
- **City of Palmdale**
- City of Pasadena
- City of Redding
- City of Redlands
- City of Redwood City
- City of Richmond
- City of San José
- City of San Leandro
- City of Santa Ana
- City of Santa Cruz
- City of Santa Maria
- City of Santa Monica
- City of Santee
- City of Simi Valley
- City of Sunnyvale
- City of Villa Park
- Claremont University Consortium
- Coachella Valley Association of Governments
- Coachella Valley Water District
- Cosumnes Community Services District
- Covered California
- Imperial County
- Jurupa Area Recreation and Park District
- Kern County
- Lake Tahoe Community College
- Mt. San Antonio College
- Oceanside Public Library
- Sacramento Municipal Utility District
- San Diego Air Pollution Control Districts
- San Luis Obispo County
- Santa Clara County
- Santa Cruz County
- Santa Monica College
- Sonoma County
- Sonoma Resource Conservation District
- South Pasadena Public Library
- Southern California Library Cooperative
- Stanford University
- Stanislaus County
- Town of Los Gatos

We also take pride in our local presence, as we have several dozen employees who reside in the State and/or have worked in State's local government landscape. We will leverage their insights, expertise, and locality when and where it will most benefit the District.

Strategic Planning

BerryDunn has been offering strategic planning services for over 30 years and has worked with a long list of local government clients. Through this experience, we have assisted a wide range of clients with various services related to those requested by the District.

Below, we provide a representative list of clients for whom our project team members have performed similar services in recent years.

- Bloomfield Township, Michigan
- City of Apopka, Florida
- City of Beaverton, Oregon
- City of Blue Springs, Missouri
- City of Capitola, California
- City of Colorado Springs, Colorado
- City of Cooper City, Florida
- City of Creswell, Oregon
- City of Edgewater, Colorado
- City of Ennis, Texas
- City of Evans, Colorado
- City of Foley, Alabama
- City of Gresham, Oregon
- City of Groveland, Florida
- City of Homestead, Florida
- City of Indio, California
- City of Janesville, Wisconsin
- City of Lauderhill, Florida
- City of Margate, Florida
- City of Maryland Heights, Missouri
- City of Menifee, California
- City of Milton, Georgia
- City of New Braunfels, Texas
- City of Peoria, Illinois
- City of Port Arthur, Texas
- City of Redlands, California
- City of Santa Monica, California
- City of St. Charles, Illinois
- City of Washougal, Washington
- City of Waukesha, Wisconsin
- City of Wausau, Wisconsin
- City of Westminster, Colorado
- Cumberland County, Pennsylvania
- DuPage County, Illinois
- Erie Housing Authority, Pennsylvania
- Jefferson County, Washington
- Kane County, Illinois
- Lake County, Illinois
- Lancaster County, Nebraska
- Lane County, Oregon
- Marquette County, Michigan
- Onslow County, North Carolina
- Orange County, North Carolina
- Pitt County, North Carolina
- Santa Clara County, California
- St. Johns County, Florida
- Tompkins County, New York
- Town of Chelmsford, Massachusetts
- Town of Holliston, Massachusetts
- Vancouver Housing Authority, Washington
- Vallejo Flood and Wastewater District, California
- Village of Northbrook, Illinois
- Washington County, Minnesota
- Weld County, Colorado

Project Descriptions

Due to our extensive client list, we have included project descriptions only for our referenced clients. The District will find reference contact information included in Section H, References.

City of Indio | Strategic Planning Services

Total project cost: \$45,400

Project timeline: February 2025 – July 2025

Known as the “City of Festivals,” Indio serves as the cultural cornerstone of the Coachella Valley and has experienced significant population growth and economic activity in recent years. With its internally developed 2022 – 2024 plan ending, the City sought an external partner to help align stakeholders

around a unified, five-year vision for the future. Our team facilitated a collaborative planning process to identify long-term priorities, establish actionable objectives, and create a framework for reporting progress to the City Council. We also supported City departments in aligning with citywide goals and key performance indicators. The planning effort was rooted in robust community engagement, with input from over 800 direct participants and outreach to almost 1,500. Internal and external activities included a customized Social Pinpoint site, focus groups, community forums with over 100 attendees, pop-up events, one-on-one interviews, and an employee survey. The resulting strategic plan includes revised mission, vision, and values statements and centers on six focus areas—such as economic opportunity, public safety, and organizational excellence—with measurable success metrics to promote transparency, accountability, and continuous improvement.

BerryDunn completed 100% of the work effort related to the strategic planning project and did not partner with a subcontractor for this project other than for design assistance services. We adhered to the schedule and budget for this project.

[City of Menifee, California | Strategic Planning Services](#)

Total project cost: \$64,900

Project timeline: August 2022 – March 2023

BerryDunn assisted the City of Menifee in developing a long-term strategic visioning effort that established a set of priorities and objectives for its next five years, informed the development of departmental work plans, and provided implementation guidance. Our approach focused on engaging and analyzing the City's internal organization and larger, external community through interviews, research, and community forums. Through these efforts and in partnership with key stakeholders, we developed a strategic plan and performance monitoring guidance. The City is currently implementing their plan and providing periodic updates on the City website to promote trust and transparency in the planning process.

BerryDunn completed 100% of the work effort related to the strategic planning project and did not partner with a subcontractor for this project other than for design assistance services. We adhered to the schedule and budget for this project.

[Coachella Valley Water District, California | Enterprise Resource Planning Project Management Services](#)

Total project cost: \$1,753,440

Project timeline: September 2024 – Present

Formed in 1918 to protect and conserve local water sources, the District has evolved into a multifaceted agency that delivers drinking water, repurposes wastewater, provides regional storm water protection, replenishes the groundwater basin, and promotes water conservation. The District selected BerryDunn for a multiyear contract to provide project management oversight for the implementation of new ERP and UB/CIS software systems. The District's goal is to better automate workflows and replace outdated, manual processes to improve efficiency and service delivery. Our team is providing wide-ranging support including organizational change management, assisting the District in crafting its project vision and goals, validating system requirements, and managing stakeholders and resources.

BerryDunn is completing 100% of this work effort and did not partner with a subcontractor for this project. We are adhering to the schedule and budget for this project.

Santa Clara County, California | Consumer Environmental Protection Agency Strategic Plan

Total project cost: \$19,960

Project timeline: November 2023 – August 2024

BerryDunn was selected by the Santa Clara County Consumer and Environmental Protection Agency (CEPA) to provide strategic planning services aimed at unifying its 130 staff members and diverse programs under a common direction. CEPA, a young agency that had faced several reorganizations and post-COVID-19 challenges, sought to clarify how its various functions contribute to its overall mission. Our team began by conducting a thorough review of existing documents and data, followed by interviews with leadership and staff. Next, we facilitated a full-day strategic planning retreat, during which we helped develop content defining CEPA's long-term vision, mission, values, measurable outcomes, and implementation steps. The resulting Strategic Plan furthers CEPA's efforts to protect the health of the County's residents and environment by establishing four goals: outreach and engagement; organizational excellence; healthy and safe community; and modernization.

BerryDunn completed 100% of this work effort and did not partner with a subcontractor for this project. We adhered to the schedule and budget for this project.

D. Project Understanding

The Palmdale Water District is a distinguished public water agency serving the Antelope Valley region of northeastern Los Angeles County. Established in 1918 as the Palmdale Irrigation District and renamed in 1973, the District has evolved from supplying agricultural irrigation to providing high-quality municipal water across a 187-square-mile service area. As an independent special district governed by a five-member Board of Directors, the District operates an extensive infrastructure including over 403 miles of pipeline, 24 active water wells, 14 booster stations, and a 35-million-gallon-per-day water treatment plant. The District's water sources include imported water from the State Water Project, local groundwater, and surface water from Littlerock Dam and Reservoir. The District serves a population that is expected to more than double over the next 25 years.

The District seeks to update its 2022 Strategic Plan through a thorough planning process that balances proactive vision with practical execution. By initiating this project, the District is working to establish and maintain clear policy direction for the Board when setting priorities and allocating resources, provide staff with actionable guidance and shared performance expectations, and offer transparency about organizational direction and commitments. The process will develop a 3- to 5-year strategic plan with 1-year SMART (Specific, Measurable, Actionable, Relevant, Time-bound) objectives, incorporating input from the Board, staff, and the community through two Board workshops and targeted engagement efforts. The District desires a clear and implementable plan that serves as a regular reference tool, including a summary version for public transparency, as well as a detailed version for staff to track achievement and drive results.

BerryDunn is excited at the prospect of working with the District on this important strategic planning initiative. Our firm has a breadth and depth of in-house expertise, including strategic planning review, updating, and development; organizational assessment; public and staff engagement; and the development of SMART goals and implementation plans. For 51 years, we have worked with state, county, and local public agencies and special service districts spanning the District's complex and dynamic service areas and needs. **We combine proven methodologies with a customized approach to deliver an engaging review and planning process and the priority-informed, dynamic, actionable strategic vision the District is looking for.** Over the course of 30 years and nearly 80 strategic plan development projects, we have perfected our process—which will help ensure the project remains on time and on budget, progresses at a healthy pace, and generates momentum throughout the work effort.

The District will learn more about our procedural and technical approach in Section F, Work Plan; and more about our unique qualifications and familiarity with similar projects in Section G, Unique Qualities or Qualifications, and Section C, Qualification of the Firm.

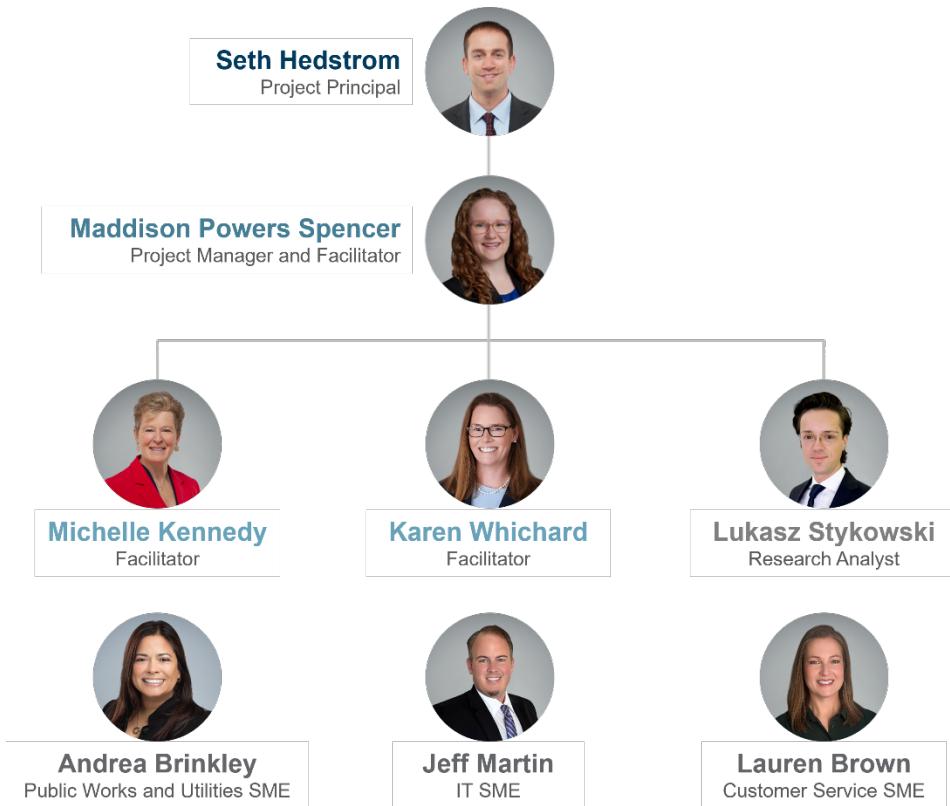
E. Project Staffing and Availability

Organizational Structure

At BerryDunn, we believe in the synergy that accompanies a team approach. That said, we have carefully assembled a project team with unique and specialized qualifications that coincide with the needs and desired outcomes of the District. Again, **these project team members will remain committed, available, and assigned to perform the District's requested work effort.**

Figure 5 describes the organizational structure of our project team, followed by a listing of project staff. It should be noted we do not intend to subcontract any portion of the District's desired scope of work.

Figure 5: Project Team Organizational Structure



Roles, Responsibilities, and Qualifications

On the following pages, we list our project team members' experience, qualifications, and expertise as they relate to projects of this nature and work with comparable local government clients. Our project team members' full resumes can be found in **Appendix A** for further review.



Seth Hedstrom, PMP®, LSSGB

Project Principal | Location: Portland, ME

Seth is a principal and the leader of our Local Government Practice Group. He brings extensive experience in project management. He has served as project principal on nearly

all BerryDunn's organizational development projects and has managed more than 75 enterprise process and technology planning projects over the course of 15 years with BerryDunn. Seth has led our clients through many of the complex decision points and issue-resolution processes typical of large-scale planning and improvement projects and facilitated effective change. His experience includes providing oversight of strategic planning projects, assessing and documenting current environments, benchmarking with similar organizations, introducing industry best practices, developing recommendations, conducting organizational and operational assessments, and implementing and operationalizing plans and outcomes.

As the **project principal**, Seth will maintain overall responsibility for the services provided to the District, help ensure the commitment of our firm and appropriate resource allocation, and review and approve all deliverables in accordance with our quality assurance processes.



Maddison Powers Spencer, MPA

Project Manager and Facilitator | Location: Phoenix, AZ

Maddison is a senior consultant in our Local Government Practice Group. She leverages her firsthand public-sector experience as an assistant to the city manager to support clients and drive successful projects. Certified in the Institute of Cultural Affairs (ICA) Technology of Participation® (ToP®) facilitation methodology, she is adept at leading community and employee engagement efforts and synthesizing outcomes to enhance client results. Maddison's strong communication, leadership, and project management skills complement her ability to conduct current environment assessments, analyze data, and organize and facilitate groups. She has assisted with the development of almost 40 local government strategic plans.

As the **project manager and facilitator**, Maddison will serve as the District's primary point of contact, leading day-to-day project management, staff oversight, and the development of the Project Work Plan and Schedule. She will guide the analysis and development of deliverables; design and support strategic planning workshops, interviews, community forums, and pop-up events, and meetings-in-a-box; provide subject matter expertise; and present findings and the Final Palmdale Water District Strategic Plan.



Michelle Kennedy, Prosci® CCP, ODCC

Facilitator | Location: Remote

Michelle is a senior manager in our Local Government Practice Group and has more than 30 years of government-sector management and consulting experience. She is an expert in organizational development, including strategic and business planning, leadership development and executive coaching, organizational assessments, organizational change management, program evaluation, business process improvement, and performance measurement. Michelle has provided consulting services and project leadership for state and local government agencies throughout the United States. She is a strong facilitator and is certified in several related areas including in the ICA ToP® facilitation methodology, a key component of our strategic planning approach. In total, Michelle has facilitated the development and writing of strategic plans for more than 70 public-sector organizations and provided leadership for several that have been recognized in the industry for strategic planning excellence.



Karen Whichard, MPA, Prosci® CCP

Facilitator | Location: Remote

Karen is a manager in our Local Government Practice Group and a seasoned public-sector leader with 19 years of experience in both small and large local governments. As a member of the City of Charlotte, North Carolina's Strategy & Budget Department, she provided oversight for operating and capital budgets for functions including housing and neighborhoods, code enforcement, solid waste collections, and the City's water/sewer utility. This work included analyzing budgets and personnel requests for appropriate staffing levels, assessing departmental efficiency and effectiveness, evaluating capital needs, benchmarking city services, and ensuring rates and fees were set to meet cost recovery targets. As assistant town manager for the Town of Davidson, North Carolina, she managed the Town's \$14 million public facilities project, as well as \$17 million in general obligation bond projects for parks, greenways, and transportation. Part of this work led to the Town's first AAA bond rating. At BerryDunn, Karen has led organizational assessments and strategic planning efforts for clients throughout the United States.

As the **facilitators**, Michelle and Karen will collaborate with our proposed project manager on the facilitation approach; participate in leadership meetings; help prepare for and facilitate strategic planning workshops, interviews, community forums, pop-up events, and meetings-in-a-box; and contribute to deliverable development.



Lukasz Stykowski, MPP, LSSGB

Research Analyst | Location: Remote

Lukasz is a consultant in our Local Government Practice Group and has a background in government services consulting, management analysis, and budget outreach. He brings firsthand public-sector experience through previous roles with three different cities, which allows him to better understand the needs of our clients.

As the **research analyst**, Lukasz will document engagement and strategic planning outcomes, assess the District's current environment, analyze existing data, and research best practices and industry standards.

Additional Resources

As mentioned, the subject matter experts (SMEs) introduced below and on the following page are only representative of our broader pool of more than 400 consulting resources. This pool is composed of highly specialized and skilled public-sector consulting professionals whose expertise can be leveraged and support can be drawn upon as needed during the District's strategic planning project. These SMEs will provide their perspective and expertise throughout the District's project.



Andrea Brinkley, MPA, PMP® | Public Works and Utilities SME | Location: Remote

Andrea Brinkley is a senior consultant in BerryDunn's Local Government Practice Group. She has 24 years of municipal government experience that includes leadership roles in leading public water and wastewater operations, capital improvement program execution, and public works. She has extensive experience in operational and capital improvement budgets, staff training, project management, analysis of service delivery, operational assessment, engagement with local government communities, and leading a diverse staff with a collaborative and participatory

approach. She is familiar with the Effective Utility Management framework and is a member of the American Water Works Association (AWWA) and American Public Works Association (APWA).



Jeff Martin, PMP®, CGCIO, CBCP, CCRP | IT SME | Location: Remote

Jeff Martin is a senior consultant in BerryDunn's Local Government Practice Group who uses his background as a former local government IT director and cybersecurity consultant to help our clients solve their biggest challenges and modernize technology strategies.



Lauren Brown, MPA | Customer Service SME | Location: Remote

Lauren Brown is a senior consultant in BerryDunn's Local Government Practice Group with over 12 years of experience in municipal consulting. As co-founder of a utility consulting firm, she has led dozens of complex software system implementations, software integrations, and organizational change initiatives. Lauren excels in project management, process optimization, and strategic planning to help clients improve service delivery. Lauren is passionate about resource conservation, bringing a problem-solving mindset to every engagement, and driving sustainable solutions.

F. Work Plan

Approach

Approach and Guiding Methodologies

Our project team will engage the District's various stakeholders in ways that will maximize creativity and innovation and inspire collaboration and consensus for achieving its vision, including, as appropriate, the District Board, executive leadership, the District's project management team (PMT), staff, and the public and community.

It is our goal to help the District develop a strategic plan that can reasonably be implemented with support and commitment from these stakeholders and others. A strategic plan is a living document that remains applicable, helps to navigate in times of organizational changes, and defines the organization's reason for being. It establishes a clear and compelling vision; sets measurable objectives and lays out the desired impact on and value added to entire communities—residents, business, employees, and other stakeholders; helps set a direction and focus; and assists in aligning resources to accomplish strategic objectives.

Having a clear, concrete strategic direction will help keep the District on track and focused on what is important when challenges, setbacks, and unanticipated events occur. It also helps ensure decisions, policies, plans, programs, and processes are designed through the lenses of stewardship of resources and collective impact.

Achieving Consensus and Quickly Moving Groups to Action

We will design and conduct a well-facilitated strategic planning process that uses data and personal knowledge to assess the District's environment. Our project team will use the ICA ToP® facilitation methodology to help ensure the District's strategic planning sessions are highly collaborative and inclusive of all stakeholders.

The ToP® methodology emphasizes structured participation that pulls information into the group's thinking process and creates a clear intention, helping members of the group align with one another and reach consensus. Structured participation encourages the values shown in Figure 6 below.

Figure 6: Values Encouraged by Structured Participation as Defined by the ICA ToP® Facilitation Methodology



The North Star Vision

An organization's North Star Vision serves as a unifying focal point for long-term achievement. It must be clear enough for stakeholders to know what they are working toward and how to get there. Stakeholders must see their role in this vision and believe in the organization's dream, as they will play a vital role in executing on it.



Encouraging Crossing Boundaries and Strengthening Interdependencies

Strategies are themes for action, and successful strategies will often cross organizational and community boundaries and appeal to several environmental factors. We will help stakeholders recognize these interrelationships and critical interdependencies, identifying how they align with overall strategic goals.

Applying Effective Tools

Another key to success is aligning financial resources of the organization with strategic priorities. When groups have difficulty agreeing on priorities or selecting just a few to focus on, we use a cost-benefit scoring sheet that helps the group score the impacts, risks, level of difficulty, and effort for each strategy or objective to determine the ones to prioritize. We can customize this tool for use with the District if the group is having difficulty achieving consensus.

Developing Clear and Compelling Plans That Articulate a Business Case

We will write strategic goals, initiatives, and actions in a common language to evoke a clear picture of success to serve as a useful tool for the District's decision-making. Our project team has facilitated clear, compelling strategic plans for 70 public-sector entities and system-level plans involving multiple levels of government, jurisdictions, and agencies. Our clients use these plans to drive budget decisions, execute strategies, and publish the results to communicate with stakeholders and the public.

Effectively Engaging Participants

We will utilize several strategies to effectively engage and collect data and information from the public, including conducting interviews, facilitating surveys, optionally creating an interactive project landing and engagement website via Social Pinpoint, and optionally facilitating and providing materials for community forums and meetings.

Social Pinpoint is a customizable community engagement platform that is used to inform stakeholders of project goals, objectives, and progress, and to provide opportunities to interact and gather information. This tool has several features that we use frequently and as needed throughout strategic planning projects, such as forums, mapping, an ideas wall, and surveys. **Social Pinpoint is mobile-friendly and can be translated into multiple languages, making it easy for the majority of the District residents to participate.**

With this tool, we will easily be able to set up a landing page and sub-pages for the District to capture the culture of the stakeholders it serves, providing opportunities for participants to contribute to the District's mission, values, vision, and strategic priorities. We will also be able to track analytics and progress in real-time, promote participation, and set up email notifications to help ensure that, even in a remote environment, effective strategic planning and community engagement activities can take place.

Work Plan

BerryDunn strives to be flexible when it comes to development and execution of an effective work plan. We understand that no two projects are exactly alike and believe that **one of the primary reasons we have been successful with similar projects is our willingness to be flexible in adapting to our clients' unique needs.**

Figure 7 presents an overview of our work plan intended to achieve the District's goals and objectives for this important initiative, including our proposed project schedule for the District's requested work effort. We have designed this plan to meet the District's expectations for the plan to be approved and adopted in

April 2026. Again, we are happy to adjust the schedule below to best accommodate the District's needs, as appropriate. Our proposed work plan is described in full detail below and on the following pages.

Figure 7: Work Plan Overview



Phase 0: Project Initiation and Management

0.1 Prepare for and conduct an initial virtual project planning meeting. Upon conducting background research to gain more familiarity with the District, we will conduct initial project planning with the District's project management team (PMT) to identify project milestones and expectations for stakeholder engagement in the strategic planning process. We will introduce key team members, clarify project goals and objectives, identify known project constraints, and refine dates and/or tasks, as appropriate. We will discuss our approach for managing communications between BerryDunn and the District, as well as our approach to scope, risk, and resource management. We will also review possible formats for the Final Palmdale Water District Strategic Plan. These discussions will help us to refine our currently proposed Project Work Plan and Schedule.

0.2 Request and compile documents and data. We will request and compile documentation and data to help us better understand the current environment and inform engagement activities.

Examples include:

- Key performance metric data
- Past strategic plans and associated material, including the District's current 2022 Strategic Plan
- Other existing planning and policy documents, organizational charts, staffing, and budgeting details
- Data from previous community and stakeholder engagement efforts that are relevant to development of the Final Palmdale Water District Strategic Plan
- Program descriptions and data
- Past internal and external assessments and surveys
- Previous surveys of District stakeholders and staff
- Demographic, economic, and community data and forecasted trends from the U.S. Census Bureau, the U.S. Bureau of Labor Statistics, American Community Survey, U.S. Department of Education, Centers for Disease Control and Prevention, the Opportunity Index, and other state and local data sources

Once provided, we will review the documentation and data to help us produce an Environmental Scan and Strategic Analysis that will inform engagement activities.

0.3 Develop a Project Work Plan Schedule. Based on the information gathered from our initial project planning meeting and document and data review activities, as well as from those details enclosed in this proposal, we will develop the Project Work Plan and Schedule, which will outline the tasks and timelines for the strategic planning process. The Project Work Plan and Schedule will also include agreed-upon procedures between BerryDunn and the District related to project control, including quality management and deliverable submission/acceptance management. After providing draft versions of these materials in advance, we will facilitate a video conference with the District's PMT to review the drafts and solicit feedback. This video conference will introduce the District's PMT to our document review process and provide an opportunity for the District to share input on a critical step in the process. We will incorporate the District's feedback and finalize the documentation before distributing it in final form.

 **Deliverable 1: Project Work Plan and Schedule**

0.4 Conduct Biweekly Project Status Meetings. Our project manager, Maddison Powers Spencer, will conduct Biweekly Project Status Meetings with the District's project manager on an ongoing basis throughout the strategic planning process. We will use these meetings to describe the activities and accomplishments for the reporting period; plans for the upcoming month; risks or issues encountered during the reporting period; and anticipated problems that might impact project deliverables. We will also use these meetings to highlight any work products and approaches that will contribute to deliverable development.

 **Deliverable 2: Biweekly Project Status Meetings**



Phase 1: Initial Intake

1

1.1 Develop interview guides and questions. We will create interview guides for Board and executive interviews, focusing on assessing the District's current state, strategic readiness assessment for the planning process, and barriers to successful strategic planning. We understand the importance of asking the right questions and, as a result, will meet with the District to review the draft questions and incorporate feedback before finalizing the interview questions.

1.2 Review and analyze District-provided documents and data. We will review and analyze the documents and data requested in Task 1.2. This will be used to help us produce an Environmental Scan and Strategic Analysis that will inform ongoing planning activities.

1.3 Conduct interviews with District Board members and executive leadership. We will conduct individual interviews with the District's Board and executive leadership to thoroughly review and assess services and the needs of the community. These interviews will be guided by previously developed questions and protocols, and they will help ensure alignment and cohesion for the District's strategic direction. They will also help generate excitement, promote consensus and buy-in, and encourage participation and involvement in the process.

1.4 Develop the meeting design and agenda for strategic planning workshop 1. We will design and develop the agenda for strategic planning session 1. This in-person session will focus on building consensus and updating/refining the District's vision, mission, and values. It will also develop strategic goals and three- to five-year strategic priorities.

1.5 Synthesize information gathered and develop an Environmental Scan and Strategic Analysis. We will synthesize information gathered through quantitative and qualitative research, document and data review, and leadership interviews to develop an Environmental Scan and Strategic Analysis. The format will be a highly visual and compelling slide deck and will be used to inform the upcoming community forums and strategic planning sessions.

1.6 Present draft planning session agenda and Environmental Scan and Strategic Analysis. We will utilize a Biweekly Project Status Meeting to review the meeting design and agenda for the upcoming strategic planning session with the District's PMT before updating it to final. We will also present the Environmental Scan and Strategic Analysis, providing an overview of the District's current environment; a detailed strengths, weaknesses, opportunities, and challenges (SWOC) analysis; and discovery outcomes. We will solicit input from the District's PMT to gain consensus before incorporating input.

 **Deliverable 3: Environmental Scan and Strategic Analysis**

1.7 Facilitate strategic planning workshop 1. This one- to one-and-a-half-day workshop will focus on updating/refining the District's vision, mission, and values. It will also develop strategic goals and three- to five-year strategic priorities. This session will be guided by the previously developed meeting design and agenda, as well as the Environmental Scan and Strategic Analysis. We will use the ICA ToP® facilitation methodology, designed to produce group consensus, to address and resolve any conflicting values or visions. We will document the outcomes of this session to review with the District's PMT and plan for next steps.

1.8 Develop and present the Initial Palmdale Water District Strategic Plan Draft. We will develop the Initial District Strategic Plan Draft in an agreed-upon format for the final document. This plan document will include an executive summary, as well as a detailed plan that identifies the District's shared vision, mission, values, and strategic goals and priorities. We will review this draft with the District PMT and prepare a presentation to present the Initial District Strategic Plan Draft to District leadership in a work session. This will serve as an opportunity for District leadership to provide feedback and make any final changes.

 **Deliverable 4: Initial Palmdale Water District Strategic Plan Draft**

OPTIONAL 1.9 Develop the District's Social Pinpoint site. We will use tools and technology that will help to encourage collaboration with the District and its stakeholders. One of these tools, a virtual engagement platform called Social Pinpoint, can be customized to encourage community engagement in the strategic planning process and to gain broad stakeholder input that will be used to inform development of the Final Palmdale Water District Strategic Plan. We will work in collaboration with the District to help ensure its landing page is built thoughtfully and speaks to its culture. Additionally, within this landing page, District stakeholders will have access to an idea wall and other engagement tools that will help gather information related to the District's current environment and the community's desired vision for the District's future.

OPTIONAL 1.10 Develop and administer engagement activities. We will develop one in-person public community workshop/community forum, as well as pop-up engagement activities similar to the "Coffee with a Director" to gain the insight of external stakeholders. Using information gathered to date and the ICA ToP® facilitation methodology, we will design the community forum to educate, inform, and engage all participants in developing a vision for the District. We will use the Environmental Scan and Strategic Analysis to educate the community about the current environment of the District. We will review this engagement plan and incorporate feedback before conducting these engagement activities.

OPTIONAL 1.11 Develop meeting-in-a-box materials. We will develop and provide materials for self-facilitated groups to review the strategic plan and provide documented feedback. We will summarize and present the outcomes of these reviews.

OPTIONAL 1.12 Develop and conduct a staff survey. We will develop and conduct a staff survey to refine the initial strategic plan. This survey will gather information about data, outcomes, and initial elements for the SMART objectives.

OPTIONAL 1.13 Develop and conduct staff review sessions. We will develop and conduct up to three staff sessions to solicit feedback on and refine the Initial Palmdale Water District Strategic Plan Draft.

OPTIONAL 1.14 Develop and administer a customer survey. We will create survey questions tailored to the District's customers, focusing on assessing customers' current experiences. We understand the importance of asking the right questions and, as a result, will meet with the District's PMT to review the draft questions and incorporate feedback before finalizing the survey for administration.

OPTIONAL 1.15 Develop and conduct an engagement workshop with the District's Water Ambassador graduates. This workshop is designed to foster meaningful dialogue and collaboration among the District's Water Ambassador alumni. The session will serve as a dynamic platform for graduates to share insights. Through interactive activities and facilitated discussions, participants will give their thoughts about the future of the District.

1.16 Summarize and present engagement data. We will collect, review, analyze, and summarize outcomes from engagement activities, and update the Environmental Scan and Strategic Analysis accordingly. As part of a Biweekly Project Status Meeting, we will present and review these outcomes with the District's PMT. We will incorporate their input before updating the Environmental Scan and Strategic Analysis to final.

Deliverable 5: Updated Environmental Scan and Strategic Analysis

Phase 2: SMART Objectives

2

2.1 Update the Initial Palmdale Water District Strategic Plan Draft. We will update the Initial Palmdale Water District Strategic Plan Draft based on public engagement and feedback. We will review this updated version with the District's PMT in a Biweekly Project Status Meeting before updating.

2.2 Design agendas for virtual review meetings. We will design agendas for virtual meetings used to review and refine previous work and create 1-year SMART objectives. Meetings will be determined by the strategic priorities and designed with the District's PMT and executive leadership team. The survey will be used to design the agendas. We will review the agendas with the District's PMT and incorporate input before updating to final.

2.3 Conduct SMART objectives workshops. We will conduct the previously planned-for SMART objective workshops to plan objectives that will help with performance evaluations and the outcomes of the strategic plan. The objectives will be quantifiable in terms of actual progress made toward meeting the objectives and appropriate as it relates to the District's size, operations, management, and systems. We will document outcomes, as well as a process and schedule for progress reporting and performance evaluation to help ensure effective tracking and monitoring.

2.4 Update the Initial Palmdale Water District Strategic Plan Draft and develop the Final Palmdale Water District Strategic Plan. After reviewing the Initial Palmdale Water District Strategic Plan Draft with District leadership, we will incorporate requested edits and develop a graphically designed, Final Palmdale Water District Strategic Plan for final approval and adoption. In addition to the content described in Task 1.8, the final document will include a description of the strategic plan development process and the plan for progress monitoring and reporting. We will review the document with the District PMT at a Biweekly Project Status Meeting and incorporate input before updating to final.

Deliverable 6: Updated Palmdale Water District Strategic Plan Draft

Phase 3: Review and Adopt the Strategic Plan

3.1 Prepare Strategic Plan presentation. We will prepare a presentation to facilitate and present the Updated Palmdale Water District Strategic Plan to the Board.

3.2 Present the Updated Palmdale Water District Strategic Plan Draft. We will present the Updated Palmdale Water District Strategic Plan Draft to the District Board in a work session. We will incorporate Board input and comments following the work session.

3.3 Prepare Final Palmdale Water District Strategic Plan formats. We will design two formats for the Final Palmdale Water District Strategic Plan. One will be the Detailed Strategic Plan, designed for staff, and the second will be the Summary Strategic Plan, designed for the public. The latter will consist of a one-page "Plan at a Glance" document that will serve as a standalone high-level summary of the Strategic Plan. The "Plan at a Glance" will follow the design and branding of the full Strategic Plan and include mission and vision statements; values; strategic goals and priorities; and, optionally, a link to the website where the full Final Palmdale Water District Strategic Plan can be reviewed or downloaded.

3.4 Present the Final Palmdale Water District Strategic Plan and formats. We will present the Final Palmdale Water District Strategic Plan to the District Board for final adoption.

3.5 Develop and finalize the implementation plan template. We will develop an Implementation Plan template that will identify resources, partners, department and division leads, anticipated timelines, interdependencies, actions, and other information to help enable the plan implementation and progress reporting process. This template will be customized to the District's needs and will serve as a tool to delegate responsibilities, track progress, and assist in the overall longevity and sustainability of the Final Palmdale Water District Strategic Plan. Using the template, we will facilitate the District's leadership and staff in developing a completed implementation plan that they fully own and are ready to execute.

➔ Deliverable 7: Final Palmdale Water District Strategic Plan

3.6 Conduct project closeout activities. Once the strategic planning effort is complete, we will perform closeout activities, including providing the District with documentation developed and collected during the process, and conducting lessons learned and knowledge-sharing activities. Conducting this task will equip the District with the tools needed to continue to progress toward its vision and to successfully implement its plan, even after the project is complete.

G. Unique Qualities or Qualifications

BerryDunn is uniquely qualified to deliver on the District's project, and we possess several attributes that other proposers would be troubled to match:



Our project team is made up of expert facilitators. As former local government leaders and specialized consultants addressing the full span of state and local government needs, we are more than equipped to apply our processes to facilitate iterative discussion and generate consensus among the District's varied partners and participants.



With more than 60 clients in the State of California, including the City of Palmdale, with BerryDunn the District will be served by a firm and project team members who have demonstrated their **commitment to the State and region** through similar and other types of consulting engagements.



We offer a deep bench strength and specialized experience to address the District's needs. We have more than 400 consultants with deep expertise in state and local government operations, gained from experience as former local government leaders and specialized public-sector consultants. Their experience will be drawn upon and leveraged for the District's benefit.



Our team brings firsthand experience in public-sector water and wastewater management, as well as extensive experience working with and facilitating strategic plans for utility services and special districts. We pair our expertise in strategic planning with a deep understanding of the District's unique needs and challenges.



Our more than 30 years of experience and proven methodologies provide the solid foundation and dexterity needed to **deliver a planning process tailored to the District's unique needs.** With BerryDunn, the District can expect localized, "white glove" service from a firm with regional, national, and industry perspectives.

H. References

The greatest testament of our high-quality work is the expressed satisfaction shared by our clients. Below, we provide contact information for several recent projects for the District's consideration. These clients can speak well about the quality and satisfaction we deliver on comparable engagements. The District will find project descriptions for these clients included in Section C, Qualification of the Firm.

City of Indio, California | Strategic Planning Services

Jonathan Nicks, Assistant City Manager
100 Civic Center Mall
Indio, California 92201
760.391.4089 | jnicks@indio.org

City of Menifee, California | Strategic Planning Services

Rebekah Kramer, Deputy City Manager
29844 Haun Road
Menifee, California 92586
951.723.3765 | rkramer@cityofmenifee.us

Coachella Valley Water District, California | Enterprise Resource Planning Project Management Services

Sami Lopez, Controller
75515 Hovli Lane East
Palm Desert, California 92211
760.398.2661 | samantha.lopez@cvwd.org

Santa Clara County, California | Consumer Environmental Protection Agency Strategic Plan

Edgar Nolasco, CEPA Director
150 West Tasman Drive, Suite 1
San José, California 95134
408.748.6638 | edgar.nolasco@cep.sccgov.org

I. Accept the District's Professional Services Agreement

We have read the District's request and reviewed its terms, conditions, and the contents presented therein, and we can meet the requirements of the proposal and the District's professional services agreement.



Conference/Training Request

Event Name/Date(s):

2026 Nevada WaterReuse Annual Symposium / February 2, 2026 / Las Vegas

REQUESTED BY:

First Name

Last Name

Date

ACCOMMODATION INFORMATION (If applicable)

Rooms and rates are subject to availability. Complete and submit this form as soon as possible as reservation blocks at host hotels book quickly. In the event that the host hotel is full, every effort will be made to secure a room at the nearest hotel within comparable rates.

Arrival Date

Departure Date

No. of Guests

Room Type

 Single/King Bed

Dietary Restrictions?

If yes, please provide specifics in additional info. box

 Yes No

Smoking Room?

 Yes No**Flight Needed?**

If yes, please provide DL# and D.O.B. in additional info. box

 Yes No

Flight Numbers

Departure/Return Times

ADDITIONAL INFORMATION/REQUESTS

Supervisor Approval (If applicable)

Processed By:

2026 Nevada WaterReuse Annual Symposium

Program

SAVE THE DATE!

Scan the QR code or visit the link below to register today:

<https://tinyurl.com/967tt4z5>

SCAN ME



Monday, February 2, 2026, Tuscany Suites & Casino, Las Vegas, Nevada

8:00am - 9:00am

Attendee Check-in & Breakfast

9:00am - 10:30am

Session 1 Welcome and Keynote Address

Moderator Dr. Deena Hannoun

Welcome – Host Committee Representative & MC, Dr. Deena Hannoun, SNWA

WaterReuse Association (WRA) Update – Bruno Pigott, Executive Director, WaterReuse Association

WRNV President's Message – Keli Callahan, P.E., Senior Principal, Stantec

Keynote – Charles Bott, PhD, PE, Director of Water Technology and Research, HRSD

10:30am - 10:50am

Break

10:50am - 12:00pm

Session 2 Project Showcases

Moderator Dr. Eric Dickenson

Jo Ann Jackson, One Water National Practice Leader, Black & Veatch | Jacksonville's (Florida) H2.0 Purification Program

Carollo Engineers | City of Peoria's (Arizona) Advanced Water Purification Feasibility Study
TBD

Lunch and Poster Session

Session 3 Regional Perspectives in Water Reuse

Moderator Dr. Krishna Pagilla

Bahram Vahedi, PhD Candidate, UNR | Ozone-BAC Startup Dynamics with and without Ozonation Emmanuel Cobbinah, PhD Candidate, DRI | TBD

Kari Norris, PhD, SNWA | Mitigation of Chemical Peaking Events in Potable Reuse Using Ozone with Biologically Active Carbon

Thi My Hanh Le, PhD, UNLV | Rural Household Water Reuse

Charlotte van der Nagel, PhD, SNWA | Impact of Drought on De Facto Reuse in Lake Mead

Katherine Crank, PhD, SNWA and Jessica Steigerwald, PhD, SNWA | Pathogen/Chemical Control Regulations for DPR in Nevada

Break

Session 4 Leadership Perspective

Moderator Keli Callahan

John Enloe, PE, Truckee Meadows Water Authority

Doa Ross, PE, Southern Nevada Water Authority

4:50pm - 5:00pm

Closing Remarks

Networking Event / Reception



When	February 2nd, 2026 from 8:00 AM to 6:30 PM
Location	255 E Flamingo Rd Las Vegas, NV 89169-22209 United States
Contact	Email: lgutierrez@watereuse.org
Event Fee(s)	Registration
	Full Registration \$180.00
	Student Registration \$0.00
	Speaker/Panelist \$0.00
	Sponsors Only \$0.00
	Sponsorships
	Silver Sponsor (unlimited) \$250.00
	Gold Sponsor / Student Poster Sponsor (Unlimited) \$500.00
	Platinum Sponsorships
	Breakfast Sponsor \$750.00
	Morning Break Sponsor \$750.00
	Luncheon Sponsor \$750.00
	Afternoon Break Sponsor \$750.00
	Lanyard and Badge Holder Sponsor \$750.00
	Networking Reception Sponsor \$750.00

[Register Now](#)

 Download iCalendar entry for this event.  Add event to Google Calendar

Help spread the word

Please help us and let your friends, colleagues and followers know about: [2026 WateReuse Nevada Symposium](#)

[Twitter](#) [Facebook](#) [LinkedIn](#)

You can also share the below link in an email or on your website:

<https://watereuse.org/civicrm/event/info/?id=459&reset=1>

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Join WateReuse

WateReuse is the only trade association that focuses solely on advancing laws, policy and funding to increase water reuse. Our niche strategy sets us apart from other organizations in the water industry.

[Join Today](#)





Conference/Training Request

Event Name/Date(s):

North American Society for Trenchless Technology No-Dig 2026 Conference/March 29-April 2/Palm Springs

REQUESTED BY:

First Name

Last Name

Date

ACCOMMODATION INFORMATION (If applicable)

Rooms and rates are subject to availability. Complete and submit this form as soon as possible as reservation blocks at host hotels book quickly. In the event that the host hotel is full, every effort will be made to secure a room at the nearest hotel within comparable rates.

Arrival Date

Departure Date

No. of Guests

Room Type

Single/King Bed

Dietary Restrictions?

If yes, please provide specifics in additional info. box

Yes No

Smoking Room?

Yes No

Flight Needed?

If yes, please provide DL# and D.O.B. in additional info. box

Yes No

Flight Numbers

Departure/Return Times

ADDITIONAL INFORMATION/REQUESTS

Supervisor Approval
(If applicable)

Processed By:

Registration - NASTT

Attendees will use this button. Speaker registration information is [here](#). Exhibitor registration information is [here](#).

Full Conference Early – By March 1, 2026 Regular – After March 1, 2026

Member	\$875	\$975
Non-Member	\$1,250	\$1,375
Student	\$100	\$100

Included with your full conference registration purchase, you will receive access to all technical sessions with the option for CEU/PDH documentation; Exhibit Hall access and lunch in the Exhibit Hall Monday through Wednesday via lunch voucher; continental breakfast at the General Session & Awards Ceremony (pre-registration is required) and The Underground Mixer event on Monday night.

One Day Early – By March 1, 2026 Regular – After March 1, 2026

Member	\$525	\$600
Non-Member	\$725	\$775

Included with your One Day conference registration purchase, you will receive access to technical sessions and optional CEU/PDH documentation for the date of your registration; Exhibit Hall access Monday through Wednesday, and lunch in the Exhibit Hall via lunch voucher for the date of your registration; continental breakfast at the General Session & Awards Ceremony (Monday registrations only, pre-registration is required) and The Underground Mixer event on Monday night.

Exhibit Hall Only Early – By March 1, 2026 Regular – After March 1, 2026

Exhibits Only	\$125	\$125
---------------	-------	-------

Includes 3-Day Exhibit Hall Pass valid Monday through Wednesday and the Underground Mixer event on Monday night.

Ticketed Events	Early – By March 1, 2026	Regular – After March 1, 2026
Party in the Palms (Welcome Reception)	\$25	\$25
Trenchless Classic	\$125	\$150

Pre-Courses – Sunday, March 29

Member	\$300
Non-Member	\$350
Government	\$225

Pre-Courses are taught concurrently on Sunday, March 29 from 8:00 AM – 12:00 PM. Only one Pre-Course may be added to an individual registration. To view the course offerings visit the [schedule of events](#).

Post-Courses Wednesday, April 1 – Thursday, April 2

Member	\$450
Non-Member	\$500
Government	\$325

Post-Courses are taught concurrently beginning on Wednesday, April 1 from 1:00 – 5:00 PM with certain courses finishing on Thursday, April 2 from 8:00 AM – 12:00 PM. Only one Post-Course may be added to an individual registration. To view the course offerings visit the [schedule of events](#).

NASTT Members

Your membership (or the group membership of your employer) must be active to be eligible for member pricing. Member pricing is available for individual and exhibitor registrations. Log in to [check the status of your NASTT membership](#) or email membership@nastt.org.

Not a member of NASTT?

NASTT's range of resources and tools will help expand your know-how, career connections and opportunities. A dynamic range of career content, educational courses, job resources, expertise-building programs, give-back opportunities and networking events are designed to support your specialty area, role and career stage. [Become a member of NASTT](#) and pay the member-only rate when you register.

Contact our membership team at membership@nastt.org with any membership questions.

Early Discount Options

All registrations received by March 1, 2026 qualify for the Early Discount Rates listed in the chart above. Your payment must be received by March 1, 2026 in order to receive the early discount rate. After March 1, 2026, all unpaid early discount registrations will be converted to the regular rate and sent confirmation emails showing the increase in fees due.

Additional Options & Events

Ticketed networking events are additional options for conference attendees and are not included in a regular conference registration. You must register for a regular conference option (Full Conference, One-Day Conference or 3-Day Exhibit Hall) to add a ticketed event.

NASTT No-Dig Show Policies and Attendee Terms & Conditions

[Click here](#) to read the No-Dig Show Policy.

[Click here](#) to read the Attendee Terms and Conditions and Attendee Cancellation Policy.



Conference/Training Request

Event Name/Date(s):

DBIA Design-Build for Water/Wastewater Conference 2026 / April 13-15 / Grapevine, TX

REQUESTED BY:

First Name

Last Name

Date

ACCOMMODATION INFORMATION (If applicable)

Rooms and rates are subject to availability. Complete and submit this form as soon as possible as reservation blocks at host hotels book quickly. In the event that the host hotel is full, every effort will be made to secure a room at the nearest hotel within comparable rates.

Arrival Date

Departure Date

No. of Guests

Room Type

Single/King Bed

Dietary Restrictions?

If yes, please provide specifics in additional info. box

Yes No

Smoking Room?

Yes No

Flight Needed?

If yes, please provide DL# and D.O.B. in additional info. box

Yes No

Flight Numbers

Departure/Return Times

ADDITIONAL INFORMATION/REQUESTS

Supervisor Approval
(If applicable)

Processed By:



Welcome

**Welcome to the Attendee Registration for the
2026 Design-Build for Water/Wastewater Conference
April 13 - 15, 2026**

Gaylord Texan Resort & Convention Center
1501 Gaylord Trail
Grapevine, TX 76051

REGISTERING FOR BOTH CONFERENCES? SPECIAL DISCOUNT - If you are interested in attending both Water/Wastewater and Transportation/Aviation Conferences (rates listed further below), please download the [pdf registration form](#) and submit completed form to conferences@dbia.org to register.

TWO WAYS TO REGISTER FOR WATER/WASTEWATER CONFERENCE- To register online, click on the **Register Now** button to start **OR** click the PDF registration form button below to download and email completed form to conferences@dbia.org.

[**DOWNLOAD PDF REGISTRATION FORM**](#)

PRE-CONFERENCE COURSE (*Optional - Additional Fee Required*)

Leadership – Building a Strong Foundation

This course explores the crucial competencies for effective leadership in Design-Build. The course emphasizes shifting from default tendencies to higher leadership levels, addresses the challenge of leadership and learning stagnation, and highlights the correlation between leadership effectiveness and business performance. Participants will discuss how to create a strategic leadership plan for their organizations. For full details on the Leadership Academy - [click HERE](#)

To register for the pre-conference course without registering for the full conference, please click on the button below. Pricing information is available further down this page.

[**leadership academy registration only**](#)

NEW: Exciting Update: Extended Hours in the Expo Hall on Day 2!

We are thrilled to announce that on Day 2 (*Tuesday, April 14*) of the conference, the Expo Hall will now be open for an additional **2.5 hours** of networking with our exhibitors after lunch! Here's what you need to know:

Schedule:

***Expo Hall - Lunch 11:45 – 1:45 pm,
Expo Hall Extended Hours 1:45-4:15pm
Networking Reception - 4:15-6:00pm***

Benefits of the Extended Hours:

- **More Time to Explore:** Dive deeper into the latest products and services on display.
- **Less Crowding:** Enjoy a more relaxed atmosphere, avoiding typical peak hours.
- **Connect During Sessions:** Take advantage of this opportunity to meet exhibitors even if your schedule overlaps with select conference sessions.

Please Note: The extended hours will overlap with some conference sessions, so plan accordingly to make the most of your experience!

Conference Savings\$\$

To make sure you take advantage of all savings available, and all optional activities, please read the important information below to determine which one best fits your needs and click the appropriate button above to start the registration process.

- The sooner you register, the more you save! Register by **January 12, 2026** for the greatest savings!
- **UBE** (Underutilized Business Enterprise) Special Discount - **20% discount for UBE Firms.** (Full Conference Registrations Only)
- **10% discount** for Young Professionals (**must be age 35 years old or younger**) - DBIA is committed to creating a clear path to success for emerging design-build professionals and encourage their involvement in the many educational and networking events being held during the conference.
- **Not a DBIA Member?** One of the many benefits of DBIA membership is deep discounts on conference registration. If you and/or your firm is not a member of DBIA, join before you register to take advantage of significant savings. [**Join DBIA!**](#)
- **Group Discounts:** Ten or more paid full conference individuals from the same company receive significant discounts on a Full Conference registration. Discounts range from \$100/person to \$250/person depending on the number of people and the registration type. All registrations and payment must be received together to qualify. If there is a cancellation from one of more of the group, the discount becomes null and void. This offer cannot be used with other discounts (**e.g. Young Professional, UBE, etc.**) To take advantage of this offer, click on the **Register Now** button above to begin the online registration process or click the download group registration form below and submit all forms to [**conferences@dbia.org**](mailto:conferences@dbia.org).

[**DOWNLOAD PDF GROUP REGISTRATION FORM**](#)

What's Your Registration Type?

(member rates apply to all individual members and all employees of Industry Partner firms)

Academia	Full-time College or University Faculty
Owner (Government or Private)	Owners decide what gets built, when it gets built, and how. Examples include state, local and Federal governments, as well as private facility owners and real estate developers.
Practitioner	Individuals employed by industry firms (e.g., AE/EA firms, general or specialty contractors, manufacturers/suppliers, professional service firms, etc.)
Full-Time Student	Individuals who study full-time at an accredited college or university.

FULL CONFERENCE REGISTRATION RATES

Includes access to the sessions, keynotes and exhibit hall	Early On/ Before Jan. 12th	Advanced Jan. 13th - Apr. 9th*	Double Discount Attending Both Conferences	Onsite: After Apr. 9th
Academia	Member	\$345	\$425	\$650
	Non-Member	\$475	\$525	\$750
Govt. Agency/ Private Owner	Member	\$375	\$425	\$650
	Non-Member	\$475	\$525	\$750
Practitioner	Member	\$855	\$955	\$1600
	Non-Member	\$955	\$1055	\$1700
Full-Time Student	Member	\$150	\$175	\$175
	Non-Member	\$175	\$200	\$200

***Registrations after Apr. 9th must take place onsite add \$100 to advanced registration fee.**

OPTIONAL ACTIVITY: PRE-CONFERENCE COURSE (ADDITIONAL FEE REQUIRED)

LEADERSHIP ACADEMY: BUILDING A STRONG FOUNDATION (CDLA)

Sunday, April 12, 2026 - 8:00am - 5:00pm (Limited Seating)

Academia	Member	\$595
	Non-Member	\$695
Government Agency/Private Owner	Member	\$595
	Non-Member	\$695
Practitioner	Member	\$595
	Non-Member	\$695

EXHIBIT HALL ONLY

Does Not Include Access to Sessions or Keynotes

Monday, April 13th	\$125
Tuesday, April 14th	\$225
BOTH DAYS (April 13 & 14)	\$300

EVENT CANCELLATION, SUBSTITUTION AND NO-SHOW POLICY

You may cancel your participation at any time but please be aware of the event cancellation policy listed below. All cancellations must be received in writing and sent to the DBIA Conferences Department at conferences@dbia.org.

- If you cancel before **February 12, 2026**, you will be refunded your registration fee less a \$150 administrative fee.
- Cancellations received between **February 12 - March 13** will be refunded the registration fee less a \$175 administrative fee.
- **No refunds or credits will be given** for "no shows" or cancellations received on/after **March 14, 2026**.

SUBSTITUTIONS

As an alternative to cancellation, substitutions may be made. Substitutions are permitted prior to the conference and onsite. Only one substitution is permitted per original registrant. All registrants and any individuals submitting a substitution request is responsible for any financial obligation (any balance due) associated with the registration. Badge sharing and splitting are strictly prohibited. For any substitutions, please click on the button below and submit completed form to conferences@dbia.org.

[Substitution Form](#)

CONTINUING EDUCATION INFORMATION

The 2026 Design-Build for Water/Wastewater Conference provides several opportunities for attendees to earn continuing education hours (CEHs). Practitioners and Owners can earn up to 12.75 CEHs by attending the full conference.



Conference/Training Request

Event Name/Date(s):

OpenGov Conference 2026 / April 29 – May 1 / Chicago, IL

REQUESTED BY:

First Name

Last Name

Date

ACCOMMODATION INFORMATION (If applicable)

Rooms and rates are subject to availability. Complete and submit this form as soon as possible as reservation blocks at host hotels book quickly. In the event that the host hotel is full, every effort will be made to secure a room at the nearest hotel within comparable rates.

Arrival Date

Departure Date

No. of Guests

Room Type

Single/King Bed

Dietary Restrictions?

If yes, please provide specifics in additional info. box

Yes No

Smoking Room?

Yes No

Flight Needed?

If yes, please provide DL# and D.O.B. in additional info. box

Yes No

Flight Numbers

Departure/Return Times

ADDITIONAL INFORMATION/REQUESTS

Supervisor Approval
(If applicable)

Processed By:

The OpenGov Conference 2026

Chicagoland

April 29 – May 1, 2026

[REGISTER NOW](#)

[Already registered?](#)

The OpenGov Conference is here.

Join us in Chicagoland for OpenGov's premier national conference—where innovation meets impact in the public sector. Over five dynamic days, (we're offering certifications April 27-28!) connect with 1,000+ government leaders, technologists, and changemakers shaping the future of modern governance. Session topics will cover the full spectrum of the Public Service Platform – **no user is left behind.**

From hands-on product certifications and immersive workshops to visionary keynotes and networking events, this is your opportunity to discover the latest in digital transformation, learn from your peers, and elevate how your community works.

Need approval to attend? Take advantage of our handy [justification letter](#) template to quickly prepare and submit your request to attend.

Whether you're new to OpenGov or a seasoned partner, you'll leave empowered with new strategies, tools, and connections to drive better outcomes for the people you serve.

Let's build the future of government—together.

You Won't Want to Miss:

01

Inspiring Keynotes

Our soon-to-be announced lineup of keynote speakers and customer panels will leave you eager to amplify your impact.

02

Industry-Facilitated Workshops

Attend user-led sessions focused on tips and tricks your team needs to utilize to get the most of every suite in the OpenGov Public Service Platform.

03

Admin Certification

Dive deep into what's new at OpenGov and become a product master across all suites.

04

Tailored-to-You Consulting

Having a burning question? Need a fresh perspective? Stuck on a tricky challenge? We've got your back!

05

Invaluable Networking

Share ideas with public servants just like you. Learn from their experiences, tackle challenges together, and turn their wins into your own.

Join the Community

Connect with public servants from coast to coast—including city managers, finance directors, parks leaders, GIS pros, procurement teams, and a whole lot more! It's the perfect chance to collaborate with peers from every corner of local government.

Registration Fees

Admin Certification (April 27 – 28) – \$999

Conference (April 29 – May 1) – \$1,449

All meals are included in all ticket fees. Attendees are responsible for [travel and lodging](#). Need approval? Take advantage of our handy [justification letter template](#).



Conference/Training Request

Event Name/Date(s):

Utility Engineering & Surveying Institute (UESI) of ASCE 2026 / August 1-5 / Detroit, MI

REQUESTED BY:

First Name

Last Name

Date

ACCOMMODATION INFORMATION (If applicable)

Rooms and rates are subject to availability. Complete and submit this form as soon as possible as reservation blocks at host hotels book quickly. In the event that the host hotel is full, every effort will be made to secure a room at the nearest hotel within comparable rates.

Arrival Date

Departure Date

No. of Guests

Room Type

 Single/King Bed

Dietary Restrictions?

If yes, please provide specifics in additional info. box

 Yes No

Smoking Room?

 Yes No**Flight Needed?**

If yes, please provide DL# and D.O.B. in additional info. box

 Yes No

Flight Numbers

Departure/Return Times

ADDITIONAL INFORMATION/REQUESTSSupervisor Approval
(If applicable)

Processed By:



UESI Pipelines 2026 Conference

Detroit, MI | August 1–5, 2026

2026

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The Pipelines 2026 Conference will provide a dynamic and inspiring venue for participants to share and gain valuable knowledge related to planning, designing, constructing, renewing, operating, managing and maintaining pipeline assets.

The UESI Pipelines Conference provides a forum for pipeline engineers and practitioners from all around the world to share their experiences in meeting the challenges of today's pipeline infrastructure. This premier industry event has become the conference of choice for utility and pipeline owners, design and consulting engineers, contractors, manufacturers, suppliers, students, educators, researchers, and pipeline professionals. The conference will also include surveying as it relates to pipeline and utility projects.

Registration for the Pipelines 2026 Conference will open in early February.

Top Reasons to Attend

1. **Expand** your knowledge base to enhance the success of your projects at this leading industry event for practitioners covering the most current state-of-the-art engineering technologies for pipeline and utilities infrastructure.
2. Take advantage of this platform to **network** with your peers, potential clients,

struc'tural
TECHNOLOGIES



Conference Venue

Huntington Place Convention Center

1 Washington Blvd
Detroit, MI 48226

[LEARN MORE](#)

Important Dates

OCT 1
2025 | [Call for
Submissions
Deadline](#)

NOV 7
2025 | Notification of
Acceptance

JAN 6
2026 | [Draft Papers Due](#)

MAR 6
2026 | Final Papers Due

MAY 7
2026 | Draft Presentations
Due

sponsors, and project team leads.

3. **Earn** Professional Development Hours (PDHs) via thought-provoking interdisciplinary education, inspiring and enlightening keynote speakers, and short courses on topics relevant to pipeline and trenchless technologies in water, wastewater, storm drainage, gas and oil pipeline systems.

JUL 1 | Final Presentations
2026 | Due

Volunteer

If you are interested in volunteering to help with one or more of the roles for the 2026 Pipelines Conference technical committee, [please fill out form](#). Thank you!



Convince Your Boss

As a civil engineering professional, you know you can find the latest information, innovations, and technologies when you attend ASCE conferences. You also know that to be competitive, you must constantly fine-tune your skills, find new ways to cut costs, streamline processes, and drive change.

- **Program:** Identify specific courses that are beneficial to your company and calculate the PDHs you can earn toward maintaining your license.
- **Expenses:** Register as early as possible to take advantage of early bird prices and book your accommodations through our room block to maximize savings and enhance your networking experience.
- **Share:** Demonstrate what you have learned by sharing with your colleagues in a post-conference presentation.
- **Request Letter:** [Download and customize this template](#) (DOCX) to request approval for your attendance.

Utility Engineering & Surveying Institute (UESI) of ASCE

The [Utility Engineering & Surveying Institute \(UESI\)](#) is the first national organization designed to meet the needs of all individuals working within the utility, pipeline and surveying industry. UESI is fully inclusive, with active membership available to industry practitioners from all occupational and educational backgrounds. UESI offers individuals and organizations the opportunity to network with other professionals, sharpen skills and shape the future of the industry by participating in technical activities, conferences and the development of internationally recognized standards. It is one of the American Society of Civil Engineers' 9 specialty Institutes.

Questions?

- [800-548-2723](#)
- [+1 703-295-6300 \(International\)](#)
- registrations@asce.org

Customer service reps are available to answer your questions Mon-Fri 9:00 a.m. to 6:00 p.m. ET

Join the Conversation

Follow [UESI on X](#), [LinkedIn](#) or [Instagram](#) & join the conversation with:
#Pipelines26 and
#PipelinesConference



The Utility Engineering & Surveying Institute (UESI) is the worldwide leader in generating products and services that promote and reward excellence in the engineering, planning, design, construction, operations, and asset management, for utility infrastructure and engineering surveying.

LEARN MORE & JOIN UESI



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UESI Pipelines 2026 Conference

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Student Scholarship Application

Pipelines Research Symposium

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(800) 548-2723

+1 (703) 295-6300

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BOARD MEMORANDUM

DATE: January 26, 2026
TO: **BOARD OF DIRECTORS**
FROM: General Manager LaMoreaux
RE: ***REPORT OF GENERAL MANAGER.***

The following is the January 2026 report to the Board of activities through December 2025. It is organized to follow the District's 2022 Strategic Plan approved in October 2022 and composed of six strategic initiatives. The initiatives follow for reference. It is intended to provide a general framework to update the month's activities.

PWD 2022 STRATEGIC PLAN SUMMARY



Water Resource Reliability: Resilience, Development, Partnership

- Support and participate with local agencies in the development of projects and policies that improve water reliability
- Maximize state and federal funding opportunities for Pure Water AV
- Support projects and initiatives that increase the resilience of the State Water Project
- Develop water storage options for State Water Project supplies and improve groundwater capture capabilities
- Strengthen stakeholder relationships and implement Littlerock Dam and Reservoir Sediment Removal Project



Organizational Excellence: Train, Perform, Reward

- Offer competitive compensation and benefits package for employee recruitment and retention
- Focus Succession Planning Program on ensuring an overlap of training for key positions
- Continue providing transparency to our ratepayers through training for the ongoing achievement of the Districts of Distinction certification
- Encourage cohesiveness, transparency, and integrity within the staff through Codes of Conduct and increased accountability
- Ensure employees are trained on the Strategic Plan and the District's Values of Diversity, Integrity, Teamwork, and Passion
- Improve safety for Directors, employees, and customers
- Develop career paths at the District for interns and pursue state and federal funding for intern programs
- Cultivate a positive culture and increase employee engagement



Systems Efficiency: Independence, Technology, Research

- Explore energy independence and evaluate the feasibility of energy options, including wind and solar
- Incorporate more energy efficient technologies into the District's infrastructure
- Research state-of-the-art treatment techniques to enhance systems efficiency
- Re-evaluate Lake Palmdale by-pass pipeline and pursue funding options
- Improve Palmdale Ditch to reduce water loss



Financial Health and Stability: Strength, Consistency, Balance

- Pursue grant funding for District projects and operations
- Maintain the five-year financial plan adopted as part of the 2019 Water Rate Study, including the five-year Capital Improvement Plan
- Conduct and adopt a 2024 five-year Water Rate Plan
- Build adequate reserve levels and achieve high-level bond rating
- Seek potential revenue sources from vacant District properties
- Monitor finances, operations, and projects affected by emergencies
- Digitize and document departmental workflows



Regional Leadership: Engage, Lead, Progress

- Continue to provide opportunities and information for local businesses and agencies to contract with the District
- Continue to collaborate with neighboring water agencies and move to include more agencies throughout and outside of the Antelope Valley through Greater Antelope Valley Mutual Response Agreements and emergency response exercises
- Develop working relationships and mutually beneficial projects with other water agencies in the District's region
- Develop strategies, alliances, and funding to make Littlerock Dam and Reservoir recreational again
- Continue Memorandum of Understanding with United Water Conservation District to combine political forces to obtain grant funding and research other joint cooperative regional efforts
- Continue representation on larger regional organizations such as the California Special Districts Association (CSDA) and the Association of California Water Agencies (ACWA) and assist with the growth and influence of the Special Districts Association of North Los Angeles County, a CSDA local chapter



Customer Care, Advocacy and Outreach: Promote, Educate, Support

Enhance customers' experience through communication and feedback

Expand and market additional payment options

Continue to increase public awareness of current programs and services through traditional and new media platforms

Engage elected officials and the public on the importance of local and state water reliability issues

Complete conversion to an Advanced Metering Infrastructure (AMI) to increase customers' knowledge of water use and promote customer self-help portal

Continue to increase public awareness of the on-going drought and the importance of conservation efforts

Publicize, engage, and educate the community about Pure Water AV

Overview

This report also includes charts that show the effects of the District's efforts in several areas. They are organized within each strategic initiative and include status of the State Water Resources Control Board's (SWRCB) current and former long-term conservation orders, the District's total per capita water use trends, State Water Project resources status, 2025 actual water production and customer use graph, mainline leaks, and the water loss trends for both 12- and 24-month running averages.



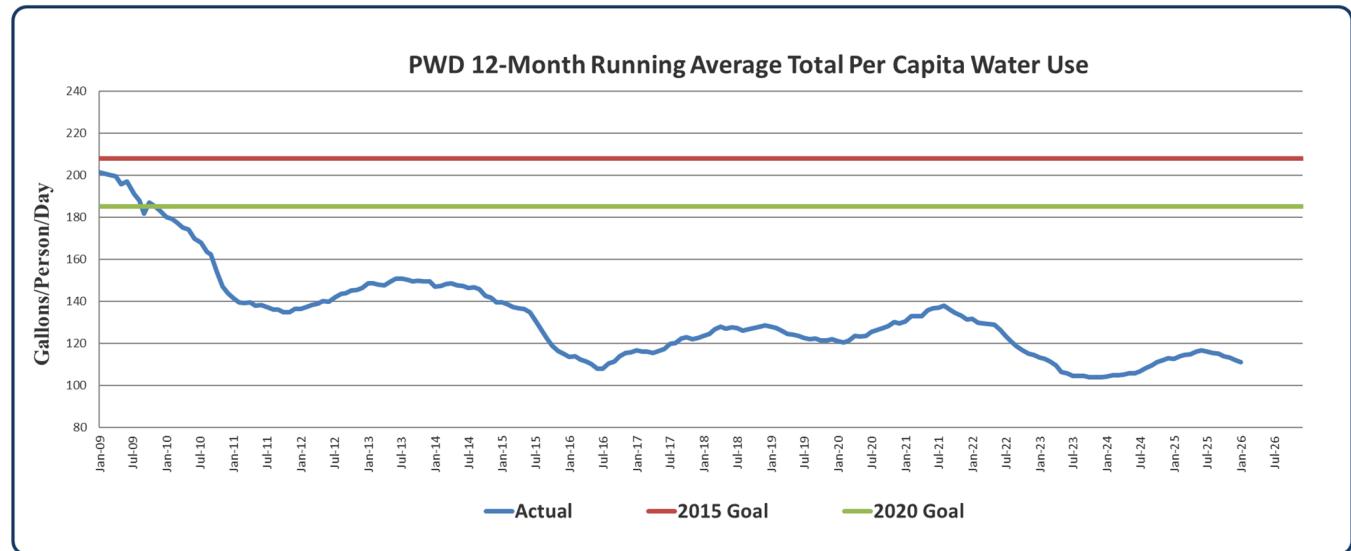
Water Resource Reliability: Resilience, Development, Partnership

This initiative includes conservation efforts, water supply projects, and water planning. Recent highlights are as follows:

Overall Water Use Goals and Compliance

The 2020 Urban Water Management Plan was adopted by the District in June 2021. This report still uses the 20 x 2020 requirements. The "Making Conservation a Way of Life" regulations that sets agency water budgets were approved on July 3, 2024. The District's use of a water budget-based rate structure is helpful in complying with the new regulations. The first two annual reports were completed under the new regulations. They show the District is below the water budget determined by these regulations for the period of July 2023 through June 2025. This is good news even though the regulations are not enforceable until 2027.

The District's compliance with the former 20 x 2020 law is evident from the chart titled "PWD 12-Month Running Average Total Per Capita Water Use:"



The District's customers have cut their water use by **52%** from the baseline number of 231 re-established in the 2020 Urban Water Management Plan and met all 20 x 2020 Goals by early 2010. The current Metered-GPCD, gallons per capita per day, is now 111 showing our customers continued reduced usage.

Water Supply Information

- 2026 begins with a full Littlerock Dam and Reservoir and an initial SWP allocation of 10%. The allocation is expected to increase in the coming months. However, it will depend on precipitation in the remaining rainy season months. SWP will be more important to the District this year because water from Littlerock Reservoir cannot be used until the Palmdale Ditch Conversion Project is completed.

The District also has available banked SWP water and groundwater production rights from the Antelope Valley Adjudicated Basin. The District's estimated 2026 groundwater production rights, in AF, are as follows:

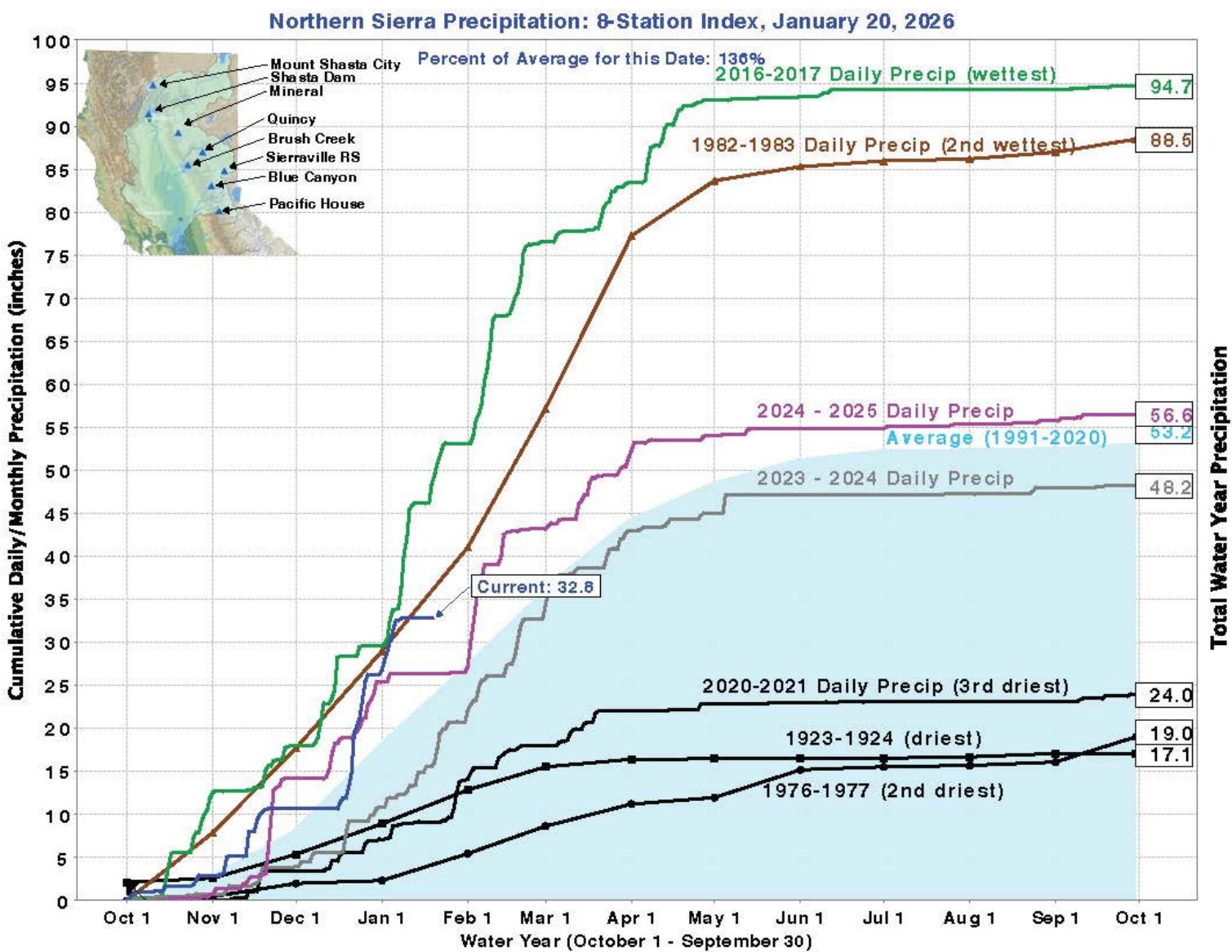
Native:	2,919
Unused Federal Rights (est.):	1,414
Imported Water Return Flows (est.):	3,000
Carry Over from Previous Years (est.):	<u>12,597</u>
Total Est. Production Rights Available:	19,930

State Supply Status

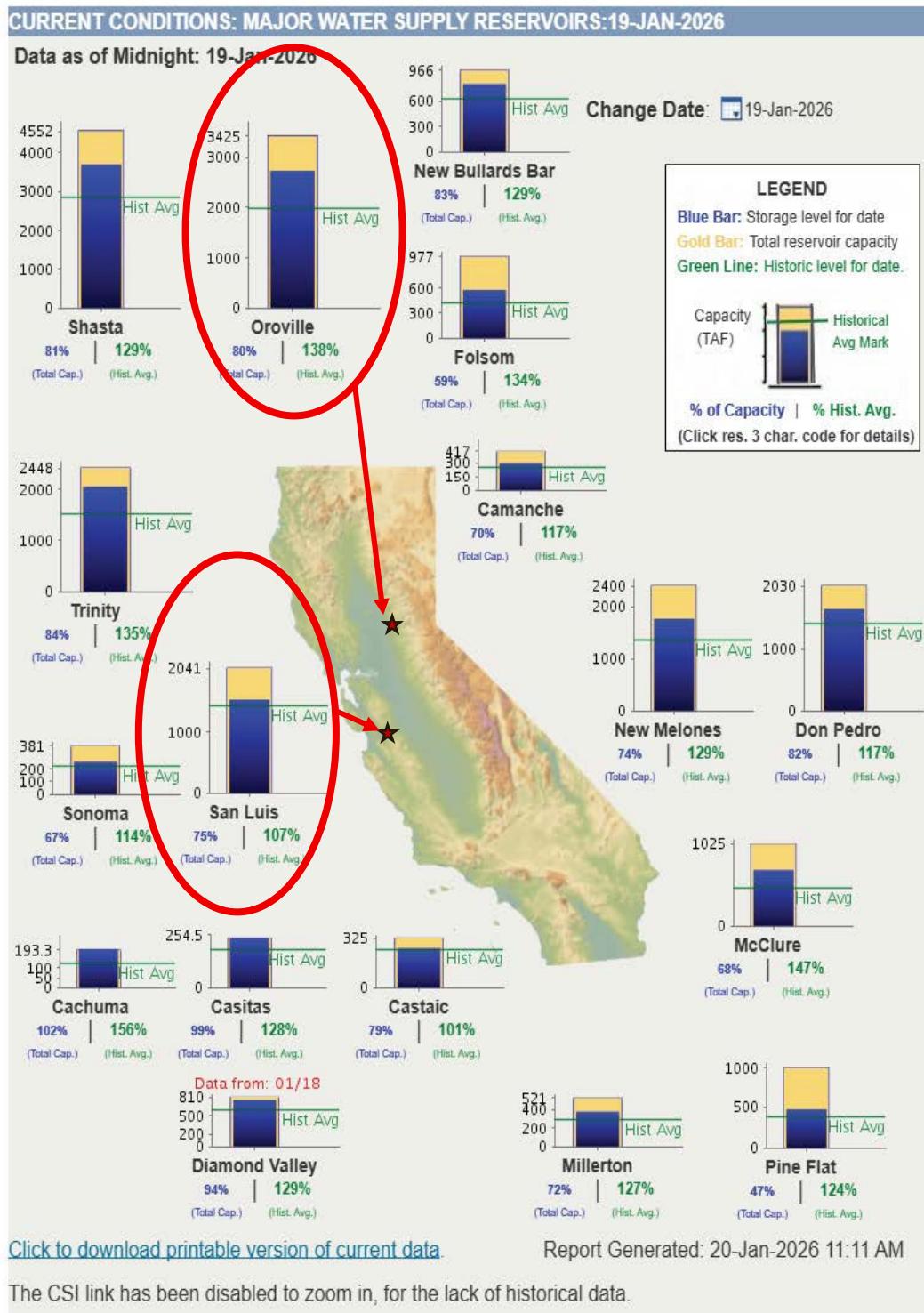
Precipitation in the area that contributes to the State Water Project for the 2025-2026 Water Year (October through September) is currently 136% of the average for this date and 62% of the full-year average.

The next few charts show the status of California's precipitation, reservoir water storage, drought status, and snowpack status.

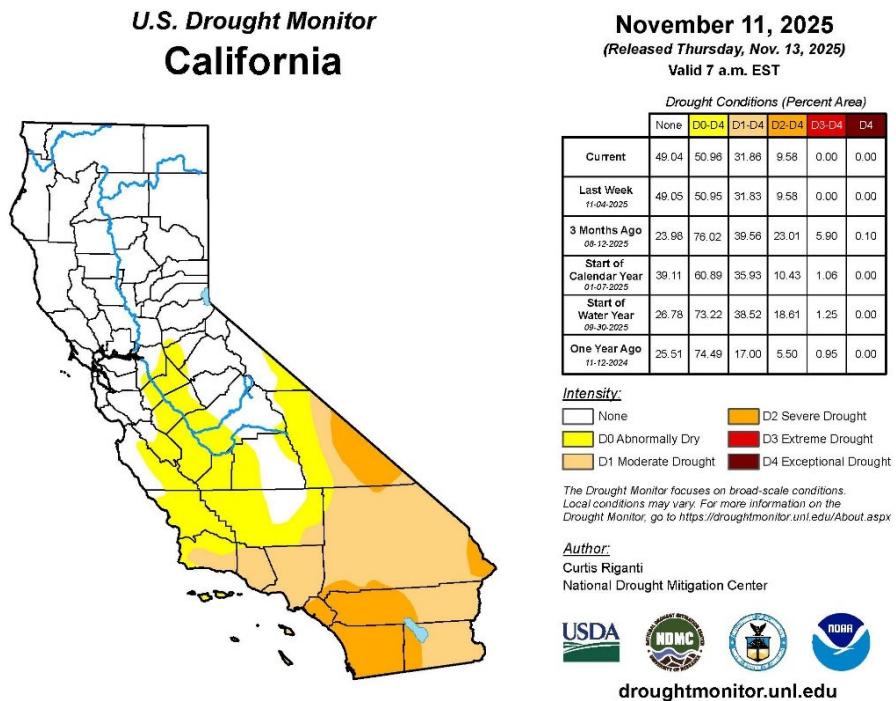
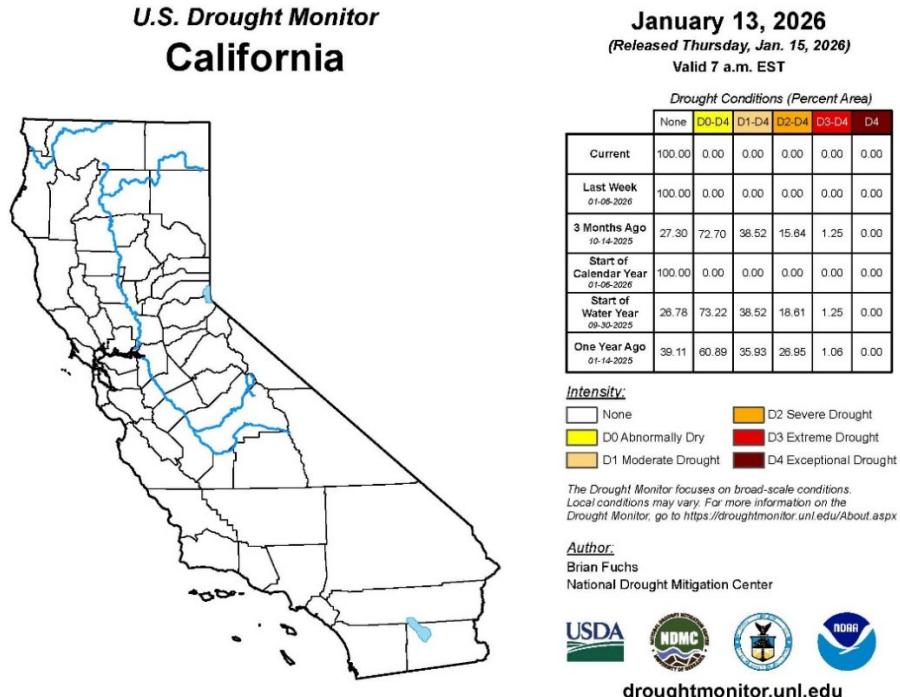
The January 20, 2026 Northern Sierra precipitation is as follows:



The January 20, 2026 reservoir summary is as follows. The two most important reservoirs to the District are Oroville and San Luis. Oroville stores SWP supplies north of the Delta and San Luis stores them south of the Delta.



California is in a new water year and rainy season. There is no current drought due to the December 2025 storms. The drought decreased from November as shown on the following U.S. Drought Monitor illustrations dated November 11, 2025 and January 13, 2026:

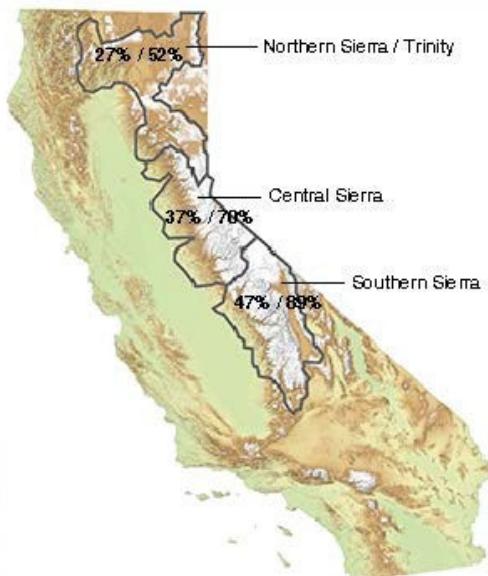


The following illustrates the condition of the state's snowpack as of January 20, 2026:



CURRENT REGIONAL SNOWPACK FROM AUTOMATED SNOW SENSORS

% of April 1 Average / % of Normal for This Date



NORTH	
Data as of January 20, 2026	
Number of Stations Reporting	33
Average snow water equivalent (Inches)	7.3
Percent of April 1 Average (%)	27
Percent of normal for this date (%)	52

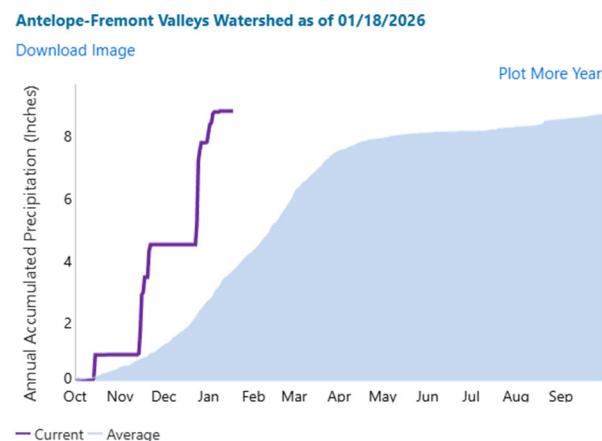
CENTRAL	
Data as of January 20, 2026	
Number of Stations Reporting	52
Average snow water equivalent (Inches)	10.3
Percent of April 1 Average (%)	37
Percent of normal for this date (%)	70

SOUTH	
Data as of January 20, 2026	
Number of Stations Reporting	28
Average snow water equivalent (Inches)	11.7
Percent of April 1 Average (%)	47
Percent of normal for this date (%)	89

STATE	
Data as of January 20, 2026	
Number of Stations Reporting	111
Average snow water equivalent (Inches)	9.7
Percent of April 1 Average (%)	38
Percent of normal for this date (%)	69

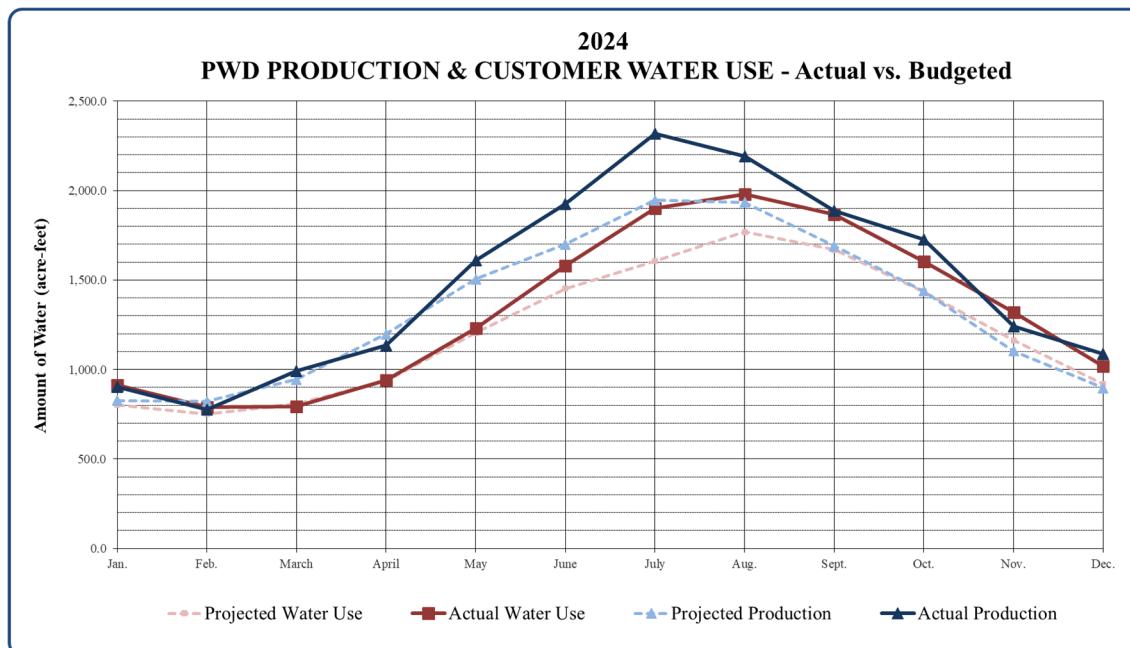
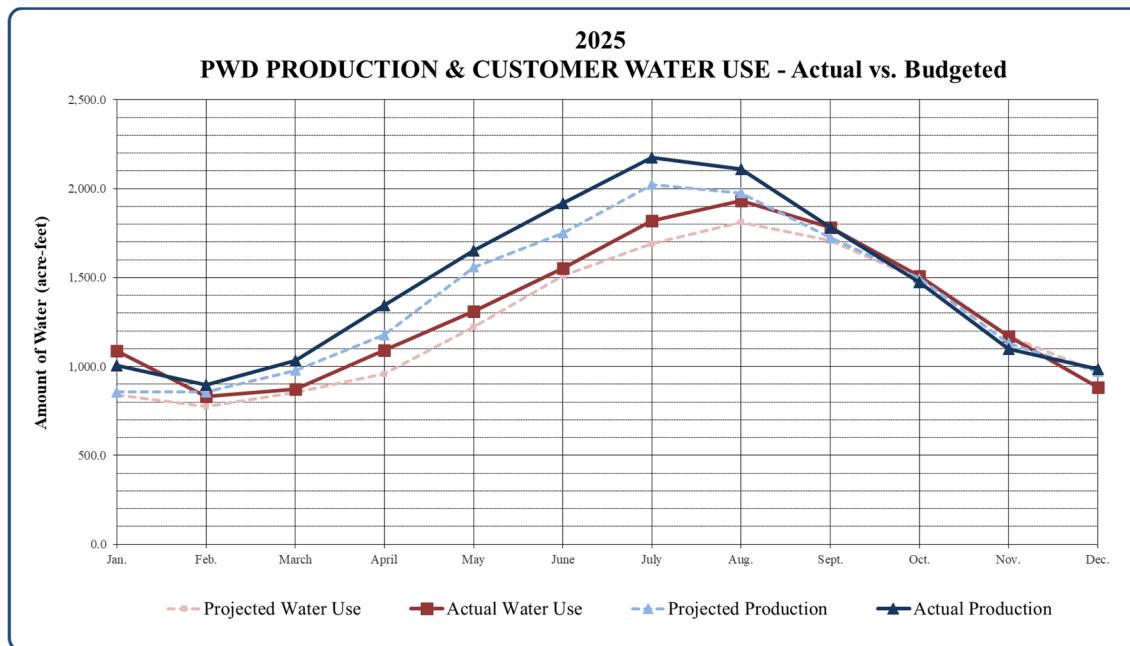
Statewide Average: 36% / 69%

Local precipitation has already matched the long-term average as shown below. This is largely the result of November and December 2025 storms and will help recharge the groundwater basin.

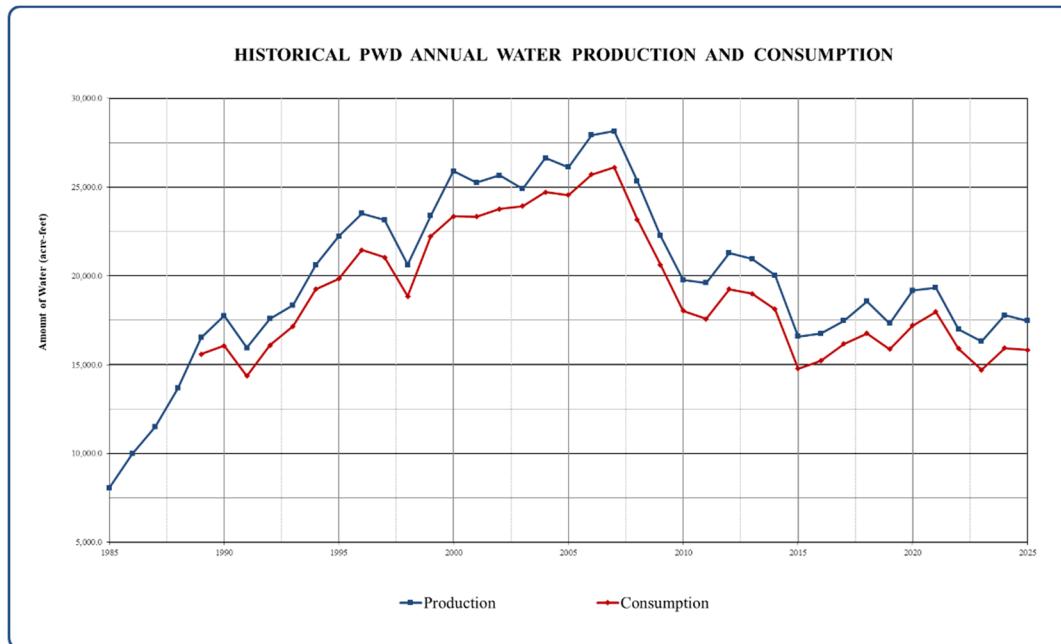


2025 and Historical Water Use Information

- The following graph is the actual and projected monthly water consumption and production for 2025 and 2024. The shape of the projected amounts are based on an average of the prior five years of actual monthly information. The projected total consumption is based on the 2025 Budget amount of 15,000 AF. Customers used 5.6% more water than anticipated in 2025 for a total of 15,834 AF.



The following graph shows the District's production and consumption since 1985 for comparison. It is interesting that water demand over the last few years is nearly the same as in the early 1990s though the numbers of customers and people served is larger.



Other Items

▪ **Littlerock Sediment Removal Project**

The Project consists of three phases. The Grade Control Structure is Phase 1 and was completed in January 2020. Phase II is the removal of 1.2 million cubic yards (CY) of sediment from the reservoir. Approximately 58,000 cubic yards of sediment were removed in 2022 using a single year California Fish and Wildlife permit. Staff continues to work with Aspen Environmental to secure all the necessary permits for multi-year sediment removal. No sediment was removed since then due to having a full reservoir through the end of the year. Approximately 25,000 cubic yards of sediment were planned to be used from the Reservoir for the bedding of the Palmdale Ditch Conversion Project. However, November and December storms filled the Reservoir and only a small amount was removed.

▪ **Palmdale Ditch Conversion Project**

Palmdale Ditch was originally built in the 1880's by our predecessor water company. It moves water from Littlerock Reservoir to Lake Palmdale by gravity and is about eight miles long. The District obtained a \$17.6 million grant from the Department of Water Resources and a \$5 million grant from the Bureau of Reclamation to convert the Ditch to a pipeline. This will allow the District to move more water and significantly reduce losses. The work must be completed in 2026 to comply with grant requirements.

The Board approved the contract for constructing the first section of the project. Approximately \$11M is available for construction after completing the design, environmental studies, and mitigation measures. This will complete the diversion structure at Lake Palmdale and the Ditch from the railroad to about 2,400' short of crossing the California Aqueduct. Another grant application was approved by the Board that could extend the construction to near 40th Street East and Barrel Springs Road.

- **Pure Water AV Project**

The District's goal of using recycled water for a reliable potable water supply is advanced water treatment and groundwater augmentation. The project is called Pure Water AV. The program management firm assisting the District with the Project is Stantec. Current activities include management of the construction contract with W. M. Lyles for the Demonstration Facility, refining the funding strategy for the full-sized Project, and working on potential grants.

Staff is working with the Sanitation Districts of Los Angeles County, District 20 (LASD), and, potentially, the City of Palmdale as collaborators or partners in the Project. Pure Water AV will put the already highly treated tertiary recycled water to a higher beneficial use and satisfies LACSD's goals for use of the water.

- **Delta Conveyance Project**

The Delta Conveyance Project (DCP) Final EIR for the Project was completed in December 2023. DWR then certified the document and issued a Notice of Determination naming the Bethany Alternative as the project moving forward. The current cost estimate is \$20.12 billion with a benefit/cost ratio of 2.20. Continued participation in funding the District's share on planning and engineering in 2026 and 2027 was approved by the Board on November 12, 2024.

DWR began the permitting processes in 2025 through the State Water Resources Control Board for a change in point of diversion and the Delta Stewardship Council for consistency with the Delta Plan. Staff from the DCA and DWR will attend the February 9, 2026 Board meeting to provide an update on DCP activities.



Organizational Excellence *Train, Perform, Reward*

This initiative includes efforts to restructure staff duties and activities to more efficiently provide service to our customers. The recent highlights are as follows:

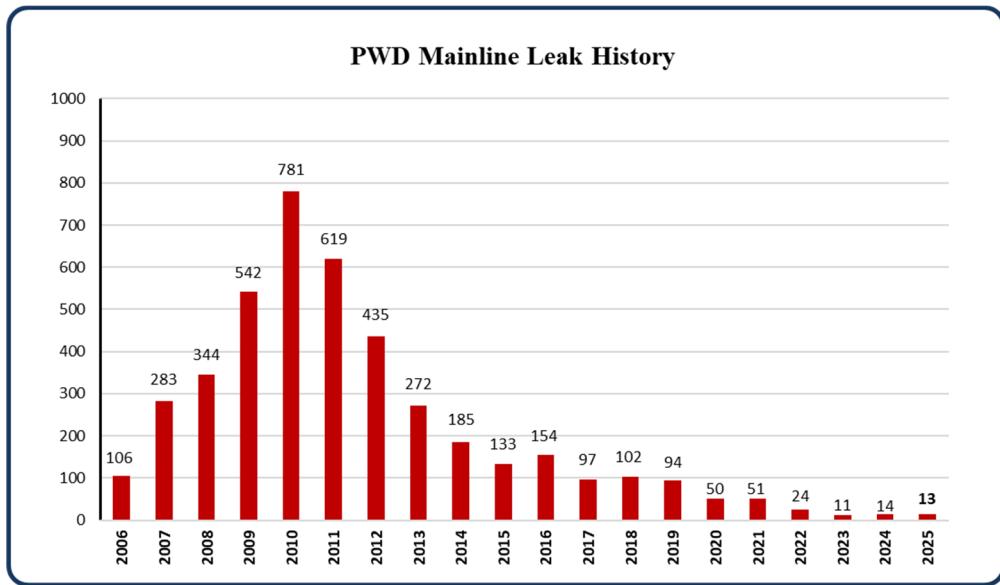
- The District has continued to find ways for internships and training opportunities for college and high school students who are interested in the water industry.
- A salary survey was finalized, and its recommendations were approved by the Board of Directors at the December 15, 2025 Board meeting along with updated certification and education requirements for job positions.
- The District's Risk and Resiliency Plan and Emergency Response Plan were successfully updated in 2025. The Emergency Response plans for Littlerock and Harold (Palmdale) Dams will be updated in 2026.



Systems Efficiency Independence, Technology, Research

This initiative largely focuses on the state of the District's infrastructure. The recent highlights are as follows:

- The effects of the District's past efforts in replacing failing water mains can be seen in the reduced number of mainline leaks. This is illustrated in the following chart titled "PWD Mainline Leak History." 2024 ended with 14 mainline leaks. There are thirteen (13) mainline leaks and 67 service line leaks through the end of 2025.



- The positive effect of both water main and water meter replacement programs has resulted in the 24-month running average for water loss being 10% or less over the last ten years. This is an indication of a healthy water distribution system.

- The District approved two solar PV projects to provide energy for wells, the Clearwell booster, and the Leslie O. Carter Water Treatment Plant in December 2022. One will be located north of the maintenance yard and will provide power for a set of wells. The other will be located between Avenue S and Avenue R-8 on the west side of the railroad tracks. It will provide power for the Clearwell booster and Leslie O. Carter Water Treatment Plant. Both of these facilities are currently under construction with a deadline of April 2026 to meet SCE contract requirements.
- The Resources and Facilities Committee and Board approved contracts in 2023 to address improvements needed for the 6 Million Gallon (6M) tank used as the Clearwell for treated water from the Leslie O. Carter Water Treatment Plant. Tank Industry Consultants (TIC) was hired by the District a few years ago to inspect the District's tanks, including the 6M.

Staff has completed some of TIC's recommendations. Other recommendations will be addressed when possible until the 6M can be taken out of service. This will be possible after the new 2950' booster station at the 3M tank is completed and the 3M can be used as the Clearwell. Meanwhile, staff is ensuring the 6M is operating safely.



Financial Health and Stability *Strength, Consistency, Balance*

- The 2026 Operating Budget was approved by the Board on December 15, 2025. Staff will also be prioritizing potential capital projects as funds become available.
- The District is working on two software implementations. One is upgrading MS Great Plains to MS Business Center. The other is moving to Paylocity for payroll and HR purposes. These implementations are canceled. Finance and HR staff are investigating more complete software packages and plan to make a recommendation to the Board in upcoming months.
- The District is seeking assistance from the State's SAFER Program to provide water service to the Alpine Springs Mobile Home Park on Sierra Highway. It has stopped using its well due to poor water quality, has several health violations, and now relies on hauled water. This will be considered a consolidation as the Alpine Springs MHP is currently a separate public water system.

A grant agreement is now in place to fund water hauling until the connection to the District is approved by the State, constructed, and operational. A grant has also been approved by the State to fund the construction of the water system improvements needed to serve the mobile home park. The design work is approximately 50% complete.

- The District is also beginning to work with Joshua Acres Mutual Water Company (Joshua). Joshua has requested to be served by the District. A legal review of the process has been done and a draft plan with estimates of the cost to bring the Joshua water system up to the District's standards has been prepared and shared with Joshua. An assessment district will likely be needed to fund the improvements. More input will be needed from the residents to proceed.



Regional Leadership

Engage, Lead, Progress

This initiative includes efforts to involve the community, be involved in regional activities, and be a resource for other agencies in the area. The recent highlights are as follows:

- The PRWA Board consists of two Palmdale City Councilmembers, two PWD Board Members, and a new public director, Joe Pallon. Construction of new purple pipes with PRWA is on hold as the District works on the Pure Water AV Project. However, PRWA approved partial funding of the Avenue Q purple pipe project for construction water access and urban irrigation.
- The District and other members of the Public Water Agencies Group (PWAG) share the services of an Emergency Preparedness Coordinator. This approach also helped the District successfully comply with the America's Water Infrastructure Act (AWIA) of 2018 and respond to the COVID-19 event. It has also been critical in developing mutual aid agreements, universal mobile generator connections, and updating the Emergency Response Plan.

- **United Water Conservation District Memorandum of Understanding**

The District and United Water Conservation District (United) approved a memorandum of understanding (MOU) to work cooperatively on projects where our interests overlap. These include internships and cooperation with community colleges, combined recreational funding for Piru and Littlerock Reservoir recreational improvements, and assistance and funding of advanced treatment of recycled or brackish water for potable use projects.

Additional coordination will also be focused on both agencies' advanced water treatment projects. The United project will treat brackish groundwater for potable use by the military. The PWD project, Pure Water AV, will treat tertiary water for potable use by our customers. Once Pure Water AV is more established, joint meetings with state and federal representatives will be held to obtain funding assistance.

▪ **Littlerock Reservoir Recreation Area (Area)**

The San Gabriel Mountains National Monument in the Angeles National Forest started a process in March 2025 by issuing a Request for Economic Interest (RFEI) for rehabilitating and operating the Area. The District did not receive a copy of this request until summer. The City of Palmdale and a private company submitted proposals. Discussions are ongoing with the City to see if there is still an opportunity to work together on this. The District prepared and submitted a response to the RFEI to clean up and operate the Area in October 2025. The Response allows for partnership(s) with other entities to successfully open and run the Area.



Customer Care, Advocacy, and Outreach *Promote, Educate, Support*

This initiative includes efforts to better serve our customers. The recent highlights are as follows:

- Applications for 2025 were accepted beginning in November 2024. The Rate Assistance Program typically reaches its capacity of 700 accounts in February. Staff continually monitors the Program for openings. Two major cell tower leases now have significant extensions. These will fund the program into the future. Applications for 2026 were accepted beginning at the beginning of this month. Nearly 200 applications are approved to date.
- Customer Care is now managing the District's water meter replacement program with the assistance of the Facilities, Finance, and IT Departments.
- Staff successfully conducted virtual coffee meetings with Directors and their constituents, online "Let's Talk H2O" meetings, issued regular internal and public newsletters, coordinated drive-through giveaways for customers, an in-person customer appreciation day, monitored and maintained the District's social media, and assisted with information for the current drought. In-person workshops have also been held.
- The "PWD Water Ambassador Academy" (WAA) has been scheduled for April 2026.
- Two Junior Water Ambassadors Academy will be scheduled this fall for two consecutive days at the Leslie O. Carter Treatment Plant (WTP). This one-day class included presentations on District functions and water careers, hands-on demonstrations, and a tour of the WTP.