

**Lake Elsinore & San Jacinto Watersheds Authority**



City of Lake Elsinore • City of Canyon Lake • County of Riverside  
Elsinore Valley Municipal Water District • Santa Ana Watershed Project Authority

**LESJWA BOARD OF DIRECTORS REGULAR MEETING**

EVMWD, 31315 Chaney Street, Lake Elsinore, CA 92531

**PUBLIC VIDEO ACCESS**

<b>Meeting ID:</b> 849 0398 3241 <b>Passcode:</b> 106559	<b>Access Via Computer:</b> <a href="https://sawpa.zoom.us/j/84903983241?pwd=q0rUqefx6oFMmW0so9Li88bEsRXHsO.1">https://sawpa.zoom.us/j/84903983241?pwd=q0rUqefx6oFMmW0so9Li88bEsRXHsO.1</a>
	<b>Access Via Telephone:</b> 1 (669) 900-6833

This meeting will be conducted in person at the address listed above. As a convenience to the public, members of the public may also participate virtually using one of the options set forth above. Any member of the public may listen to the meeting or make comments to the Board using the call-in number or Zoom link above. However, in the event there is a disruption of service which prevents the Authority from broadcasting the meeting to members of the public, the meeting will not be postponed or rescheduled but will continue without remote participation. The remote participation option is provided as a convenience to the public and is not required. Members of the public are welcome to attend the meeting in-person.

**THURSDAY, OCTOBER 19, 2023 – 4:00 P.M.**  
**AGENDA**

**1. CALL TO ORDER (Dale Welty, Chair)**

**2. ROLL CALL**

**3. PUBLIC COMMENTS**

Members of the public may address the Board on items within the jurisdiction of the Board; however, no action may be taken on an item not appearing on the agenda unless the action is otherwise authorized by Government Code §54954.2(b).

Members of the public may make comments in-person or in writing for the Board’s consideration by sending them to [publiccomment@sawpa.org](mailto:publiccomment@sawpa.org) with the subject line “LESJWA Public Comment”. Submit your written comments by 5:00 p.m. on Wednesday, October 18, 2023. All public comments will be provided to the Chair and may be read into the record or compiled as part of the record. Please note, individuals have a limit of three (3) minutes to make comments and will have the opportunity when called upon by the Board.

**4. ITEMS TO BE ADDED OR DELETED**

Pursuant to Government Code §54954.2(b), items may be added on which there is a need to take immediate action and the need for action came to the attention of Lake Elsinore & San Jacinto Watersheds Authority subsequent to the posting of the agenda.

**5. CONSENT CALENDAR**

All matters listed on the Consent Calendar are considered routine and non-controversial and will be acted upon by the Board by one motion as listed below.

**A. APPROVAL OF MEETING MINUTES: AUGUST 17, 2023..... 5**  
**Recommendation:** Approve as posted.

**B. TREASURER’S REPORT: JULY 2023 ..... 11**  
**Recommendation:** Approve as posted.

**6. NEW BUSINESS**

**A. LESJWA STRATEGIC PLAN: APPROVAL OF CONSULTANT SELECTION (LES#2023.15) ..... 19**

**Presenter:** Rachel Gray, LESJWA Authority Administrator

**Recommendation:** Staff recommends that the Board of Directors:

1. Accept the proposal from Water Systems Consulting, Inc. for Strategic Plan Facilitation services.
2. Authorize the LESJWA Authority Administrator to negotiate fee and execute an Agreement for Services with Water Systems Consulting, Inc. for Strategic Plan Facilitator Consultant Services in an amount not-to-exceed \$61,600.

**7. INFORMATIONAL REPORTS**

**Recommendation:** Receive and file.

**A. LAKE ELSINORE WATER QUALITY PLAN PRESENTATION BY THE CITY OF LAKE ELSINORE (LES#2023.16) ..... 73**

**Presenter:** James Simpson, City Manager, and Adam Gufarotti, Community Support Manager

**B. CALIFORNIA RESILIENCE CHALLENGE GRANT APPLICATION (LES#2023.17) ..... 75**

**Presenter:** Rachel Gray, LESJWA Authority Administrator

**8. ADMINISTRATOR’S COMMENTS**

**9. DIRECTORS’ COMMENTS**

**10. CLOSED SESSION**

There were no Closed Session items anticipated at the time of the posting of this agenda.

**11. ADJOURNMENT**

**PLEASE NOTE:**

Americans with Disabilities Act: If you require any special disability related accommodations to participate in this meeting, call (951) 354-4244 or email [zramirez@sawpa.org](mailto:zramirez@sawpa.org). 48-hour notification prior to the meeting will enable staff to make reasonable arrangements to ensure accessibility for this meeting. Requests should specify the nature of the disability and the type of accommodation requested.

Materials related to an item on this agenda submitted to the Board of Directors after distribution of the agenda packet are available for public inspection during normal business hours at the LESJWA’s office, 11615 Sterling Avenue, Riverside, and available at [www.mywatersheds.com](http://www.mywatersheds.com), subject to staff’s ability to post documents prior to the meeting.

**Declaration of Posting**

I, Zyanya Ramirez, Clerk of the Board of the Lake Elsinore and San Jacinto Watersheds Authority declare that on Thursday, October 12, 2023, a copy of this agenda has been uploaded to the LESJWA website at [www.mywatersheds.com](http://www.mywatersheds.com) and posted at LESJWA’s office, 11615 Sterling Avenue, Riverside, California.

**2023 - LESJWA Board of Directors Regular Meetings**

Third Thursday of Every Other Month (February, April, June, August, October, December)

(Note: All meetings begin at 4:00 p.m., unless otherwise noticed, and are held at  
 Elsinore Valley Municipal Water District, 31315 Chaney Street, Lake Elsinore, CA 92531)

<b>February</b> 2/16/23 Regular Board Meeting [3:00 p.m.]	<b>April</b> 4/20/23 Regular Board Meeting [Cancelled] 4/24/23 Special Board Meeting
<b>June</b> 6/15/23 Regular Board Meeting [Cancelled]	<b>August</b> 8/17/23 Regular Board Meeting
<b>October</b> 10/19/23 Regular Board Meeting	<b>December</b> 12/21/23 Regular Board Meeting

**2024 - LESJWA Board of Directors Regular Meetings**

Third Thursday of Every Other Month (February, April, June, August, October, December)

(Note: All meetings begin at 4:00 p.m., unless otherwise noticed, and are held at  
 Elsinore Valley Municipal Water District, 31315 Chaney Street, Lake Elsinore, CA 92531)

<b>February</b> 2/15/24 Regular Board Meeting	<b>April</b> 4/18/24 Regular Board Meeting
<b>June</b> 6/20/24 Regular Board Meeting	<b>August</b> 8/15/24 Regular Board Meeting
<b>October</b> 10/17/24 Regular Board Meeting	<b>December</b> 12/19/24 Regular Board Meeting

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**LESJWA BOARD OF DIRECTORS MEETING  
SPECIAL MEETING MINUTES  
AUGUST 17, 2023**

**DIRECTORS PRESENT**

Dale Welty, Chair, City of Canyon Lake  
 Robert Magee, Vice Chair, City of Lake Elsinore  
 Andy Morris, Secretary-Treasurer, Elsinore Valley Municipal Water District  
 Brenda Dennstedt, Santa Ana Watershed Project Authority  
 Karen Spiegel, County of Riverside

**DIRECTORS ABSENT**

None.

**ALTERNATE DIRECTORS PRESENT; NON-VOTING**

None.

**STAFF PRESENT**

Edina Goode, Haley Gohari, Melissa Bustamonte, Rachel Gray, Rick Whetsel, Sara Villa

**OTHERS PRESENT**

Gil Botello, San Bernardino Valley Municipal Water District, Liselle DeGrave, DeGrave Communications, Philip Paule, County of Riverside, Scott Bruckner, County of Riverside, Steve Wolosoff, GEI, T. Milford Harrison, San Bernardino Valley Municipal Water District

The Regular Board of Directors meeting of the Lake Elsinore & San Jacinto Watersheds Authority (LESJWA) was called to order at 4:00 p.m. by Chair Welty on behalf of the Lake Elsinore & San Jacinto Watersheds Authority, 31315 Chaney Street, Lake Elsinore, CA 92530.

**1. CALL TO ORDER/PLEDGE OF ALLEGIANCE**

**2. ROLL CALL**

An oral roll call was noted and recorded by the Clerk of the Board.

**3. PUBLIC COMMENTS**

There were no other public comments.

**4. ITEMS TO BE ADDED OR DELETED**

There were no items to be added or deleted.

**5. CONSENT CALENDAR**

**A. APPROVAL OF MEETING MINUTES: APRIL 24, 2023**

**Recommendation:** Approve as posted.

**B. TREASURER’S REPORT: JUNE 2023**

**Recommendation:** Approve as posted.

**C. TMDL TASK FORCE MEETING MINUTES: APRIL 25, 2023 | JUNE 5, 2023**

**Recommendation:** Approve as posted.

**MOVED,** to approve the Consent Calendar as posted.

Result:	Adopted by Roll Call Vote
Motion/Second:	Morris/Spiegel
Ayes:	Dennstedt, Magee, Morris, Spiegel, Welty
Nays:	None
Abstentions:	None
Absent:	None

## 6. NEW BUSINESS

### A. LESJWA STRATEGIC PLAN: APPROVAL TO RELEASE REQUEST FOR PROPOSAL (LES#2023.09)

Rachel Gray provided a presentation titled LESJWA Strategic Plan Request for Proposals, contained in the agenda packet on pages 55-68. Ms. Gray conducted individual listening sessions with each Director and presented a summary of their feedback. Staff developed an RFP to hire an experienced firm for the Strategic Plan, including purpose, objectives, success factors, and processes. The Board expressed their appreciation toward Ms. Gray's in gathering their input.

Director Spiegel discussed the idea of rebranding LESJWA as a Conservancy during her session with Ms. Gray. She suggested exploring this during the Strategic Plan development, indicating that LESJWA may have more advantages if converted into a Conservancy.

Vice Chair Magee encouraged close collaboration with staff from both lakes.

Chair Welty requested any additional feedback from the Board to be communicated via email to Rachel Gray.

**MOVED**, that the Board of Directors provide input on the process and format for an update to the Strategic Plan; and direct staff to issue a Request for Proposals (RFP) for Strategic Plan Facilitator Consultant Services.

Result:	Adopted by Roll Call Vote
Motion/Second:	Magee/Dennstedt
Ayes:	Dennstedt, Magee, Morris, Welty
Nays:	None
Abstentions:	None
Absent:	Spiegel

### B. LETTER OF SUPPORT FOR SAWPA'S APPLICATION FOR THE REGIONAL RESILIENCE PLANNING AND IMPLEMENTATION GRANT PROGRAM (LES#2023.10)

Rachel Gray provided a presentation titled ICARP Regional Resilience Grant Program Watershed Resilience Strategy, contained in the agenda packet on pages 375-389.

SAWPA staff is pursuing a grant opportunity through the Governor's Office of Planning and Research Integrated Climate Adaptation and Resiliency Program's (ICARP) Regional Resilience Planning and Implementation Grant Program, The ICARP funds capacity building, planning (identifying climate resilience priorities), and project implementation across multiple rounds.

SAWPA aims to align with state priorities to position the region for future funding opportunities. LESJWA staff assessed potential benefits to Lake Elsinore, Canyon Lakes, and the surrounding areas, indicating that future funding opportunities could directly benefit both lakes and their environs. SAWPA is requesting a letter of support on behalf of LESJWA for SAWPA's application.

Treasure-Secretary Morris noted that this item is aligned with our strategic plan.

**MOVED**, to authorize staff to send a support letter on behalf of LESJWA for SAWPA's application for the Regional Resilience Planning and Implementation Grant Program.

Result: Adopted by Roll Call Vote  
Motion/Second: Dennstedt/Spiegel  
Ayes: Dennstedt, Magee, Morris, Spiegel, Welty  
Nays: None  
Abstentions: None  
Absent: None

**C. LICENSE AGREEMENT FOR OFFSET CREDITS GENERATED BY THE LAKE ELSINORE AERATION & MIXING SYSTEM (LEAMS) – AMENDMENT #1 (LES#2023.11)**

Rick Whetsel provided a presentation titled Lake Elsinore Aeration and Mixing System (LEAMS) Exclusive License Agreement for Excess Offset Credits Generated by LEAMS, contained in the agenda packet on pages 395-400.

In April 2011, LESJWA authorized Risk Sciences to develop provisions for the Lake Elsinore Aeration System Operation and Maintenance Agreement (LEAMS) to create an offset credit system. This system aimed to demonstrate TMDL compliance and allocate credits among project co-sponsors. In August 2016, a draft agreement was submitted, clarifying offset provisions and proposing that LESJWA serve as the exclusive agent to license excess offset credits to other stakeholders. After discussions and modifications, on April 19, 2017, the Board of Directors approved the License Agreement for Offset Credits Generated by LEAMS, enabling operators to market excess offset credits for TMDL compliance. Now, the Operators recommend LESJWA Board approval of Amendment 1 to extend the Exclusive License Agreement for an additional five years.

This amendment aims to continue licensing available excess nutrient offset credits generated by LEAMS to other stakeholders with TMDL compliance obligations, providing a mechanism to offset annual O&M costs estimated at approximately \$500,000 per year, shared equally among the three cost-sharing partners.

Vice Chair Magee asked was the revenue estimate for the last five years. Mr. Whetsel stated that the amount ranges from \$60,000 to \$100,000.

**MOVED**, to approve Amendment 1 to extend the Exclusive License Agreement for Offset Credits Generated by the Lake Elsinore Aeration & Mixing System (LEAMS) for a period of five (5) years.

Result: Adopted by Roll Call Vote  
Motion/Second: Magee/Dennstedt  
Ayes: Dennstedt, Magee, Morris, Spiegel, Welty  
Nays: None  
Abstentions: None  
Absent: None

**7. INFORMATIONAL REPORTS**

**Recommendation:** Receive and file.

**A. LESJWA AWARDED \$1.5 M DWR IRWM PROP 1 GRANT FUNDING TO IMPLEMENT THE LAKE ELSINORE ALGAE HARVESTING AND NUTRIENT REMOVAL PILOT PROJECT (LES#2023.12)**

Rick Whetsel provided a presentation titled Lake Elsinore Algae Harvesting Pilot Project Status Update, contained in the agenda packet on pages 439-449.

On January 14, 2022, SAWPA issued an OWOW Call for Projects for Round 2 of DWR's Proposition 1 Integrated Regional Water Management Implementation Grant Program. This round allocated \$18.5 million for projects in the upper Santa Ana River Watershed, including the San Jacinto River Watershed, requiring a 50% local cost share match. In April 2022, LESJWA, in collaboration with the City of Lake Elsinore and AECOM, submitted a grant application to SAWPA for the Lake Elsinore Algae Harvesting and Nutrient Removal Pilot Project, seeking \$1.5 million in grant funding, with the City of Lake Elsinore providing a matching \$1.5 million. The project involves a three-year pilot using AECOM Hydronucleation Flotation Technology to address harmful algal blooms (HABs) in Lake Elsinore.

LESJWA agreed to be the contractual lead and project proponent for the application and committed to providing \$50,000 in in-kind staff support over the project's three-year term for administration. On December 13, 2022, the City of Lake Elsinore's City Council approved the AECOM grant proposal and up to \$1.5 million in local matching funds, including in-kind staff support. AECOM will oversee project management and operations. On May 17, 2023, DWR announced their final funding recommendations for Round 2, Cycle 2 of the Proposition 1 Implementation Grant Program, which included full funding of \$1.5 million to LESJWA for the Lake Elsinore Algae Harvesting and Nutrient Removal Pilot Project.

Vice Chair Magee suggested relocating the pilot project to a different area of the lake because it's currently in a recreational area. Mr. Whetsel confirmed that there is still time to make such changes to the project.

Director Spiegel asked about the peak algae season and inquired about the methods being used for algae disposal. Rick explained that algae issues can occur year-round. He confirmed that the contractor, CRC, has the necessary infrastructure to manage waste and suggested the potential use of algae for biofuel production.

Treasure-Secretary Morris appreciated the historical context and noted the evolving nature of the science behind algae harvesting. He emphasized the importance of discussing these developments in the context of the strategic plan.

Director Dennstedt praised SAWPA's track record of grant acquisition and commended LESJWA staff for securing these funds. She highlighted her role as a Board of Director for the Metropolitan Water District of Southern California (MET), mentioning their own algae issues, and emphasized the importance of dialogue between LESJWA and MET to collaborate on solutions for these problems.

This item is to receive and file; no action was taken on agenda item no. 7.A.

**B. LAKE ELSINORE AND CANYON LAKE TMDL TASK FORCE UPDATE (LES#2023.13)**

Tess Dunham, from Kahn, Soares & Conway, provided a power point presentation titled Lake Elsinore and Canyon Lake TMDL Task Force, contained in the agenda packet on pages 453-487. Ms. Dunham was invited to present today due to questions and comments about how the



Task Force contributes to and supports LESJWA. She emphasized that her primary focus is on regulatory compliance but also highlighted the water quality benefits that result from Task Force activities.

The Santa Ana Regional Water Quality Control Board adopted a Total Maximum Daily Load (TMDL) for nutrient discharges to Canyon Lake and Lake Elsinore in 2004. This TMDL gained final approval from the United States Environmental Protection Agency (EPA) on September 30, 2005. The TMDL set numeric targets for various parameters, including Dissolved Oxygen (DO), Chlorophyll a, Ammonia, Total Phosphorus (TP), and Total Nitrogen (TN) concentrations in both lakes. It also established Load Allocations (LA) and Waste Load Allocations (WLA) to regulate nutrient discharge from non-point and point sources.

In 2005, stakeholders formed the Lake Elsinore & Canyon Lake TMDL Task Force, administered by LESJWA, to coordinate and share implementation efforts related to the TMDL. The Task Force includes various dischargers such as MS4 permittees, wastewater treatment plants, agricultural operators, and other relevant agencies. LESJWA continues to oversee the Task Force's work, including administration, regulatory advisement, watershed and lake monitoring, alum applications to Canyon Lake, and fishery management studies. Currently, the Task Force and its consultants are updating the TMDL Staff Report/TMDL Revision Technical Report for both lakes and the San Jacinto River Watershed, which includes revised Numeric Targets and considers updated land use and potential nutrient reduction measures.

Chair Welty inquired about the effects of retention bonds. Ms. Dunham explained that the Task Force encounters challenges related to stormwater retention because there's a statewide push for it, but in our region, it might not always be beneficial. She mentioned that the Task Force collaborates with the Regional Board to establish compliance pathways via offset credits and flexible approaches, advocating for allowing stormwater to flow through the system. Welty asked if the Board could assist in this process, and Ms. Dunham pointed out that the Regional Board's upcoming region-wide Santa Ana permit for municipal stormwater will significantly impact compliance with TMDLs. Although the permit is not currently available for review, she stressed the importance of the LESJWA Board of Directors and policymakers expressing their views if the permit's restrictions don't align with the region's needs. The permit, initially expected in July, has not been released yet. Ms. Gray will notify the Board as soon as it becomes available.

Vice Chair Magee expressed his gratitude for Ms. Dunham's presentation, noting that it provided valuable insights into the details. He encouraged her to continue making similar presentations in the future."

This item is to receive and file; no action was taken on agenda item no. 7.B.

**C. LAKE ELSINORE NATURAL WATER RESTORATION MASTER PLAN (LES#2023.14)**

Nathan White, CEO AND Co-Founder OF Agess, Inc., provided a PowerPoint presentation titled, Lake Elsinore Enhanced Vegetation and Floating Islands to Restore Water Cycle, contained in the agenda packet on pages 493-506. The presentation offered an in-depth discussion on community participation in determining the most suitable island concept for consideration and its placement on the lake. It also examined the most effective island type for addressing pollutant removal, along with exploring additional natural solutions that do not rely on chemical methods.

This item is to receive and file; no action was taken on agenda item 7.C.

**8. ADMINISTRATOR'S COMMENTS**

There were no Administrator's comments.

**9. DIRECTORS' COMMENTS**

Vice Chair Magee commended the meeting for its outstanding quality and expressed appreciation for the wealth of information and attention to detail provided during today's meeting. He added that at the next City of Lake Elsinore City Council meeting, staff will introduce the Lake Elsinore Water Quality Plan. This comprehensive plan will address issues related to algae, phosphorus, and oxygenation, with operations scheduled to commence before year-end. In addition, he indicated his plans to provide an informative update on this matter during the upcoming LESJWA Board of Directors meeting.

Director Morris highlighted the Lake Elsinore community's strong commitment to the lake's well-being and is demonstrated by their generous financial support for the plan, which calls for approximately \$1 million in private funding partnerships.

**10. CLOSED SESSION**

There was no closed session.

**11. ADJOURNMENT**

There being no further business for review, Chair Dale Welty adjourned the meeting at 5:10 p.m.

**Approved at a Regular Meeting of the Lake Elsinore and San Jacinto Watersheds Authority Board of Directors on Thursday, October 19, 2023.**

\_\_\_\_\_  
Dale Welty, Chair

Attest:

\_\_\_\_\_  
Zyanya Ramirez, Clerk of the Board

*Lake Elsinore and San Jacinto Watersheds Authority*

*FINANCIAL STATEMENTS*

*July 2023*

LAKE ELSINORE & SAN JACINTO WATERSHEDS AUTHORITY  
 CASH FLOW STATEMENT  
 AS OF 07/31/2023

**Balance as of 6/30/2023** \$ 315,740.14

**Funds Received**

**Deposits:**

LAIF Interest 1,343.64

**Open - Grant Invoices**

**Open - Member & Other Contributions**

City of Lake Elsinore	\$20,000.00
EVMWD	\$20,000.00
County of Riverside	\$20,000.00
City of Canyon Lake	\$20,000.00
RCFCD	\$20,000.00
SAWPA	\$10,000.00
County of Riverside	\$112,093.00
City of Beaumont	\$28,056.00
City of Canyon Lake	\$36,069.00
City of Hemet	\$45,931.00
City of Lake Elsinore	\$33,046.00
City of Moreno Valley	\$73,550.00
City of Murietta	\$34,075.00
City of Perris	\$42,033.00
City of Riverside	\$28,056.00
City of San Jacinto	\$28,656.00
City of Menifee	\$97,958.00
City of Wildomar	\$26,065.00
EVMWD	\$27,401.00
WRCAC	\$28,067.00
San Jacinto Dairy & CAFO	\$1,500.00
CA Dept of Transportation	\$33,721.00
CA Dept of Fish and Wildlife	\$26,556.00
EMWD	\$26,556.00
March JPA	\$34,045.00
March ARB	\$34,425.00
<b>Total Due LESJWA</b>	<b>\$907,859.00</b>

**Disbursement List - July 2023** \$ (51,410.16)

**Funds Available as of 07/31/2023** **\$ 265,673.62**

Funds Available:

Checking	\$ 93,196.51
LAIF*	\$ 172,477.11
<b>Total</b>	<b>\$ 265,673.62</b>

\* Balance Sheet number for LAIF includes an adjustment to the market value of LAIF assets required by GASB

Lake Elsinore San Jacinto Watersheds Authority  
LE/CL TMDL Invoice History  
FYE 2015 - 2024  
as of July 31, 2023

Agency	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY2023-24
March ARB	35,226.00	25,176.00	38,321.00	29,864.00	27,890.00	32,863.00	36,460.00	33,216.00	38,751.00	34,425.00
CalTrans	28,656.00	26,072.00	40,421.00	31,964.00	29,996.00	34,286.00	37,651.00	32,757.00	39,848.00	33,721.00
City of Beaumont	24,280.00	26,866.00	37,421.00	28,128.00	14,160.00	28,251.00	28,935.00	27,070.00	32,082.00	28,056.00
City of Canyon Lake	34,863.00	24,142.00	42,521.00	33,586.00	28,780.00	33,754.00	37,787.00	34,393.00	40,695.00	36,069.00
City of Hemet	25,510.00	27,958.00	54,278.00	36,426.00	29,084.00	41,830.00	46,261.00	42,139.00	50,858.00	45,931.00
City of Lake Elsinore	30,580.00	32,463.00	37,421.00	22,330.00	28,521.00	33,361.00	34,071.00	31,795.00	35,573.00	33,046.00
City of Menifee	55,821.00	23,584.00	100,499.00	100,906.00	112,252.00	86,846.00	92,189.00	82,180.00	106,785.00	97,958.00
City of Moreno Valley	113,058.00	17,750.00	96,414.00	74,122.00	144,495.00	80,826.00	83,847.00	63,927.00	91,977.00	73,550.00
City of Murrieta	24,280.00	26,866.00	38,321.00	31,337.00	22,796.00	30,774.00	34,433.00	32,988.00	38,102.00	34,075.00
City of Perris	26,739.00	29,050.00	59,821.00	50,374.00	66,775.00	50,792.00	54,723.00	40,792.00	56,560.00	42,033.00
City of Riverside	24,280.00	26,866.00	38,921.00	30,293.00	24,896.00	26,751.00	28,635.00	27,070.00	32,082.00	28,056.00
City of San Jacinto	24,280.00	26,866.00	37,721.00	23,290.00	27,296.00	26,751.00	27,435.00	27,970.00	32,082.00	28,656.00
City of Wildomar	19,528.00	26,460.00	41,642.00	28,841.00	21,872.00	31,578.00	30,945.00	25,060.00	32,376.00	26,065.00
County of Riverside	36,469.00	30,362.00	68,931.00	69,034.00	76,601.00	81,634.00	88,734.00	83,361.00	114,620.00	112,093.00
Dept of Fish and Game	18,435.00	28,840.00	35,121.00	22,857.00	16,818.00	26,751.00	27,435.00	25,570.00	29,082.00	26,556.00
Eastern Municipal Water District	16,225.00	23,525.00	27,789.00	15,724.00	16,222.00	23,496.00	26,935.00	25,570.00	29,082.00	26,556.00
Elsinore Valley Municipal Water District	16,225.00	23,525.00	30,361.00	18,327.00	12,626.00	24,934.00	29,881.00	26,946.00	30,411.00	27,401.00
March JPA	24,485.00	27,160.00	38,921.00	30,464.00	24,596.00	31,006.00	34,412.00	32,968.00	38,071.00	34,045.00
San Jacinto Agricultural Operators	47,549.00	23,530.58	45,785.00	31,391.00	37,999.65	38,927.00	27,767.00	14,382.00	29,915.00	28,067.00
San Jacinto Dairy & CAFO Operators	16,225.00	-	-	-	2,700.00	2,850.00	-	-	3,000.00	1,500.00
<b>Total</b>	<b>642,714.00</b>	<b>497,061.58</b>	<b>910,630.00</b>	<b>709,258.00</b>	<b>766,375.65</b>	<b>768,261.00</b>	<b>808,536.00</b>	<b>710,154.00</b>	<b>901,952.00</b>	<b>797,859.00</b>
<b>Total Paid Contributions</b>	<b>642,714.00</b>	<b>497,061.58</b>	<b>910,630.00</b>	<b>709,258.00</b>	<b>766,375.65</b>	<b>768,261.00</b>	<b>808,536.00</b>	<b>710,154.00</b>	<b>901,952.00</b>	<b>-</b>
<b>Total Outstanding Contributions</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>797,859.00</b>
<b>Total Outstanding Contributions</b>										
March ARB										34,425.00
CalTrans										33,721.00
City of Beaumont										28,056.00
City of Canyon Lake										36,069.00
City of Hemet										45,931.00
City of Lake Elsinore										33,046.00
City of Menifee										97,958.00
City of Moreno Valley										73,550.00
City of Murrieta										34,075.00
City of Perris										42,033.00
City of Riverside										28,056.00
City of San Jacinto										28,656.00
City of Wildomar										26,065.00
County of Riverside										112,093.00
Dept of Fish and Game										26,556.00
Eastern Municipal Water District										26,556.00
Elsinore Valley Municipal Water District										27,401.00
March JPA										34,045.00
San Jacinto Agricultural Operators										28,067.00
San Jacinto Dairy & CAFO Operators							-	-		1,500.00
<b>Total Outstanding All Years</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>797,859.00</b>

Lake Elsinore/San Jacinto Watershed Authority  
Statement of Net Assets  
For the One Month Ending Monday, July 31, 2023

Assets

Checking - US Bank	\$93,196.51
L.A.I.F.	172,477.11
Accounts Receivable	907,859.00
Total Assets	<u>\$1,173,532.62</u>

Liabilities

Accounts Payable	92,563.49
Accrued Accounts Payable	56,400.00
Total Liabilities	<u>\$148,963.49</u>

Retained Earnings 155,338.17

Excess Revenue over (under) Expenditures \$869,230.96

    Total Net Assets \$1,024,569.13

Total Liabilities and Net Assets \$1,173,532.62

Lake Elsinore/San Jacinto Watershed Authority  
Revenues, Expenses and Changes in Net Assets  
For the One Month Ending Monday, July 31, 2023

	Period Actual	YTD Actual	Annual Budget	% Used	Budget Variance
<b>Revenues</b>					
LAIF Interest	\$0.00	\$0.00	\$1,650.00	0.00%	\$1,650.00
Valuation Income - LAIF	2,596.35	2,596.35	0.00	0.00%	(2,596.35)
Member Agency Contributions	186,516.00	186,516.00	300,709.00	62.03%	114,193.00
Other Agency Contributions	721,343.00	721,343.00	663,251.00	108.76%	(58,092.00)
<b>Total Revenues</b>	<b>\$910,455.35</b>	<b>\$910,455.35</b>	<b>\$965,610.00</b>	<b>94.29%</b>	<b>\$55,154.65</b>
<b>Expenses</b>					
Salaries - Regular	5,077.78	5,077.78	61,294.00	8.28%	56,216.22
Payroll Burden	1,863.55	1,863.55	22,496.00	8.28%	20,632.45
Overhead	8,591.61	8,591.61	103,710.00	8.28%	95,118.39
Audit Fees	1,290.00	1,290.00	5,600.00	23.04%	4,310.00
Consulting - General	21,546.50	21,546.50	671,135.00	3.21%	649,588.50
LEAMS Offset Credit License	0.00	0.00	112,500.00	0.00%	112,500.00
Legal Fees	0.00	0.00	1,100.00	0.00%	1,100.00
Meeting & Conference Expense	26.95	26.95	0.00	0.00%	(26.95)
Bank Charges	0.00	0.00	1,000.00	0.00%	1,000.00
Shipping & Postage	0.00	0.00	50.00	0.00%	50.00
Office Supplies	0.00	0.00	60.00	0.00%	60.00
Other Expense	0.00	0.00	400.00	0.00%	400.00
Insurance Expense	2,828.00	2,828.00	2,800.00	101.00%	(28.00)
Interest Expense	0.00	0.00	200.00	0.00%	200.00
<b>Total Expenditures</b>	<b>\$41,224.39</b>	<b>\$41,224.39</b>	<b>\$982,345.00</b>	<b>4.20%</b>	<b>\$941,120.61</b>
<b>Excess Revenue over (under) Expenditures</b>	<b>\$869,230.96</b>	<b>\$869,230.96</b>	<b>(\$16,735.00)</b>	<b>-5194.09%</b>	<b>(\$885,965.96)</b>

**Lake Elsinore San Jacinto Watersheds Authority**  
**Revenues, Expenses and Changes in Net Assets by Project**  
**For the Month Ending July 31, 2023**

	JPA Administration	TMDL Task Force	Total	Budget	% Used	Budget Variance
<b>Revenues</b>						
LAIF Interest			-	1,650.00	0.00%	1,650.00
Member Agency Contributions	90,000.00	96,516.00	186,516.00	300,709.00	62.03%	114,193.00
Other Agency Contributions	20,000.00	701,343.00	721,343.00	663,251.00	108.76%	(58,092.00)
Miscellaneous Revenue			-	-	100.00%	-
<b>Total Revenues</b>	<b>\$ 110,000.00</b>	<b>\$ 797,859.00</b>	<b>\$ 907,859.00</b>	<b>\$ 965,610.00</b>	<b>94.02%</b>	<b>\$ 57,751.00</b>
<b>Expenditures</b>						
Salaries	\$ 1,980.30	\$ 3,097.48	\$ 5,077.78	\$ 61,294.00	8.28%	\$ 56,216.22
Benefits	726.77	1,136.78	1,863.55	22,496.00	8.28%	20,632.45
Indirect Costs	3,350.67	5,240.94	8,591.61	103,710.00	8.28%	95,118.39
Audit Fees	1,290.00		1,290.00	5,600.00	23.04%	4,310.00
Consulting	1,880.00	19,666.50	21,546.50	671,135.00	3.21%	649,588.50
Other Contract Services			-	-	0.00%	-
Legal Fees			-	1,100.00	0.00%	1,100.00
Contributions			-	-	0.00%	-
Meeting & Conference Expense		26.95	26.95	-	0.00%	(26.95)
Bank Charges			-	1,000.00	0.00%	1,000.00
Shipping & Postage			-	50.00	0.00%	50.00
Other Expense			-	400.00	0.00%	400.00
LEAMS Excess Offset Credit			-	112,500.00	0.00%	112,500.00
Insurance Expense	2,828.00		2,828.00	2,800.00	101.00%	(28.00)
Office Supplies				60.00	0.00%	60.00
Interest Expense			-	200.00	0.00%	200.00
<b>Total Expenditures</b>	<b>\$ 12,055.74</b>	<b>\$ 29,168.65</b>	<b>\$ 41,224.39</b>	<b>\$ 982,345.00</b>	<b>4.20%</b>	<b>\$ 941,120.61</b>
<b>Excess Revenue over (under) Expenditures</b>	<b>\$ 97,944.26</b>	<b>\$ 768,690.35</b>	<b>\$ 866,634.61</b>	<b>\$ (16,735.00)</b>	<b>100.00%</b>	<b>\$ (883,369.61)</b>
<b>Cash Balance @ 07/31/2023</b>	<b>\$ 23,997.74</b>	<b>\$ 241,675.88</b>	<b>\$ 265,673.62</b>			



**Lake Elsinore San Jacinto  
Watershed Authority  
Disbursements  
July 2023**

<b>Check #</b>	<b>Check Date</b>	<b>Type</b>	<b>Vendor</b>	<b>Check Amount</b>
EFT500	7/13/2023	CHK	Kahn, Soares & Conway, LLP	\$ 9,432.80
EFT501	7/20/2023	CHK	Santa Ana Watershed Project Authority	\$ 12,030.83
EFT502	7/20/2023	CHK	GEI Consultants	\$ 24,057.03
EFT503	7/26/2023	CHK	WSP USA Environment & Infrastructure	\$ 5,889.50
<b>Total Disbursements July 2023</b>				<b><u>\$ 51,410.16</u></b>

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## LESJWA BOARD MEMORANDUM NO. 2023.15

**DATE:** October 19, 2023  
**SUBJECT:** LESJWA Strategic Plan: Approval of Consultant Selection  
**TO:** LESJWA Board of Directors  
**PREPARED BY:** Rachel Gray, Authority Administrator

### RECOMMENDATION

It is recommended that the Board of Directors:

- Accept the proposal from Water Systems Consulting, Inc. for Strategic Plan Facilitation services.
- Authorize the LESJWA Authority Administrator to negotiate fee and execute an Agreement for Services with Water Systems Consulting, Inc. for Strategic Plan Facilitator Consultant Services in an amount not-to-exceed \$61,600.

### BACKGROUND

In August 2023, the Board of Directors authorized the release of a Request for Proposals (RFP) for Strategic Plan Facilitator services. The RFP was released on August 21, 2023. On September 29, 2023, seven proposals were received. The RFP Selection Committee consisted of representatives from each LESJWA member agency. The Selection Committee scored each proposal based on the following criteria:

- Experience and qualifications of the assigned individuals/firm
- Project approach and understanding of needs
- Anticipated value and quality of services
- Project Schedule
- Appropriateness of proposed fee structure

The average combined scores resulted in the following ranking:

Ranking	Firm	Score	Cost
1	Water System Consulting, Inc.	87.3	\$61,600
2	GEI Consultants, Inc.	76.9	\$49,424
3	Strategy Driver, Inc.	72.9	\$98,075
4	Moss Adams LLP	63.8	\$62,000
5	KJ Peterson Consulting	61.9	\$33,720
6	Linnett Loving	53.7	\$51,000
7	Eli Patrick & Co.	45.0	\$85,050

The Selection Committee's results ranked Water Systems Consulting, Inc., as the most qualified and it is proposed to award a consulting agreement to this firm.

The agreement of the scope of work consists of the following:

1. Identify and provide required information.
2. Meet with LESJWA staff to develop detailed implementation plan and schedule.

3. Conduct meetings and preliminary workshops with member agencies, key watershed stakeholders, and technical staff.
4. Conduct listening sessions with LESJWA Board of Directors.
5. Meet with key LESJWA partners.
6. Conduct initial workshop with the Board of Directors.
7. Draft initial strategic plan.
8. Conduct second workshop with the Board of Directors.
9. Finalize strategic plan.
10. Present final plan to the Board of Directors.

Time period to complete the plan is approximately eight months.

Desired plan outcomes: confirm the vision, values, and priorities for LESJWA to meet the needs of the member agencies and watershed stakeholders now and into the future. The document will be in a user-friendly format. The goals will be developed after input from member agencies, key technical staff, and the LESJWA Board of Directors.

#### **RESOURCES IMPACT**

- The current FY 2023-24 LESJWA Budget did not account for this expense. The County of Riverside has committed \$25,000 to support the project. A one-time contribution from the City of Canyon Lake, City of Lake Elsinore, Elsinore Valley Municipal Water District, and Santa Ana Watershed Project Authority, in the amount of \$9,150 per agency, to fund the development of the LESJWA Strategic Plan.

Attachments:

1. PowerPoint Presentation
2. Proposal from Water Systems Consulting, Inc.

LAKE ELSINORE & SAN JACINTO  
WATERSHEDS AUTHORITY



City of Lake Elsinore • City of Canyon Lake • County of Riverside  
Elsinore Valley Municipal Water District • Santa Ana Watershed Project Authority

# Strategic Plan Facilitator Consultant Services Award of Agreement

Rachel Gray, LESJWA Authority Administrator  
LESJWA Board Meeting | October 19, 2023  
Item No. 6.A.

# Recommendation

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Staff recommends that the Board of Directors:

- Accept the proposal from Water Systems Consulting, Inc. for Strategic Plan Facilitation services.
- Authorize the LESJWA Authority Administrator to negotiate fee and execute an Agreement for Services with Water Systems Consulting, Inc. for Strategic Plan Facilitator Consultant Services in an amount not-to-exceed \$61,600.

# Background

## First LESJWA Business Plan in 2011

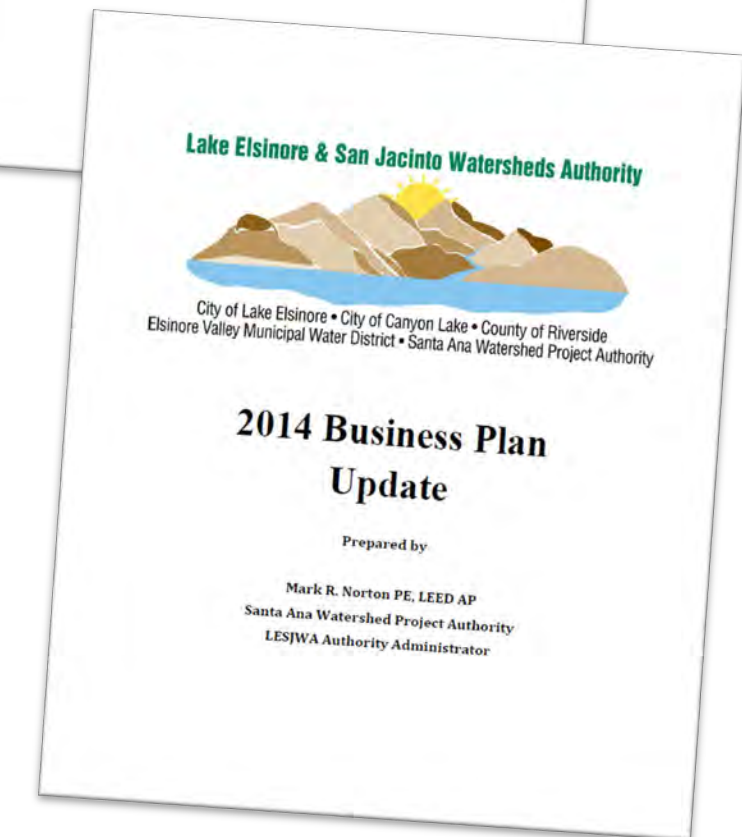
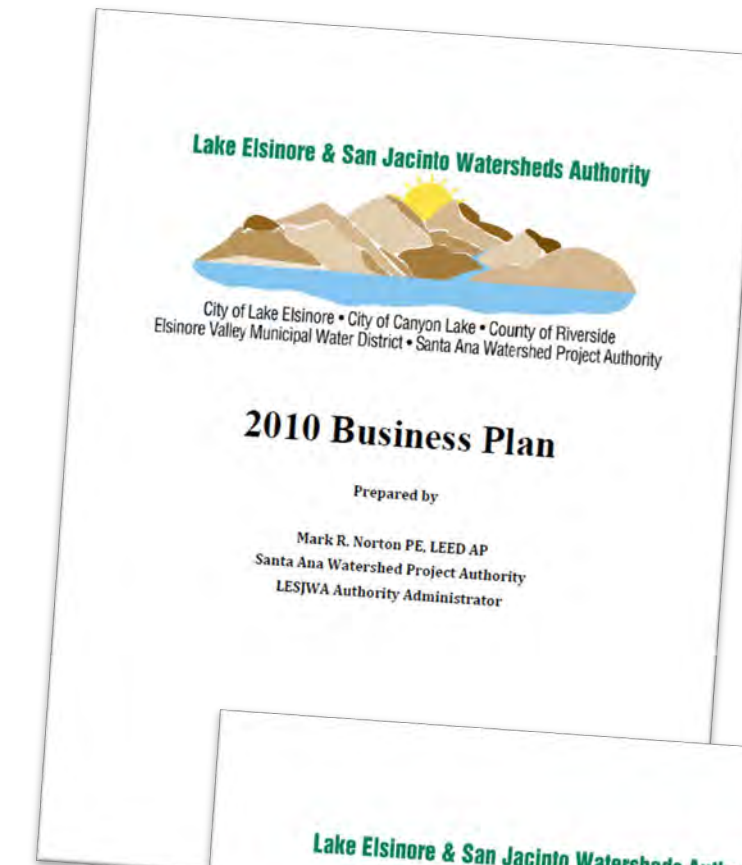
- Focus of Business Plan was on financing of organization

## Business Plan was updated in 2014

- Accomplished goals of providing an approach to financially sustain LESJWA

## First Strategic Plan 2023

- RFP approved on August 16, 2023



# Request for Proposals (RFP)

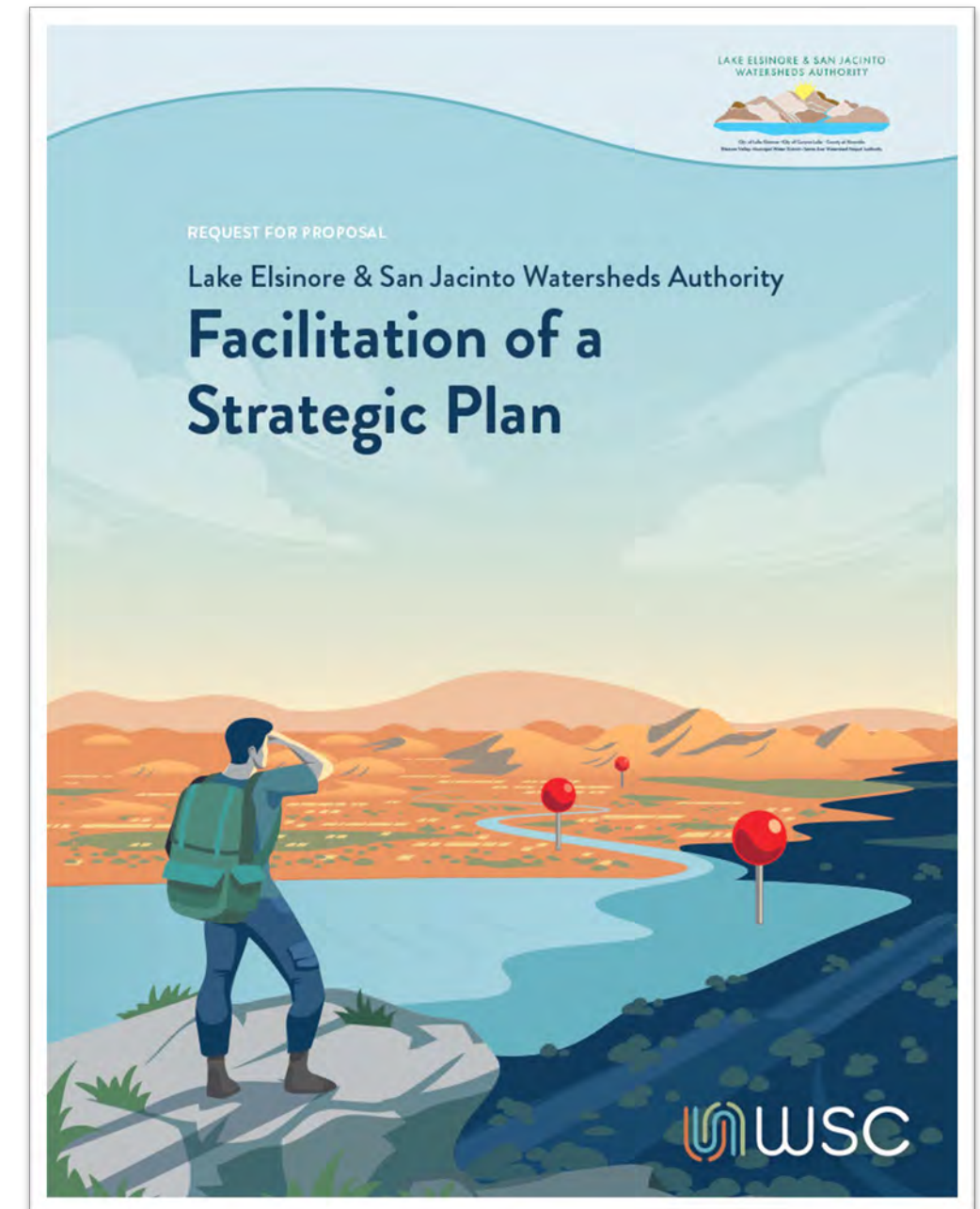
- August 18, 2023: RFP for Strategic Plan Facilitator Consultant Services was approved the Board of Directors.
- August 21, 2023 – release of RFP
- September 29, 2023 – seven proposals were received
- Selection committee consisted of representatives from LESJWA member agencies.
- The selection committee’s results ranked Water Systems Consulting, Inc., as the most qualified and it is proposed to award a consulting agreement to this firm.

Ranking	Firm	Score	Cost
1	Water System Consulting, Inc.	87.3	\$61,600
2	GEI Consultants, Inc.	76.9	\$49,424
3	Strategy Driver, Inc.	72.9	\$98,075
4	Moss Adams LLP	63.8	\$62,000
5	KJ Peterson Consulting	61.9	\$33,720
6	Linnett Loving	53.7	\$51,000
7	Eli Patrick & Co.	45.0	\$85,050



# Scope of Work

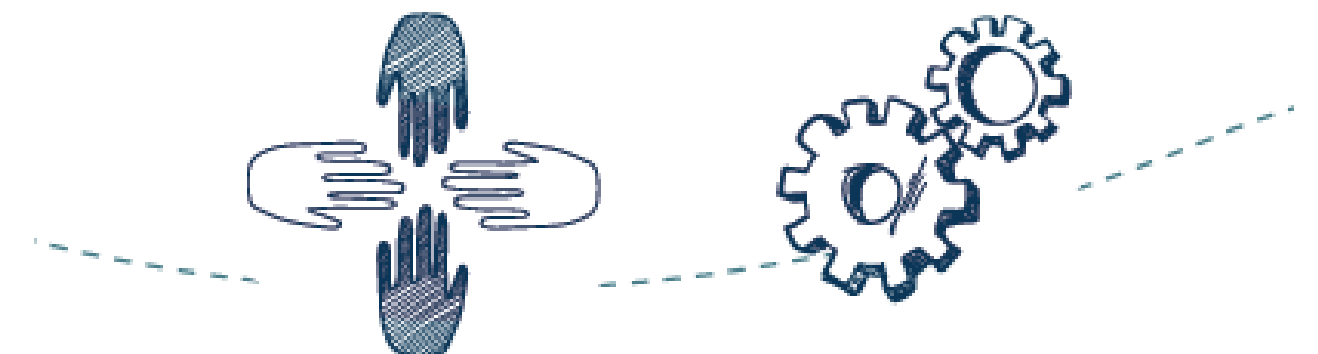
- Identify and provide required information.
- Meet with LESJWA staff to develop detailed implementation plan and schedule.
- Conduct meetings and preliminary workshops with member agencies, key watershed stakeholders, and technical staff.
- Conduct listening sessions with LESJWA Board of Directors.
- Meet with key LESJWA partners.
- Conduct initial workshop with the Board of Directors.
- Draft initial strategic plan.
- Conduct second workshop with the Board of Directors.
- Finalize strategic plan.
- Present final plan to the Board of Directors.



# 2023 Strategic Plan – Desired Results

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- Confirm the vision, values, and priorities for LESJWA to meet the present and future needs of the member agencies and watershed stakeholders.
- Seek input from key stakeholders, technical experts, member agencies, and Board of Directors to define the goals of LESJWA.
- Institute a process to set benchmarks, establish targets, and measure success.
- Target completion period of approximately eight months.



# Funding

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<b>Contributing Agency</b>	<b>Amount</b>
County of Riverside	\$25,000

<b>Member Agency</b>	<b>Amount Requested</b>
City of Canyon Lake	\$9,150
City of Lake Elsinore	\$9,150
Elsinore Valley Municipal Water District	\$9,150
Santa Ana Watershed Project Authority	\$9,150

# Recommendation

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Staff recommends that the Board of Directors:

- Accept the proposal from Water Systems Consulting, Inc. for Strategic Plan Facilitation services.
- Authorize the LESJWA Authority Administrator to negotiate fee and execute an Agreement for Services with Water Systems Consulting, Inc. for Strategic Plan Facilitator Consultant Services in an amount not-to-exceed \$61,600.

# Thank You

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Rachel Gray  
LESJWA Authority Administrator  
Office (951) 354-4242 | Cell (951) 539-0261  
[rgray@sawpa.org](mailto:rgray@sawpa.org)

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REQUEST FOR PROPOSAL

Lake Elsinore & San Jacinto Watersheds Authority

# Facilitation of a Strategic Plan







September 29, 2023

**Lake Elsinore and San Jacinto Watersheds Authority**

Rachel Gray  
Administrator of LESJWA  
11615 Sterling Ave.  
Riverside, CA 92503

**WSC Laguna Hills**

**Amy Stevens** <sup>APR</sup>

Project Manager/Facilitator  
25201 Paseo de Alicia,  
Suite 290  
Laguna Hills, CA 92653  
P: (949) 528-0960 x606  
F: (971) 275-1911  
E: astevens@wsc-inc.com  
www.expectwsc.com

**Dear Rachel Gray,**

Water Systems Consulting, Inc. (WSC) is excited for the opportunity to present our proposal to work with the Lake Elsinore and San Jacinto Watersheds Authority (LESJWA) joint powers authority (JPA) to facilitate a Strategic Plan. We understand LESJWA is seeking a consulting firm that is experienced in leading the strategic planning process for municipal water utilities.

The WSC team is truly unique. We are strategic communications professionals exclusively focused on water who work collaboratively with our engineers, hydrogeologists, and operators to help our clients better understand and communicate their purpose and objectives, critical success factors, and processes, activities, and tasks. Our project manager, facilitators, and support staff are water industry experts trained to guide you through the strategic planning process.

Ask our clients about us and they will attest that we go beyond the status quo and break the mold of traditional strategic planning. We are committed to understanding the unique landscape of your organization and delivering a process and product that provide long-term value. We will work with your team to build new partnerships, collaborations, and meaningful relationships.

**The key pillars of our approach include:**

**Build Trust:** Trust must be earned, and requires commitment and time. We will deliver a collaborative process that builds trust through active listening, authentic engagement, effective communication, and transparent reporting.

**Minimize Time-Consuming On-Boarding:** We have assembled an all-star team of communication and technical professionals with extensive knowledge of the local watersheds, your member agencies, and the challenges faced within the water industry. This insight means your plan can be in the hands of your board, administration, staff, and community sooner.

**Nurture Unity:** The talented and committed professionals at LESJWA and its member agencies are all striving for excellence in their trade. This project will reinforce LESJWA’s collective mission, shared vision, and common values—creating greater alignment and unity.

**Reflect the Needs and Interests of a Changing and Diverse Community:** Through targeted engagement efforts, we will actively seek input from underrepresented groups, resulting in a more inclusive and representative Strategic Plan that addresses the unique challenges and opportunities faced by LESJWA.

**Integrate Throughout LESJWA:** We are committed to a holistic approach that maximizes value across your service lines. The Strategic Plan will serve as a powerful decision-making tool, fully integrated with your planning cycle.

Our project approach focuses on collaboration, knowledge-driven analysis, stakeholder engagement, and effective implementation to deliver a tailored Strategic Plan for LESJWA. We have developed a comprehensive work plan that integrates our local knowledge, regional partnerships, strategic communication expertise, and technical proficiency. The key deliverables of our approach include a refined timeline with milestones, deliverables, and checkpoints to track progress, a thorough understanding of LESJWA’s objectives and challenges, in-depth research and analysis of relevant data, water quality trends, and conservation initiatives, as well as strategic recommendations aligned with the future of the watershed.







To achieve our project goals, we have outlined specific deliverables and estimated timeline in our work plan. The final timeline will be developed with LESJWA to make sure we are meeting your internal deadlines and needs. We will utilize regular check-in meetings to make sure target milestones are being met. Additionally, we will support LESJWA in sharing the completed Strategic Plan through graphic design services, developing presentations, and collateral materials for internal and external communication.

Our aim is to optimize investments and deliver a Strategic Plan that aligns with LESJWA's vision, mission, and goals, providing a clear path for implementation and ongoing success.

The WSC team is thrilled to have the opportunity to support LESJWA. We are committed to performing the work in the JPA's required time-frame. Please contact our Project Manager, Amy Stevens, if you have any questions.

Sincerely,

**Water Systems Consulting**

A handwritten signature in black ink, appearing to read 'Amy Stevens'.

**Amy Stevens** <sup>APR</sup>  
Project Manager | Facilitator

A handwritten signature in black ink, appearing to read 'Haili Matsukawa'.

**Haili Matsukawa** <sup>MPPA</sup>  
Principal in Charge | Vice President

2

# Executive Summary



# WSC is Your Trusted Partner

WSC’s expert team of communications professionals, hydrogeologists, engineers, planners, and operators are committed to providing LESJWA with responsive, quality service.

WSC was founded more than 15 years ago with a mission to provide high-quality and responsive consulting services to water and wastewater agencies and municipalities. WSC’s team of strategic planners, communications experts, and technical leaders bring a unique blend of integrated expertise in providing strategic planning services for public water agencies. Members of our team support a broad spectrum of facilitation and communications projects.

WSC’s approach to water industry strategic planning relies on our expertise to drive conversations toward solutions that unite stakeholders. We begin by **listening to understand** and move forward with a transparent, effective process. With this buy-in, our team works alongside you to craft supported frameworks that your team is confident using to guide important decisions.



**Building trust through insightful leadership.** WSC’s team members, Amy Stevens, Haili Matsukawa, and Nina Thoming recently completed a similar strategic planning effort for San Bernardino Valley Municipal Water District using a process that built trust and unity among critical internal stakeholders.

<h2>Firm Information</h2> <p><b>Firm Name:</b> Water Systems Consulting, Inc.</p> <p><b>Type of Corporation:</b> S-Corporation</p> <p><b>Date of Incorporation:</b> December 4, 2007</p> <p><b>Location of Incorporation:</b> California</p> <p><b>Size of Company:</b> 66 employees</p>	NUMBER OF EMPLOYEES	STRATEGIC PLANNING & COMMUNICATION	HYDROGEOLOGY	PLANNING & MODELING	ASSET MANAGEMENT	DESIGN	CONSTRUCTION MANAGEMENT	PROGRAM MANAGEMENT	ALTERNATIVE DELIVERY	OPERATIONAL SUPPORT	GIS
<b>WSC Inland Empire</b> 3602 Inland Empire Blvd., Suite C 230, Ontario, CA 91764	6		✓	✓	✓	✓	✓	✓	✓	✓	✓
<b>WSC Orange County</b> 25201 Paseo de Alicia, Suite 290, Laguna Hills, CA 92653	10	✓	✓	✓		✓	✓	✓			✓
<b>WSC San Diego</b> 9815 Carroll Canyon Road, Suite 205, San Diego, CA 92131	7	✓		✓	✓	✓					✓
<b>WSC Temecula Valley</b> 36283 Flint Drive, Winchester, CA 92596	2					✓	✓	✓	✓		
<b>WSC San Luis Obispo</b> 805 Aerovista Place, Suite 201, San Luis Obispo CA 93401	23	✓		✓	✓	✓	✓	✓	✓	✓	✓
<b>WSC Fresno</b> 2037 W. Bullard Ave, #195, Fresno, CA 93711	1	✓									
<b>WSC Sacramento</b> 2330 East Bidwell Street, Suite 110, Folsom, CA 95630	8	✓		✓	✓	✓	✓	✓	✓		✓
<b>WSC Portland</b> 4640 S Macadam Avenue, Suite 110, Portland, OR 97239	9	✓		✓	✓	✓	✓	✓	✓		✓

# A Team Committed to Your Success

## Our Team Delivers

- ✓ A process that builds trust
- ✓ Efficient on-boarding
- ✓ A unifying process
- ✓ Reflection of your community's needs
- ✓ An integrated Strategic Plan

WSC's team is functionally organized to take advantage of the strengths of our expert staff within a streamlined structure. This will provide LESJWA with a high level of responsiveness, efficiency, and quality. We combine our technical and communications-focused facilitation expertise to lead you through the process.

## We are your strategic planning experts

WSC's combination of strategic planning and engineering expertise provides a unique skill set that enables us to hear the conversation from different perspectives and effectively synthesize both technical and non-technical information in a way that moves organizations forward together. Our expert team identifies and navigates challenges that are only resolved with new perspectives, data, or approaches to the challenge.

Amy Stevens, WSC's proposed Project Manager and Facilitator, is an expert in guiding and aligning large, complex stakeholder groups in strategic planning discussions. Amy will lead key meetings and guide important decision points. Amy has worked on similar projects, such as San Bernardino Valley Municipal Water District's (San Bernardino Valley's) Strategic Plan. WSC's approach on that project helped the District bridge internal divides between stakeholders and gain clarity on key initiatives.

Our team will also be supported as-needed by subject matter and local experts who provide deep technical knowledge of the work that LESJWA does and insight into regional issues and opportunities. They are: WSC's Ontario-based Vice President, Laine Carlson, whose expertise is focused on collaborative, regional water resources projects in Southern California, and Michael Cruikshank, Principal Hydrogeologist based out of WSC's Laguna Hills office who has worked closely with SAWPA and other local agencies on critical regional groundwater projects.

*Details about the skills and experience of key team members are described on the following pages. Resumes for key staff are included in the Appendix.*



"I am thrilled for the opportunity to begin a productive relationship with LESJWA as you explore the possibilities of the JPA's future. I look forward to helping guide your agency toward a future of operational efficiency, community engagement, and sustainable water management.

Together, we will create a roadmap that aligns with LESJWA's values, addresses the needs of a changing community, and paves the way for a successful and resilient future."

— Amy Stevens Project Manager/Facilitator

### LAKE ELSINORE & SAN JACINTO WATERSHEDS AUTHORITY



City of Lake Elsinore • City of Canyon Lake • County of Riverside  
Elsinore Valley Municipal Water District • Santa Ana Watershed Project Authority

#### PRINCIPAL IN CHARGE/ADVISOR

- Haili Matsukawa

#### PROJECT MANAGERS/ FACILITATOR

- Amy Stevens <sup>APR</sup>

#### GRAPHIC DESIGN

- Nina Thoming

#### SUBJECT MATTER EXPERTS

- Michael Cruikshank <sup>PG, CHG</sup>
- Laine Carlson <sup>PE</sup>

## Office Locations

- WSC Orange County
- WSC San Diego
- WSC San Luis Obispo
- WSC Inland Empire

# Project Understanding

LESJWA needs a team of water and strategic communication experts to help the JPA navigate the strategic planning process. It is key for LESJWA to align the needs of each of your members and their communities in order to create a plan that sets a forward-thinking approach to rehabilitate and improve the San Jacinto and Lake Elsinore Watersheds and the water quality of Lake Elsinore and Canyon Lake.

LESJWA needs its first-ever strategic plan to help achieve the goals laid out in your 2014 Business Plan to:

- support planning, design and implementation of projects to improve water quality at both Lake Elsinore, Canyon Lake and the San Jacinto River Watershed;
- work with stakeholders to secure reliable funding to operate and maintain water quality improvement projects at both Lake Elsinore, Canyon Lake and the San Jacinto River Watershed;
- serve as administrator of the Lake Elsinore and Canyon Lake TMDL Task Force; and,
- seek ongoing reliable revenue to operate the LESJWA JPA in fulfillment of its mission.

The plan will guide the organization's direction, with a focus on long- and short-term considerations. Like many in the industry, LESJWA's members are challenged by a robust workload, changing workforce, and conflicting priorities. A collaborative strategic planning process can build trust, create organizational alignment, and map a clear path forward.

A thoughtfully designed and successfully implemented Strategic Plan inspires and catalyzes change. However, when not leveraged appropriately, this guiding document can quickly lose value. For this reason, LESJWA needs a comprehensive, clear, informative Strategic Plan that guides policy, informs decision making, sets clear goals and objectives, and prioritizes investment.

**Based on our understanding of the project, we identified the following as key success factors for this effort:**

## Key Success Factors

- 1. Build Trust:** Trust must be earned, and requires commitment and time. We recognize the significant and delicate nature of this opportunity. We will deliver a collaborative process that builds trust through active listening, authentic engagement, effective communication, and transparent reporting.
- 2. Minimize Time-Consuming On-Boarding:** Working with a new consultant can often involve a lot of time “getting up to speed.” LESJWA is likely eager to update the Strategic Plan in a timely matter, so we have assembled an all-star team of communication and technical professionals with extensive knowledge of your communities, watershed, and partners. This insight means less time talking and more time doing, so your plan can be in the hands of your board, administration, staff, and community sooner.
- 3. Nurture Unity:** The talented and committed professionals at LESJWA agencies are all striving for excellence in their trade. Effective change is accomplished when individual strengths are leveraged for a common purpose. This project will reinforce LESJWA's collective mission, creating greater alignment and unity.
- 4. Reflect the Needs and Interests of a Changing and Diverse Community:** We are committed to crafting a Strategic Plan that reflects the needs, voices, and interests of the changing and diverse community served by LESJWA partners. This will result in a more inclusive and representative Strategic Plan that addresses the unique challenges and opportunities faced by the district.
- 5. Integrate Throughout LESJWA:** We are committed to a holistic approach that maximizes value across your partners' communities. The Strategic Plan will serve as a powerful decision-making tool, fully integrated within your planning cycle, and encompassing your individual and collective needs in the region. The Strategic Plan will guide decision-making, funding, politics, and investments.

# Project Approach

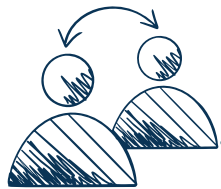
Our approach leverages WSC’s unique integration of strategic communicators and professional engineers. The project will be led by WSC’s award-winning strategic communication team with select technical experts serving in advisory roles. This two-pronged approach to strategic planning will produce an attractive, comprehensible plan that is more likely to be supported by LESJWA JPA’s technical experts, staff, and communities.

Based on our understanding of LESJWA’s needs and goals for the Strategic Plan, our approach is designed to achieve the following benefits:



## Meeting People Where They Are

We are committed to meeting people where they are. This means understanding our participant’s availability, level of interest, and communication preferences. Through interactive workshops - both in-person and virtual - we will ensure all voices are heard, regardless of their comfort level with speaking in large groups. We will work to provide input opportunities that support the diverse voices of your Board of Directors and staff.



## Listening to Understand

Building trust begins by listening to understand. Through a series of workgroup listening sessions, we will engage your board and staff to hear their challenges, priorities, pain points, and desired outcomes for the strategic planning effort. We want to understand your team’s decision-making processes to align the strategic framework to serve and support them.



## Authentic Engagement

Authentic engagement means we listen and respond. The input we receive will guide the outcomes we deliver. We want participants to see their thoughts, comments, and discussions reflected in the final product. We will guide and facilitate the process with the intention that LESJWA feels a strong sense of connection and ownership of their purpose, objectives, critical success factors, processes, activities, and tasks.



## Effective Communications

Strategic planning is more than words on paper. Our team of graphic designers will use creative techniques to bring your plan to life. We will enhance clarity and understanding through graphics, diagrams, and technology. We will use a variety of communication techniques to collaborate with your team, including online surveys, focus groups, virtual and in-person workshops, and more. Our thoughtfully crafted activities and deliverables are designed to build connection, evoke emotion, and establish a sense of purpose.

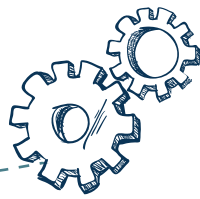






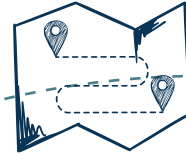
## Creating Unity

A clear purpose and shared vision creates a unified organization. We have brought together a unique team of diverse professionals who have proven experience influencing company culture. We will use our team's specialized backgrounds to identify needs and priorities across your organization. We don't expect all team members to see eye to eye. However, together we will identify common ground and establish LESJWA's collective mission, shared purpose and goals.



## Integrated Planning

The right solution considers the needs across your organization. We want your Strategic Plan to be an effective tool for decision makers at all different levels. We plan to fully maximize value for your organization and partners by engaging staff, leadership, the Board of Directors, and key stakeholders.



## A Tailored Framework

Drawing upon industry-proven methodologies and WSC's deep bench of experience with similar agencies, we will strategically identify the appropriate framework for LESJWA to track and measure success against its Strategic Plan. The appropriate framework will be right-sized, grounded in industry best-practices, and tailored to meet the JPA's needs.



## Smart Metrics

We will establish a process to set benchmarks, establish targets and measure success. Leveraging a goal-setting framework, such as Objectives and Key Results (OKRs), and a performance tracking toolkit, such as Key Performance Indicators (KPIs), enables your team to make informed, data-driven decisions.



# Our collaborative approach results in a tailored Strategic Plan

We have developed a comprehensive work plan that integrates our local knowledge of the watershed, regional partners, strategic communication expertise, and technical proficiency. Our approach emphasizes collaborative efforts and aims to deliver a tailored Strategic Plan that addresses the specific requirements and challenges faced by LESJWA members.

## Craft a Path of Progress

We understand the importance of adhering to a well-defined timeline for the strategic planning process. Our team will work closely with LESJWA to refine the included timeline that meets the JPA's needs. This timeline will include key milestones, deliverables, and checkpoints to track progress and keep all stakeholders informed throughout the process.

## Gain Insight to Build Trust and Understanding

Our initial phase involves a thorough understanding of your organization's objectives, priorities, and existing challenges. This stage will involve a rigorous examination of existing reports, studies, and datasets, as well as consultations with internal and external subject matter experts. By thoroughly understanding the current state, we will lay the foundation for informed decision-making.

Our team possesses deep knowledge of LESJWA's local watershed and groundwater basin and understands the unique challenges and opportunities it presents. We will leverage this expertise to conduct in-depth research and analysis of relevant data, water quality trends, conservation initiatives, and future projections. This knowledge-driven approach will enable us to develop strategic recommendations that align with the future of the watershed.



**WSC's Project Manager and Facilitator, Amy Stevens, brings extensive experience working closely with clients to identify and execute project timelines that meet key milestones, deliverables, and checkpoints.**

## Starting from a place of knowledge and experience

WSC's team includes subject matter experts with extensive experience with your partner agencies and within your watershed. Laine Carlson and Michael Cruikshank will provide their expert insight to our team. Each has experience in the region and/or directly with LESJWA's partner agencies.

Laine has more than a decade of experience leading regional planning projects in Southern California and has vast knowledge of the issues and opportunities in the area. She excels at leading multi-stakeholder projects that required building alignment among diverse interests.

Michael is a leading hydrogeologist and expert who has significant experience leading important groundwater projects in the region. He was the Principal Hydrogeologist on the 2021 Ambient Water Quality Recomputations and Pilot Study for SAWPA, which includes the Beaumont, Chino North, Cucamonga, Elsinore, San Jacinto Upper Pressure, San Timoteo, and Yucaipa Groundwater Management Zones (GMZs).

He is also currently serving as the Bedford-Coldwater GSP Administrator alongside the three Bedford-Coldwater Groundwater Sustainability Agency partners (City of Corona, EVMWD, and TVWD).



## Unify Voices through Stakeholder Engagement

WSC prioritizes the early and ongoing engagement of key stakeholders throughout the strategic planning process. We will facilitate in-person and virtual meetings, workshops, and consultations with internal stakeholders to gather insights, goals, and aspirations.

We will encourage open dialogue and make sure that all participants have an opportunity to contribute meaningfully to the development of the Strategic Plan. The proposed meeting approach is as follows:

**1. Member Agency Workshops:** To gain insights into the members' perspectives and priorities, we conduct an in-person kick-off workshop with key staff from each member agency. This workshop will serve as a dedicated forum for member agencies to come together, exchange insights, and collectively define the future direction of our watershed management efforts. By leveraging the collective expertise and diverse perspectives of our member agencies, we aim to develop a comprehensive and inclusive Strategic Plan that addresses the unique challenges and opportunities within the watershed. Through this collaborative workshop, we will foster a sense of shared ownership and commitment, ensuring the resulting Strategic Plan reflects the collective vision and aspirations of LESJWA's member agencies, ultimately strengthening your ability to protect and enhance the ecological health of the region.

**2. Listening Sessions with Board Members:** We will initiate a series of virtual listening sessions with individual Board members as the foundational step in our Strategic Plan development. These sessions will allow us to tap into their valuable insights, perspectives, and expertise. The intention is to engage our board members in open and candid conversations, fostering a collaborative environment where their feedback and ideas will shape the future Strategic Plan. This collaborative approach ensures Board members play a central role in charting the course for the organization's growth and success, aligning strategic planning efforts with their vision and expertise.

**3. Workshop with Board of Directors:** We understand the crucial role of board members in shaping the strategic direction of LESJWA. Following the individual listening sessions, we will synthesize the input and develop an in-person workshop based on their input. The workshops will review the group's feedback, address any contradicting comments, and build toward drafting the strategic plan components. We recognize there are always political, personal, and personnel sensitivities when meeting with board members and our technical team members are exceptionally experienced and adept at navigating these sensitivities. This workshop will allow us to align the Strategic Plan with the Board's vision, mission, and goals, enabling their active involvement and endorsement throughout the process.

**4. Meetings with Partners:** We recognize the valuable contribution of staff members who possess firsthand knowledge and expertise in the daily operations of LESJWA agencies. We propose conducting several virtual meetings with representatives from all of the LESJWA partners. These meetings will provide an opportunity for staff to share their insights, challenges, and suggestions related to the strategic plan. We will facilitate interactive sessions to make sure active participation occurs and gain a comprehensive understanding of staff perspectives. Their input will inform the development of strategic goals, objectives, and action plans.

**5. Ongoing Communication and Feedback:** In addition to the dedicated meetings, we will establish channels for ongoing communication and feedback throughout the strategic planning process. This may include regular check-in meetings, email exchanges, virtual collaboration platforms, or online surveys to make sure that stakeholders can provide input, ask questions, and stay informed about the progress of the Strategic Plan. We value transparent and open communication, fostering a sense of ownership and commitment among all stakeholders.

**6. Draft Review Workshop:** As part of our comprehensive approach, we will host one in-person Strategic Plan review workshop with the Board of Directors and key staff. This workshop will provide a platform for feedback refinement of the Strategic Plan. This ongoing commitment to the collaborative process not only enhances the quality and relevance of the plan but also fosters a sense of ownership and commitment among stakeholders, setting the stage for successful implementation and long-term success.

*Our collaborative approach engages your key stakeholders in a way that encourages them to participate and results in a Strategic Plan that participants are proud of contributing to.*

Our meeting approach is designed to foster collaboration, inclusivity, and active engagement from board members, administration, and staff. By incorporating their valuable input and insights, we will develop a Strategic Plan that aligns with the vision, mission, and goals of the LESJWA. We are confident that our comprehensive meeting strategy will ensure a successful strategic planning process.

We understand the importance of efficient scheduling and effective meeting logistics to ensure the success of the strategic planning process. Our team will work closely with your staff to coordinate meeting dates, times, and locations that accommodate the availability of all participants. We will provide advance notice and clear agendas so all stakeholders are prepared to contribute meaningfully. Following each meeting, we will prepare comprehensive meeting summaries that capture the key points, action items, and decisions made.

## Pave the Path with Shared Goals, Purpose, and Mission

Drawing upon the data analysis and stakeholder input, we will work collaboratively with your team to establish a clear vision for LESJWA's future and define specific, measurable, achievable, relevant, and time-bound (SMART) goals. These goals will serve as the guiding principles for the Strategic Plan and provide a tangible framework for progress evaluation.

## Define Strategic Priorities to Align Purpose with Action

Based on the new vision and goals, our team will develop a range of strategic options aligned with LESJWA's objectives. We will assess the feasibility, potential impact, and resource requirements of each strategy, prioritizing those with the greatest potential for positive outcomes.

Working closely with LESJWA, we will develop strategic priorities and strategies. These elements will be developed collaboratively and will be aligned with the updated values and critical success factors. The strategic priorities and strategies will guide the JPA's operations.

Through a comprehensive evaluation process, we will finalize the Strategic Plan, encompassing key areas such as water conservation, infrastructure improvement, resource management, stakeholder engagement, and sustainability.

## Aligning SMART goals and KPIs keeps the focus on the right things

Establishing SMART goals and KPIs are crucial for driving success and maintaining focus throughout the process. KPIs provide measurable benchmarks to assess performance and progress toward SMART goals and provides clarity and accountability. By aligning KPIs and SMART goals, LESJWA can track performance, identify areas for improvement, and make informed decisions. This strategic approach helps drive productivity, enhance teamwork, and ultimately leads to the achievement of long-term objectives.



**WSC recently completed a similar Strategic Plan process for San Bernardino Valley Municipal Water District using a similar approach to developing SMART goals.**

## Measure What Matters

To enable effective plan implementation and performance tracking, we will develop a set of KPIs that align with the established goals and strategies. These KPIs will be specific, measurable, relevant, and time-bound, enabling LESJWA to monitor progress and measure the success of the Strategic Plan. We will work collaboratively with your team to identify and define the most meaningful KPIs for each goal and strategy, and make sure they reflect the desired outcomes.

## Empower Your Team

A Strategic Plan isn't just another document on the shelf without a clear path for implementation. We will work closely with your staff to develop detailed action plans for each strategy and initiative. These action plans will outline specific tasks, responsibilities, timelines, resource requirements, and milestones. By breaking down the Strategic Plan into actionable steps, we will make sure that implementation is structured, efficient, and measurable.

## Optimize Investments

We will collaborate with your team to identify the necessary resources, both financial and non-financial, for successful plan implementation. Based on the action plans, we will develop a comprehensive resource allocation strategy and budget, making sure that resources are allocated optimally to achieve the desired outcomes. Our expertise will assist in maximizing the efficiency and effectiveness of resource utilization.

## Monitor Progress and Adjust Accordingly

To monitor progress and evaluate the effectiveness of the Strategic Plan, we will establish a robust performance tracking and evaluation system. This system will involve regular data collection and analysis against the defined KPIs. Our team will help implement a tracking tool to facilitate real-time performance monitoring, enabling prompt identification of deviations or areas requiring adjustment.

## Unveil Your Forward-Thinking Plan

To support your team in sharing the completed Strategic Plan, our team will develop content and graphics for internal presentations and workshops so that all staff members are informed and aligned with the plan. Additionally, we will provide collateral needed to help LESJWA leverage various communication channels such as social media, email newsletters, and community events to disseminate the Strategic Plan to the public, promoting transparency and engagement. This comprehensive approach will maximize the reach and impact of the Strategic Plan, fostering a shared understanding and commitment among both internal and external stakeholders.

Our approach to Strategic Plan development and implementation, including the development, tracking, and implementation of KPIs, is aimed at helping LESJWA achieve its goals and objectives efficiently and effectively. We are confident in our ability to deliver a tailored Strategic Plan that meets your unique requirements.

## Graphic design takes your Strategic Plan deliverables to the next level

WSC's expert graphic design team complements messaging by visually conveying your identity and enhancing the impact of the message. The strategic use of design elements such as colors, typography, and imagery can evoke emotions, establish brand recognition, and create a memorable experience for the audience. Nina Thoming, our project graphic designer, has led the design of several strategic plans for water agencies and districts. She will guide the project team toward beautiful and eye-catching deliverables.

**Strategic Plan Key Elements**

**How?** How do we achieve the mission?

**What?** What do we do?

**Why?** Why do we do what we do? Why is the purpose important?

**OUR STRATEGIES ARE TO...**

1. Achieve climate resilience through prioritized adaptation and mitigation.
2. Proactively manage a diverse, adaptable water supply portfolio to maximize the value of the region's water assets.
3. Drive science-based decision making and proactive risk management.
4. Build trust by being a collaborative and resourceful partner through effective communication and engagement.
5. Attract and support top talent and promote a rewarding culture of growth and opportunity.
6. Commit to effective governance through Board leadership development.

**STRATEGIES**

For the Valley District Strategic Plan, WSC's graphic design team prepared presentations for workshops and meetings, as well as a final Strategic Plan document.

# Strategic Planning Leader for the Water Industry

We believe effective water communication starts with trust. That is why we put relationships first. We have a relentless drive to understand your organization’s unique challenges and build trusted relationships. A collaborative, stakeholder-informed approach is at the core of every solution we create. We look forward to the opportunity to lead LESJWA in developing its Strategic Plan.

## Why Select WSC?

- ✔ We focus on building trust
- ✔ Our work nurtures unity
- ✔ We use defensible, proven approaches
- ✔ We deliver valuable, organization-wide solutions

## Your Trusted Water Partner

WSC was founded more than 15 years ago with a mission to provide high-quality and responsive consulting services to water and wastewater agencies and municipalities. WSC’s team of communications experts and technical leaders bring a unique blend of integrated expertise in facilitating strategic planning efforts for public water utilities. Members of our team support a broad spectrum of facilitation and communications projects, including strategic planning, stakeholder evaluation, human resources, and asset management.

WSC’s approach to strategic planning relies on our expertise to drive conversations toward solutions that unite stakeholders. We begin by **listening to understand** and move forward with a transparent, effective process. With this buy-in, our team works alongside you to craft supported frameworks that your team is confident using to guide important decisions.

WSC’s has worked with dozens of municipal water providers in Southern California on a variety of water, wastewater, water reuse, and water resources projects. We understand the technical work that public agencies in the water industry do and their issues and needs. Many local water industry clients trust us to support their strategic planning and communication and engagement needs. WSC recently completed San Bernardino Valley’s Strategic Plan and is currently facilitating East Valley Water District’s Strategic Plan. We are also providing strategic communications support to Metropolitan Water District of Southern California, Inland Empire Utilities Agency, City of Riverside Public Utilities, and more.



**10**  
**DEDICATED**  
communications  
experts



**15**  
years  
as regional leaders  
**SPANNING DOZENS OF  
COMMUNICATIONS PROJECTS IN  
SOUTHERN CALIFORNIA**




uniquely  
**integrated**  
Strategic Planning  
Experts  
+  
Technical Leaders



award-  
winning  
**leaders**  
Haili Matsukawa  
2019 CWEA Community  
Engagement and Outreach  
Person of the Year



industry experts  
CONFLICT RESOLUTION,  
COLLABORATION, NEGOTIATION,  
PARTNERSHIP DEVELOPMENT

 The following pages highlight similar and successful work we have done. Members of our team have worked on each of the projects shown.



# Strategic Plan

## San Bernardino Valley Municipal Water District, San Bernardino, CA

“(We partnered) with WSC’s integrated technical and communications team to develop our first Strategic Plan. They’re building synergy and trust between the board, staff, and constituents that is producing alignment on what is truly important for the continued success of our agency.”

**Bob Tincher** Deputy General Manager, San Bernardino Valley Municipal Water District

Valley District provides water as a State Water Contractor to more than 800,000 people spanning nearly 15 communities/cities across the San Bernardino Valley. Valley District hired WSC to lead development of its first Strategic Plan, including vision, mission, values, priorities, and strategies. The plan communicates Valley District’s core purpose, desired future state, and role as a leader in holistic watershed solutions. It serves as a guide for short- and long-term policies, partnerships, and investments.

WSC’s multi-disciplinary, water-focused team designed and facilitated an engagement experience that helped articulate broad stakeholder interests, while building shared understanding to drive results. WSC put a special emphasis on facilitating an inclusive process that encouraged productive dialog between staff, the Board, and external stakeholders. The thoughtful process resulted in a strongly aligned organization grounded in a shared vision; a path forward that reflects diverse viewpoints; and a final product that makes the District proud.

### RELEVANT RESULTS:

- Facilitated in-person and virtual sessions using innovative tools to achieve meaningful engagement in the midst of COVID restrictions.
- Led monthly meetings with the core team, working in close partnership with WSC through the 10-month development process.
- Completed one-on-one interviews with all Board members to capture their vision and priorities for the organization.
- Led an informational and focused input session with member agency general managers to gain insight into Valley District priorities and partnerships in achieving the mission and goals.
- Designed and facilitated a two-day Board Retreat to define the District’s mission, vision, and values.
- Designed a long-lasting, engaging plan that inspires and connects.

### KEY STAFF MEMBERS’ RESPONSIBILITIES

**Haili Matsukawa**  
*Lead Facilitator*

**Amy Stevens**  
*Facilitation Support*

**Nina Thoming**  
*Graphic Design*

**Laine Carlson**  
*Technical Advisor*



Our team benefited from values-focused exercises in workshops to better define how Valley District wants to deliver its work and partner with stakeholders and staff. WSC continues to support the District's strategic initiatives. We are now collaborating with staff and the Board to develop a goal-setting framework including key objectives and measures of success.

# Strategic Planning

## Clackamas County Water Environment Services, OR

“WES has worked with WSC on several projects that require deep listening, active engagement, and innovative research approaches. Together, we have developed what I consider to be a true partnership when it comes to collaboratively designing community engagement models that fit our district’s needs.”

**Shelly Parini** External Affairs Manager, Clackamas County WES

### CLEAN WATER EXCHANGE Communication and Engagement Roadmap

Through a robust engagement and discovery process, WSC designed WES’ Communication and Engagement Roadmap, an actionable three-year plan to strengthen stakeholder relationships, connecting communities’ values to the organization’s strategic priorities. Our inclusive and effective approach included one-on-one interviews, facilitated focus group discussions, and public polling.

### WES EXCHANGE Mission, Vision, and Performance Measuring

Building on the partnership established through the Clean Water Exchange, WSC is currently working with WES’ leadership team to update its Mission, Vision, and Strategic Priorities. Through a series of leadership interviews, employee surveys, interactive focus group workshops, and a team-building retreat, we are working to align the organization’s mission, connect the workforce to its vision, and create the framework for performance measuring.

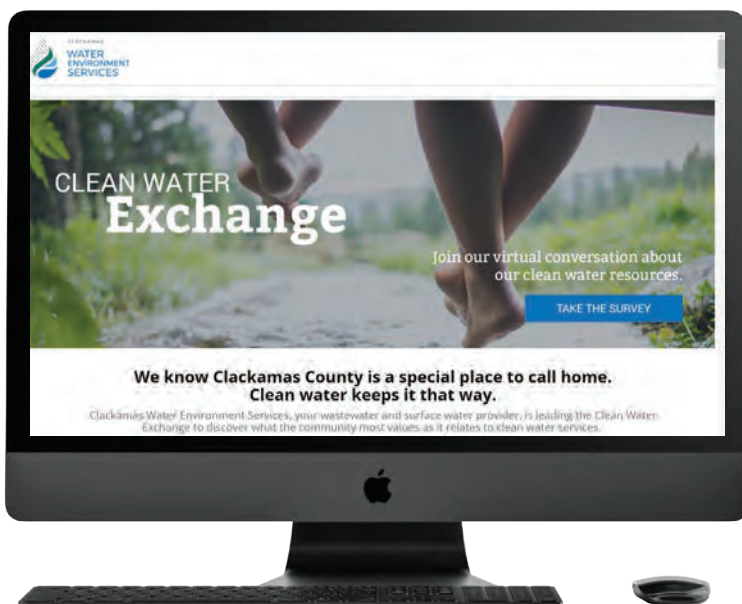
### KEY STAFF MEMBERS’ RESPONSIBILITIES

**Haili Matsukawa**  
*Project Manager &  
Facilitator*

**Nina Thoming**  
*Graphic Design*

### RELEVANT RESULTS:

- Developed initiatives that reflect both the organization’s and communities’ values.
- Identified a planning model that aligns with the organization’s mission and follows industry best-practices.
- Designed a process that encouraged engagement across the organization including leadership, administrative, planning, and operational staff.



WSC designed an approach to engage staff at all different levels. Exercises were designed to establish an aspirational outlook for the organization, while also capturing the data needed to set priorities and measure performance.

# Strategic Plan & Project Chartering

City of San Luis Obispo, San Luis Obispo, CA

“WSC has been able to translate the vision for the City of San Luis Obispo’s Water Resource Recovery Facility Project into one in which the community sees its investment creating a community asset, not just building another “boring” project. WSC’s collaborative approach has maximized multiple platforms to reach out to our broad range of stakeholders.”

**Carrie Mattingly** Former Utilities Director, City of San Luis Obispo. Current WSC Board Member

**+** WSC has been a long-standing partner to the City of San Luis Obispo supporting operational strategic planning and an unprecedented Program Charter to achieve new water quality goals.

WSC helped the City of San Luis Obispo’s Utilities Department update its Strategic Plan and support its mission for stewardship and service to the community. As part of the strategic planning effort, WSC assessed the needs of section leaders—including water, wastewater, water resources, and business operations—to define future needs, goals, and initiatives. WSC’s strategic planning team conducted staff interviews, researched and assessed other leading strategic plans by recognized Utilities of the Future, and led communications and strategic planning workshops with the Department’s managers. As a result of the efforts, the Department has a more a clear vision and working framework to achieve performance goals and measure results.

WSC is also serving as Program Manager and strategic planning partner for the City of San Luis Obispo’s Water Resource Recovery Facility (WRRF), a \$156 million project to meet a Time Schedule Order for new NPDES requirements, and the Utility Department’s Strategic Plan.

At the onset of the WRRF Upgrade project, WSC recognized the need for a resilient guide to address challenges from initial project concept through to construction and start-up. WSC facilitated the development of a Program Charter that guided a collaborative decision-making process which outlined a project scope that reflects the input of the community and the City Council and meets the City’s goals, schedule, and budget. Through this process, the Program Charter served as a guide for engagement with the community during community workshops, individual stakeholder interviews, newsletters, Council meetings, and the project website.

## KEY STAFF MEMBERS’ RESPONSIBILITIES

**Nina Thoming**  
Graphic Designer



WSC led a Utilities Department Strategic Planning Workshop with section leaders. The engaging, charette-style workshop approach defined the Department’s vision and mission and guiding goals.

## RELEVANT RESULTS:

- Seven years into project implementation, the Charter and the Triple Bottom Line objectives still stand strong and are used as the framework for all decisions and alternatives analysis.
- Led strategic planning workshops with the Department’s managers that resulted in a clear vision and working framework to achieve performance goals and measure results.




# Strategic Plan Development & Central Coast Blue

Northern Cities Management Area Technical Group, Pismo Beach, CA

WSC’s work has provided staff and elected officials from multiple partner agencies with a common message. They have worked efficiently, asked insightful questions, and leveraged the firm’s technical expertise to convey complex treatment details in engaging and informative ways for many different audiences.”

**Benjamin Fine** Director of Public Works/City Engineer, City of Pismo Beach

 WSC developed a Strategic Plan to help the Northern Cities Management Technical Group (NCMA), including five partner agencies, most effectively manage their vulnerable water supplies and ensure continued service of high-quality water to their customers. The Strategic Plan was developed over a series of workshops, planning sessions, and NCMA Technical Group Meetings facilitated by WSC. The plan includes a mission statement to guide future initiatives; a clear framework for communicating water resource goals; and an actionable workplan to guide water resources management in the NCMA for the next decade.

WSC led a screening and objective ranking process to develop prioritized strategies for improving the sustainability of water resources in the NCMA and advance the NCMA Technical Group’s key objectives of enhancing water supply reliability, improving water resource management, and increasing effective outreach. Over the past five years, progress has steadily moved toward implementing the strategic initiatives outlined in the Strategic Plan, including Central Coast Blue—an advanced water purification project that will provide a potable drinking water resource to increase groundwater supplies by more than 40% and utilize water for beneficial use instead of discharging it into the ocean. WSC is leading strategic communications efforts for the project, which won WateReuse National, as well as WateReuse California, for the Outreach Project of the Year.

## RELEVANT RESULTS:

- Facilitated staff workshops to arrive at a mission statement to guide strategic initiatives, including Central Coast Blue.
- Provided meeting planning and facilitation, water resources engineering support, and special project development and management.
- Provided program visioning for the NCMA that represents five agencies—which includes the cities of Arroyo Grande, Grover Beach, Pismo Beach, and the Oceano Community Services District—that have partnered for more than five years to envision, fund, design, and manage a new advanced water purification facility.
- Performed stakeholder outreach, branding, and communications for Central Coast Blue and the NCMA Technical Group, including logo and brand development, and public meeting presentations.

## KEY STAFF MEMBERS’ RESPONSIBILITIES

**Amy Stevens**  
*Facilitation Support*

**Nina Thoming**  
*Graphic Design*



*WSC’s team facilitated workshops and planning meetings with multiple teams including operations and the representatives of the five agency partners.*



*The Strategic Plan paved the way toward Central Coast Blue, an award winning reuse program.*



# Water Vision Santa Barbara

City of Santa Barbara, Santa Barbara, CA

“(WSC) embraced and facilitated our efforts to reach groups that had previously not been included in the City’s planning efforts, including minority groups and groups representing the human right to water. Feedback from our City decision-makers on our stakeholder engagement has been extremely positive.”

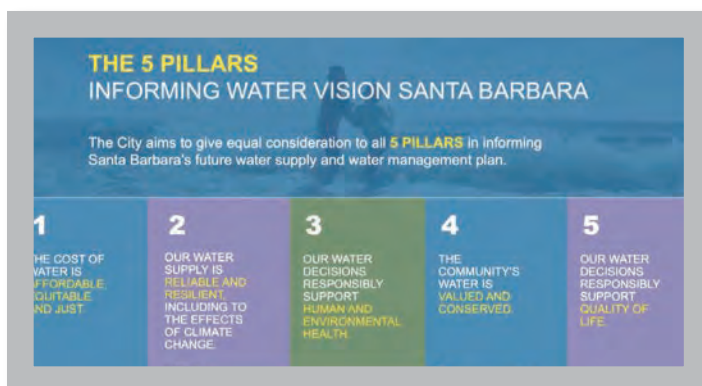
**Dakota Corey** Water Supply Analyst, City of Santa Barbara Public Works

WSC designed and led a comprehensive stakeholder engagement process to support community-aligned water planning decisions; fulfill regulatory requirements; build community and decision-maker trust; support the City’s Triple Bottom Line water planning goals; and forge new and expanded relationships between the City and critical community perspectives.

WSC’s services included stakeholder mapping, discovery interviews, and recruitment/management of a 30-member stakeholder group representing diverse perspectives of all beneficial urban water uses/users. WSC provided design, facilitation, and follow-up communications for virtual stakeholder group workshops and creating an actionable public feedback loop that synthesized stakeholder input. WSC is supporting ongoing public and decision maker outreach and providing Water Commission and City Council meeting presentation support. We designed Water Vision Month, a public outreach campaign that included the development of pre-recorded educational videos, a virtual engagement platform, and live virtual lunch and learns presented by City staff. Our approach led to 100% of stakeholder group members support, resulting in key water supply recommendations.

## RELEVANT RESULTS:

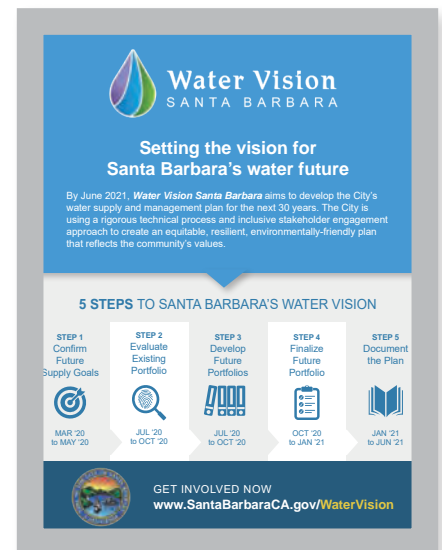
- WSC developed a detailed Communications and Engagement Plan for the Water Vision Santa Barbara project and provided monthly progress reports tracking key milestones, measures of success, and community responses.
- Facilitated stakeholder workshops and created a process to gather, synthesize, and communicate stakeholder input.
- WSC created multiple informational videos and designed an update of the project website.



## KEY STAFF MEMBERS' RESPONSIBILITIES

**Nina Thoming**  
Graphic Design

**Michael Cruikshank**  
Technical Advisor




*Designed postcards and brochures that were sent to customers and handed out at events.*



*WSC’s team facilitated workshops and planning meetings with multiple teams, including City staff and community groups.*

# Willamette Intake Facilities Commission Vision, Mission, and Goals Development

Tualatin Valley Water District, OR

 With construction underway on the intake facility site, the Willamette Intake Facilities (WIF) Commission recognized the need to work effectively to address needs associated with water rights and intake facility ownership, including supporting legislative advocacy, regulatory compliance, stakeholder outreach, and watershed protection. To face these challenges with determination and purpose, the WIF Commission hired WSC to establish Mission, Vision, Values, and Goals statements that promote an aligned strategy for cooperative management of this important regional asset. The WIF Commission represents a new era of multi-agency collaboration, necessitating strategic guiding statements that reflect the aspirations of a united six-agency commission serving diverse communities. Utilizing proven strategic communications expertise and integrating technical perspectives into the work, WSC executed the following three phase approach:

**ENVISION:** Established common ground on the reality of today, and worked together to imagine what is possible for the future.

**ENGAGE:** Led timely, productive, and well facilitated meetings with the use of creative virtual technology to maximize participation and build trust in the process.

**DELIVER:** Created a well-organized, expertly designed, visually engaging, and actionable Mission, Vision, Values, and Goals document that demonstrates the Commission’s role as a regional leader and trusted water provider.

## RELEVANT RESULTS:

- Aligned a commission of six member agencies on mission, vision, values, and goals statements that capture the aspirational vision toward safe and reliable management of the largest and most complex water body in Oregon.
- Provided expert facilitation that kept the process on-track by reinforcing the facts, staying results-oriented, and making the best use of the team’s time.
- Sustained engagement by the staff and the WIF Commission throughout the process to achieve buy-in for the final Strategic Plan.
- Created a final guiding framework—mission, vision, values, and goals—that is concise, effective, engaging, and user-friendly through use of the latest communications and graphics techniques.

## KEY STAFF MEMBERS’ RESPONSIBILITIES

**Nina Thoming**  
Graphic Design

**Amy Stevens**  
Facilitator



**FORWARD WIF Commission**

The WIF Commission is responsible for oversight of the management and operation of the Willamette Intake Facilities (Intake Facilities). The Intake Facilities are a critical component serving the Willamette River Water Treatment Plant now and the Willamette Water Supply System in the future. The Intake Facilities draw water from the Willamette River for treatment at the Willamette River Water Treatment Plant through a multi-step treatment facility and delivery to the cities of Willamette and Beaverton. In the future, the Intake Facilities will also provide water supply to the Willamette Water Supply System for treatment at a state-of-the-art treatment facility and delivery to the service areas of Tualatin and the cities of Hillsboro and Beaverton.

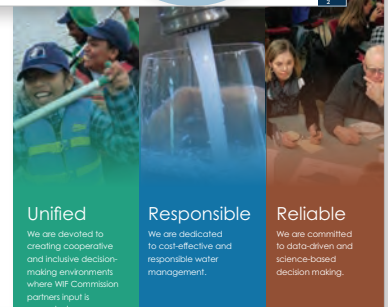
The WIF Commission has established a strong model for shared ownership of critical water supply asset. The Intake Facilities, vital to the drinking water supply for the region. The WIF Commission is a partnership formed under ORS Chapter 190 between the Tualatin Valley Water District, and the cities of Willamette, Sherwood, Hillsboro, Spang, and Beaverton.

The WIF Commission must work effectively to address a multitude of impacts and needs associated with the water rights, watershed protection, stakeholder collaboration, and Intake Facilities operations.

The WIF Commission Mission, Vision, Values and Goals were developed in 2020-21 by a WIF Commission Working Group. The Working Group was composed of members of the Commission Management, Operations, and Finance Committees. The framework defined within serves as the core framework for annual planning and effective decision making.

## Values

To conduct business in a manner that is unified, responsible and reliable.



**Unified**  
We are devoted to creating cooperative and inclusive decision-making environments where WIF Commission partners input is respected.

**Responsible**  
We are dedicated to cost-effective and responsible water management.

**Reliable**  
We are committed to data-driven and science-based decision making.

## The Three Pillars

The strategic pillars hold up the Mission and Vision and give focus to the goals.



**Water Quality Protection**  
We engage in addressing existing, emerging and potential risks that may impact water quality at the intake facility ahead of treatment.

**Water Supply Stewardship**  
We pursue access to reliable water supply to meet the needs of the region and participating agencies.

**Effective WIF Operations**  
We are dedicated to effective utility management to deliver consistent operations and quality service to our communities.

The framework defined in the WIF Commission Strategic Plan serves as the core framework for annual planning and effective decision making. The key elements of the WIF Commission Strategic Framework include Mission, Vision, Values, Pillars, and Goals.

# Amy Stevens APR

## PROJECT MANAGER/FACILITATOR

Amy Stevens is an integrated communication expert skilled at developing and executing strategy that educates communities and affects change. She has more than 15 years of experience in strategic planning, crisis management, internal communication, community engagement, and marketing. Amy has a background in facilitating stakeholder groups, including staff members and elected officials, as they work toward developing shared mission, vision, and values. She has led in-person and virtual focus groups, taught advocacy courses, and has hosted large press conferences to support initiatives, address an organizational crisis, and drive decision-making. Her experience allows her to advance short- and long-term strategic plans, facilitate complex discussions, and lead water communications efforts that meet the needs of clients.

## REPRESENTATIVE PROJECTS

**Strategic Plan, San Bernardino Valley Municipal Water District, San Bernardino, CA. Facilitation Support.** Supporting the District in development of the first ever Strategic Plan through facilitation and messaging strategies. The plan communicates Valley District’s core purpose, desired future state, and role as a leader in holistic watershed solutions. It serves as a guide for short- and long-term policies, partnerships, and investments.

**Strategic Plan Update, East Valley Water District, Highland, CA. Project Manager.** Leading the District in development of a Strategic Plan update through facilitation and messaging strategies. The plan communicates Valley District’s core purpose, desired future state, and role as a leader in holistic watershed solutions. It serves as a guide for short- and long-term policies, partnerships, and investments.

**Strategic Communications and Engagement Plan, San Bernardino Valley Municipal Water District, San Bernardino, CA. Communications Support.** Supporting the District in development of a Strategic Communications and Engagement Plan through stakeholder mapping and media strategies. The final project deliverable includes communication goals and priorities and a one-year implementation plan inclusive of an outreach roadmap with cost considerations.

**Roundtable of Regions Network Coordinator, Santa Ana Watershed Project Authority, CA.**

*Project Manager.* Facilitating the ongoing work of the California Integrated Regional Water Management (IRWM) Roundtable of Regions. The Roundtable of Regions is a well-established collaborative of representatives from organizations and agencies engaged in the current, ongoing and future success of the Integrated Regional Water Management Program in California. The work of the Roundtable can be summarized into two primary efforts: Promoting the philosophy and implementation of IRWM in the short-term and through a long-term strategy, and equipping those engaged in the IRWM state-wide program at the local level with the tools and partnerships necessary for success.

**Water Resources Education Center Strategic Communications, City of Vancouver, WA. Project Manager.**

Supporting the City of Vancouver’s Water Resources Education Center as they begin to implement their Strategic Plan. Goals of the plan include updating the center, increasing attendance, creating interactive and accessible exhibits, and ensuring an equitable regardless of age, language, ability, or income. In Phase 1 on the project, Amy was responsible for managing a visioning and goals workshop, community engagement and communication, stakeholder identification and persona-building, storyboards, and all final deliverables. She works closely with Water Center staff and city leaders.



## EDUCATION

MA, Communication, California State University - Fullerton

BA, Technical and Professional Writing, San Francisco State University

## CERTIFICATIONS

**Accreditation in Public Relations (APR)**

“I’m passionate about driving dynamic communication strategies that help organizations educate their communities and drive meaningful change.”

*Amy Stevens*

## Amy Stevens continued...

**Drought Contingency Plan, East Valley Water District, Highland, CA.** *Facilitation Lead.* Amy facilitated multiple workshops as part of WSC's team developing EVWD's Drought Contingency Plan. Tasks included preparing and rehearsing presentations, facilitating workshops, and conducting debriefs.

**Central Coast Blue, City of Pismo Beach, Pismo Beach, CA.** *Facilitation Support.* Providing meeting facilitation and article writing support for Central Coast Blue—an advanced water purification project that will provide a potable drinking water resource to increase groundwater supplies by more than 40% and use water for beneficial use instead of discharging it into the ocean.

**Chino Basin Program, Inland Empire Utilities Agency, Ontario, CA.** *Communications Support.* Providing strategic communications support to the innovative Chino Basin Project addressing regional capacity and water quality needs with a network of recycled water treatment, distribution, and storage investments.

**WIF Source Water Protection Program Phase 1, Tualatin Valley Water District, OR.** *Communications Lead.* In partnership with Geosyntec Consultants, Amy is supported the development of the Watershed Protection Monitoring and Outreach Plan for the Willamette Intake Facilities Commission (WIFC). Amy led the stakeholder engagement and outreach portion of the project. Amy facilitated a series of stakeholder workshops and supported the WIFC in identifying and mapping key stakeholders.

**North Pleasant Valley Groundwater Desalter, City of Camarillo, CA.** *Award Application Lead.* Led the award application process for for the North Pleasant Valley Desalter project. The new desalter facility will treat 4,500 AFY of brackish groundwater and yield up to 3,800 AFY of potable water, allowing the City to more than double its local water supply. The project has been recently selected for the National APWA Public Works Project of the Year award.

**Replenish Big Bear, Big Bear Area Regional Wastewater Agency, Big Bear, CA.** *Strategic Communications Lead.* WSC's team is working with the Big Bear Area Regional Wastewater Agency to implement a regional One Water solution that will restore lake levels and keep recycled water within the watershed. Amy works with project leads on developing outreach content for the website, printed materials, newsletters, and media communication.

**Big Bear Valley Basin Groundwater Sustainability Plan, Big Bear Lake Department of Water and Power, Big Bear, CA.** *Strategic Communications Lead.* This Communication and Engagement Plan's purpose was to educate, inform, and engage interested parties in the development of a Big Bear Valley Groundwater Sustainability Plan (GSP). Amy developed and facilitated interactive meetings in support of the Bear Valley Basin GSP including presentation creation, invitations, pre- and post-meeting work, and meeting reports. She also continues to support in content creation through website and announcement updates.

**Urban Water Management Plan and Drought Contingency Plan, Western Municipal Water District, Riverside, CA.** *Communication and Outreach.* Stakeholder engagement includes efforts made to understand stakeholder concerns and involve stakeholders in the UWMP, DCP, and WSCP's public review period. Amy developed and facilitated meetings of the Drought Task Force, including presentation creation, invitations, pre- and post-meeting work, and meeting reports.

**Pure Water Event Planning, Las Virgenes Municipal Water District, CA.** *Media and Advertising Lead.* The Las Virgenes Municipal Water District with its Joint Powers Authority partner Triunfo Water and Sanitation District provides drinking water, wastewater treatment, recycled water, and composting for 100,000 residents. They are in the process of planning, design and construction of an advanced water purification facility. WSC is supporting the Pure Water public outreach plan through the planning and implementation of three events throughout 2022. This includes bringing diverse stakeholders together to learn about the Pure Water Project through coffee, beer and gelato tasting events. Amy is leading the public relation and advertising efforts to increase attendance and media coverage.

**VenturaWaterPure Project, City of Ventura, CA.** *Communications Support.* Providing as-needed strategic communications support for an innovative potable reuse project in Ventura. The project will provide the City with a new reliable water source.

**Public Relations and Outreach, Chapman University, Orange, CA.** *Director of Public Relations.* Developed and executed the university's public relations, crisis communication and internal communication strategies. Amy served as the main point of contact for media inquiries and proactive pitches for local and national media. She secured positive placements in national and local media including CNN, NBC, The Kelly Clarkson Show, FOX News, Wall Street Journal, KPCC, OC Register, LA Times, OC Business Journal, KCBS, KNBC, and more. Amy utilized Trendkite/Cision for building pitch lists, tracking coverage, and identifying trends. She created and reported key performance indicators, including placements, page visits, ticket sales, etc. Additionally, she trained campus personnel for media interaction, as well as managed two full-time employees, student workers and external public relations firm.

**Public Information Outreach, Garden Grove Unified School District, Garden Grove, CA.** *Public Information Officer.* Served as the media contact for the board of education, district office and 70 school sites; secured positive placements in local, national, Vietnamese, Korean, and Spanish media outlets. As part of the Superintendent's Cabinet, counseled senior management about communication goals and strategies. Wrote press releases, employee and community publications, newsletters, internal communications, board policies, presentations, web content, a strategic plan and more. Oversaw internal communication to more than 5,000 employees. Launched and maintained Facebook, YouTube, and Twitter accounts. Planned and promoted community and employee events. Managed one full-time employee and several contractors.



# Haili Matsukawa MPPA

## PRINCIPAL IN CHARGE/FACILITATOR

Haili Matsukawa is an accomplished communications professional specializing in strategic planning, community outreach, public affairs, and stakeholder coordination. She has established strategic plans for water agencies, and communications plans for complex and sensitive initiatives such as advanced capital improvement projects, utility rate increases, and environmental litigation. Haili experience developing messaging and multifaceted programs to address regional water shortage events and prolonged drought conditions.

With years of experience working as a public servant, Haili brings a strong understanding of the emerging challenges and opportunities facing local government and public utilities. She has completed specialized training in crisis communications and advanced-level coursework in civic engagement, leadership, and policy implementation. Haili is a dynamic public speaker and thoughtful facilitator with a passion for community-driven solutions.

## REPRESENTATIVE PROJECTS

**Strategic Plan, San Bernardino Valley Municipal Water District, San Bernardino, CA. Lead Facilitator.** Led a multi-disciplinary, water-focused team, and designed and facilitated an engagement experience that helped articulate broad stakeholder interests, while building shared understanding to drive results. Haili put a special emphasis on facilitating an inclusive process that encouraged productive dialog between staff, the Board, and external stakeholders. The thoughtful process resulted in a strongly aligned organization grounded in a shared vision; a path forward that reflects diverse viewpoints; and a final product that the District is proud of.

**Strategic Communications and Engagement Plan, San Bernardino Valley Municipal Water District, San Bernardino, CA. Project Manager.** Led the effort to develop the District's Strategic Communications and Engagement Plan. This comprehensive process incorporated stakeholder mapping, community surveying, one-on-one interviews with elected officials, audience-specific messaging, media strategies, and more. The final project deliverable includes communication goals and priorities and a 1-year implementation plan inclusive of an outreach roadmap with cost considerations.

**Water Resources Education Center Strategic Communications, City of Vancouver, WA.**

*Communications Support.* Supporting the City of Vancouver's Water Resources Education Center as they begin to implement their Strategic Plan. Goals of the plan include updating the center, increasing attendance, creating interactive and accessible exhibits, and ensuring an equitable regardless of age, language, ability, or income. In Phase 1 on the project, WSC managed a visioning and goals workshop, community engagement and communication, stakeholder identification and persona-building, storyboards, and all final deliverables.

**Watershed Connect, San Bernardino Valley Municipal Water District, San Bernardino, CA.**

*Communications and Outreach Strategist.* WSC teamed with eight agencies in the San Bernardino Valley to create a first-of-its-kind regional infrastructure program. Watershed Connect includes nearly 50 projects with the shared purpose of regional water supply reliability, climate resilience, and long-term ecological health of the Upper Santa Ana River. Through a series of virtual workshops, established program branding, developed master messaging, and advised stakeholder outreach. Continues to support the program's funding strategy and communication efforts.



### EDUCATION

Masters, Public Policy and Administration, California Lutheran University

BS, Environmental Science, Point Loma Nazarene University

**“With years of experience working for a water agency, I hold a deep understanding of the emerging challenges and opportunities facing public utilities. As a communicator, it is my mission to add value to the important work my clients do every day.”**

*Haili Matsukawa*

**Communications and Engagement Plan, Clackamas WES, Clackamas, OR. Project Advisor.** Developed communication strategies, engagement priorities, and recommendations to strengthen the Agency's internal and external communications.

**Strategic Communications and Outreach Plan for Utility Rate Increases, Ventura Water, Ventura, CA. Project Lead.** Developed and implemented a comprehensive communication and outreach strategy to support public engagement, community awareness, and transparency through a year-long water and wastewater rate study. Digital materials (videos, virtual meetings, social media, and e-newsletters) and print collateral (news articles, bill inserts, and mailers) were created in English and Spanish to reach diverse audiences. An online engagement tool was developed to encourage public participation and two-way communications during the rate-setting process. The platform featured a survey, idea-board, educational video series, answers to frequently asked questions, and a bill calculator for customers to view rate adjustment impacts. The communication plan successfully leveraged economic development stakeholders, non-profit organizations, and community leaders to win the support of the City Council and ratepayers.

**SLO Water Plus Project, City of San Luis Obispo, CA. Communications Lead.** Providing content development support for a regional, multi-year public outreach campaign to support the largest capital investment in the City's history. Support has included writing blog articles about the different treatment technologies and site upgrades, developing related social media content; updating the program website; and supporting the ongoing public information campaign. WSC's continued support through the project's duration amplifies the project's alignment to the City's Climate Action Plan and Community Workforce Agreement while maintaining positive public support.

**On-Call Recycled Water Communications, San Elijo Joint Powers Authority, Cardiff by the Sea, CA. Communications Lead.** Providing on-call communications and outreach support to San Elijo Joint Powers Authority (SEJPA), a progressive wastewater and recycled water provider that serves multiple coastal communities. Additional tasks include an update of messaging and design of annual reports, content and design for construction and facility signage, and press releases announcing partnerships and milestones, policy presentations, recycled water outreach, as well as physical facility signs incorporating the new brand.

**Water Infrastructure Finance and Innovation Act (WIFIA) Letter of Interest, City of Ventura, CA. Project Coordinator.** Coordinated with a third-party grant specialist to deliver a competitive and complete LOI for the City of Ventura's \$250 million potable reuse project. Responsible for developing the project description, scope, and fee schedule, compiling supporting documents/agreements, and ensuring all program requirements were met. The LOI successfully demonstrated project value and was approved to apply for up to \$125 million in WIFIA funding.

**Department of Water Resources Integrated Regional Water Management (IRWM) Grant Program, Ventura, CA. Program Manager.** Grant manager and administrator for the Department of Water Resources 2015 Proposition 84 IRWM Grant program. The City of Ventura was

awarded \$1.24 million to manage a regional water conservation program that offered rebates and incentives to Ventura County residents not served Metropolitan Water District Southern California rebate program. Served as the program manager and lead grant administrator for a suite of programs that offered turf replacement rebates, direct installation on high-efficiency irrigation devices, water efficiency surveys and more.

**Bureau of Reclamation WaterSMART Grant Program, City of Ventura, CA. Program Manager.** Diverse experience in program development and grant management. Managed the City of Ventura's Water Wise Incentive Program for five years, which provided water conservation rebates and incentives to residential and commercial customers for an estimated water savings of that approximately 190 acre-feet per year. The program was funded in part by the Bureau of Reclamation WaterSMART Grant Program. Responsible for program management, development of semi-annual progress and financial reporting.

**Bureau of Reclamation WaterSMART Title XVI Water Reclamation and Reuse, City of Ventura, CA. Management Analyst.** Coordinated with third-party grant specialist to deliver a complete and competitive grant application. Involved in developing the project description, scope, fee schedule. Worked closely with the City's federal lobbyist to secure letters of support from diverse stakeholders including State and Federal legislators, environmental organizations, labor groups, regional agencies, and special districts. Developed project reports and semi-annual financial reporting.

**Communications and Outreach for Water Supply Solutions, Ventura Water, Ventura, CA. Environmental Specialist.** As Communications Lead for Ventura Water, Haili was responsible for executing a long-term communications campaign for the department's key capital improvement projects. Haili was instrumental in engaging key stakeholders, developing a public awareness campaign, preparing presentations, organizing special events, identifying professional partners, crafting talking points, directing video campaigns, overseeing media relations, and creating digital and print materials. Haili managed both internal and external affairs, enhancing awareness and support among residents, City leaders, and elected officials.

**Maximizing Outreach and Engagement Through Partnerships, Water Smart Innovations Conference, Las Vegas, NV. Program Manager.** Developed strategic community partnerships with influential stakeholders, including educational institutions and environmental nonprofit organizations. She designed a unique education program with the MERITO Foundation Inc., a Central Coast-based nonprofit organization dedicated to providing meaningful watershed experiences to multicultural youth. Each year, Ventura Water sponsors approximately 500 students to participate in MERITO Foundation's Watershed and Ocean Education Program. Teachers receive training on the curriculum focusing on water conservation, water treatment, and stormwater pollution prevention. Additionally, participating schools visit one of Ventura Water's coastal facilities for a day of science-based learning and data collection. Post-program survey results demonstrate a positive impact on students' environmental behaviors, specifically in water conservation and stormwater pollution prevention. In 2019, The program was recognized at Water Smart Innovations Conference as a creative outreach and education model for water agencies.

# Nina Thoming

## GRAPHIC DESIGN

Nina Thoming is a graphic designer, event planner, and brand expert whose more than 8 years of experience includes guiding brand development, visual direction and storytelling for private and municipal entities, including an independent research center, multiple nonprofits, and the water industry. She utilizes a wide array of multimedia disciplines to convey technical information to a variety of audiences in accessible presentations, including information graphics, social media, websites, videos, PowerPoint, as well as wide-ranging documents, strategic plans, branding, brochures, and signage. Nina is also WSC's in-house Brand Manager, who manages and maintains the WSC brand identity while creating content and maintaining visual updates to WSC's website, social media and marketing collateral.



## EDUCATION

BS, Graphic Communication,  
California Polytechnic University,  
San Luis Obispo

## REPRESENTATIVE PROJECTS

**Strategic Plan, San Bernardino Valley Municipal Water District, San Bernardino, CA. Graphics Lead.** Graphic lead for the District's Strategic Communications and Engagement Plan document. Providing graphics for production of an accessible, clear, Strategic Plan document that supports decision making and addresses priority needs for the future. Supported a number of workshops with presentations, graphics, and follow-up materials. Lead for graphic design of the final plan that visually reflects the District's mission, values, vision, goals, and measures of success.

**Strategic Communications and Engagement Plan, San Bernardino Valley Municipal Water District, San Bernardino, CA. Graphic Designer.** Visual deliverables for an outreach and engagement program to promote effective Strategic Plan implementation. The District's Strategic Communication and Engagement Plan will serve as a clear, actionable roadmap to achieve the District's goals over the next 1 to 3 years. Assisting in developing an easy-to-read, concise, and well-designed document, including providing high-level brand visual messaging.

**Valley District Rebranding, San Bernardino Valley Municipal Water District, San Bernardino, CA. Graphics Lead.** Developed visual identity design for San Bernardino Valley Municipal Water District (Valley District).

Designed logo and brand identity concepts and led workshops for the client. The design captured Valley District's desire to communicate innovation and collaboration in its brand as well as illustrate its culture, vision, and goals. The rebrand includes development of the brand standards.

**Replenish Big Bear, Big Bear Area Regional Wastewater Agency, Big Bear Lake, CA. Graphic Designer.** Supporting communications and outreach efforts for four agencies within the Big Bear Valley to implement and gain funding for a regional One Water solution. This is a multi-benefit recycled water program that uses a water resource currently discharged outside of the Bear Valley Basin to secure a new drought proof local water supply that will support continued groundwater sustainability, among other benefits. Work on maintaining the program website, as well as creating other outreach materials using the Replenish Big Bear brand.

**Chino Basin Program, Inland Empire Utilities Agency, Chino, CA. Graphics Lead.** Provided graphic design support to the innovative Chino Basin Project addressing regional capacity and water quality needs with a network of recycled water treatment, distribution, and storage investments. Created a logo, main brand concepts, marketing materials, a new website, various infographics, and a video highlighting the program's aspects.

**"I love to apply strategic thinking to capture complex, technical ideas and concepts through visually engaging graphics using a wide variety of medias."**

*Nina Thoming*

## Nina Thoming continued...

**Annual Groundwater Assessment Report, City of Riverside, CA. Graphic Designer.** WSC team member for development of Groundwater Atlas, an innovative reporting document that the City uses to describe the current assessment of the groundwater basins it uses. Worked with RPU and WSC team to create report information about the condition of the groundwater basins in a way that was compelling, easy to use, and reliable. Designed a 56-page, hard-cover groundwater atlas for City of Riverside Public Utilities. Worked with the hydrogeologic team to create 30+ maps and infographics. Coordinated book printing.

**San Luis Obispo Valley Groundwater Sustainability Plan (GSP), County and City of San Luis Obispo, San Luis Obispo, CA. Graphic Designer.** Supported communications for project to develop the GSP for the high priority San Luis Obispo Valley Groundwater Basin. Part of WSC team for the GSP's Communications and Engagement Plan. Designed a quarterly project update template and developed a visual brand for the project focusing on colors, fonts, and aesthetics. Support also included collateral and website content; and design services for four stakeholder workshops (in person and virtual) to support a community-driven, SGMA-compliant GSP.

**North Pleasant Valley Desalter Rebranding and Outreach, City of Camarillo, CA. Graphic Designer.** Supporting the design of a new project brand and outreach communications strategy for the North Pleasant Valley Desalter to raise community awareness and support. The project included designing informational signs for the 2019 groundbreaking event. Communications support for WSC's program management services on this project that will allow the City to more than double its local water supply with a new reverse osmosis groundwater treatment facility.

**Camarillo Desalter Facility Education Center, City of Camarillo, CA. Graphics Lead.** Leading visual branding for the City of Camarillo's Desalter Education Center and providing graphic support for a new City space to educate the community, demonstrate program value, and tell Camarillo's water story. Focused on identifying and establishing visual themes that matched messaging and developing complete branding concepts and plan.

**Central Coast Blue, City of Pismo Beach, CA. Graphics Lead.** The Central Coast Blue program includes a regional advanced treatment facility and injection wells that will increase groundwater supplies by more than 40% and prevent seawater intrusion into the Santa Maria Groundwater Basin. WSC has worked alongside the City of Pismo Beach and four partner agencies to provide strategic planning and communications support that promotes buy-in, awareness, and interest in the Central Coast Blue program. Supported the multi-agency team's outreach that has included: a program rebrand to better connect the project to the community, funding support, multi-agency coordination of press releases, website content development and use, promotional materials, and brochures. Developed graphics for educational posters, signs, and a ribbon cutting event at the demonstration facility. Designed various supporting graphics including a water bottle design, website updates, and graphic design support for award submittals. The project won the 2019 Outreach and Education Program of the Year award from California WaterReuse and at the National WaterReuse Symposium.

**VenturaWaterPure, City of Ventura, CA. Graphics Lead.**

VenturaWaterPure will recover, treat and reuse water that is currently discharged into the Santa Clara River Estuary, creating a locally-owned, drought-resilient water source that isn't dependent on rainfall. Created a project sub-brand within Ventura Water, called VenturaWaterPure. Developed brand guidelines, website updates, videography packages, infographics, handouts, and brochures. Supported the event planning and signage for their Summer Open House. Graphic lead or contributor to a suite of videos (6), workshops/community presentations (20+), websites (2), virtual engagement platforms (1), large events (2), branding and social media. As a result of this work, Ventura Water has received awards, funding, rate increase approvals, and critical PEIR approvals.

**Water Vision Santa Barbara, City of Santa Barbara, CA. Graphic Designer.**

Created a project sub-brand within City of Santa Barbara, called Water Vision Santa Barbara. Developed a logo, website graphics, videography packages, infographics, presentations, and more. Provided graphic support for the first annual Water Vision Month.

**Pure Water Project Outreach and Event Planning, Las Virgenes Municipal Water District, Calabasas, CA. Graphics Lead and Event Coordinator.**

Provided event support, graphic design and collateral for events to bring diverse stakeholders together to learn about the Pure Water Project through coffee, beer and gelato tasting events. This bold and creative outreach campaign by the Las Virgenes Triunfo JPA delivered unique and fun opportunities to build public trust and confidence in advanced water treatment technologies and increase community awareness and support for innovative water supply solutions.

**Branding for Regional Recycled Water Project, San Bernardino Valley Municipal Water District, San Bernardino Valley, CA. Graphics Lead.**

Developed logo design and brand identity from the ground up for a new Recycled Water Project, a collaboration between Valley District, East Valley Water District, and San Bernardino Municipal Water Department. Led agencies through various workshops to create a style guide including logo, typography, icons, and more.

**Watershed Connect, San Bernardino Valley Municipal Water District, San Bernardino, CA. Graphics Lead.**

WSC teamed with eight agencies in the San Bernardino Valley to create a first-of-its-kind regional infrastructure program. Watershed Connect includes nearly 50 projects with the shared purpose of regional water supply reliability, climate resilience, and long-term ecological health of the Upper Santa Ana River. Through a series of virtual workshops, led program branding, to develop a name and visual identity for the program. Nina continues to support the program's communication efforts through infographics, maps, and website updates.

**Strategic Communications and Content Development for Website Update and Related Outreach, San Elijo Joint Powers Authority, Cardiff, CA. Graphics Lead and Event Coordinator.**

Developed new logo and helped guide visual proponents of rebrand strategies. Assisted with annual report layout and design and designed handouts for Authority's public learning center. Provided event planning for the ribbon cutting of the new Water Campus. Graphics support for the ribbon cutting event included a project brochure, signage, and website using the rebrand elements.



# Michael Cruikshank PG, CHG, MS



## PROFESSIONAL EXPERIENCE

Mr. Cruikshank is a proven manager, certified hydrogeologist, and water resource planner with more than 15 years of professional experience. He has managed projects in large diverse stakeholder environments for a variety of water resource projects including the development of groundwater sustainability plans (GSPs), salt and nutrient management plans (SNMPs), and indirect potable reuse (IPR) projects. He has technical expertise in water resource planning, hydrogeologic basin analysis, and the development of integrated groundwater and surface water models that are used to make important water resource management decisions on a watershed scale.

## REPRESENTATIVE PROJECTS

### **Annual Groundwater Atlas, City of Riverside Public Utilities, Riverside, CA. Project Manager.**

Led the development of a Groundwater Atlas for Riverside Public Utilities designed to report the water quality and quantity conditions of the groundwater basins that provide potable and non-potable water supplies to Riverside Public Utilities' (RPU) customers. The Atlas will support RPU's groundwater management strategies and activities related to managing water supplies in a sustainable and resilient manner. The Groundwater Atlas illustrates the current condition of the four groundwater basins RPU produces from (Bunker-Hill, Rialto-Colton, Riverside North, and Riverside South Basins) with respect to hydrology, production, recharge, groundwater levels, and groundwater quality. The purpose of this Groundwater Atlas is to 1) Characterize groundwater basin conditions and how they change over time 2) Provide readable and reliable data to customers, elected officials, executive management, and staff, and 3) Provide information and analysis to RPU staff for use in managing the City's water supply.

### **North Pleasant Valley Desalter Project, City of Camarillo, CA. Hydrogeologist.**

Assisted with the bidding process of three triple nested monitoring wells designed to monitor the water quality improvements as a result of the desalter wells. Provided monitoring well construction oversight and management of the three triple nested monitoring wells. WSC is providing program management

services for a new Desalter Facility that will treat 4,500 AFY of brackish groundwater and yield up to 3,800 AFY of potable water using Reverse Osmosis technology. The project will allow the City to more than double its local water supply. Brine from the RO treatment will be disposed of through an existing brine pipeline and ocean outfall.

### **San Luis Obispo Valley Groundwater Sustainability Plan, County and City of San Luis Obispo, San Luis Obispo, CA. Project Manager.**

Managed the development of the Groundwater Sustainability Plan (GSP) for the high priority San Luis Obispo Valley Groundwater Basin (SLO Basin). The GSP was developed by the County of San Luis Obispo and the City of San Luis Obispo, the two Groundwater Sustainability Agencies in the Basin. Mr. Cruikshank managed a team of four subconsultants, two Groundwater Sustainability Agencies, and a Groundwater Sustainability Commission (GSC). The GSC consisted of elected officials from two Groundwater Sustainability Agencies (City Council Member and County Board of Supervisor), and representatives from the other participating partners (agricultural, private water company, and mutual water companies). The GSP describes and assesses the groundwater condition of the SLO Basin, develops quantifiable management objectives that account for the interests of the SLO Basin's beneficial groundwater uses and users, and identifies a group of projects and management actions that will allow the SLO Basin to achieve and maintain sustainability in the future. Mr. Cruikshank lead the development of an integrated groundwater surface



## EDUCATION

MS, Civil and Environmental Engineering, California State University, Fullerton, CA.

BS, Geology, California State University, Fullerton, CA.

## PROFESSIONAL REGISTRATIONS

Professional Geologist, California, No. 8854

Certified Hydrogeologist, No. 994

Engineer-in-Training No. 142007

**"I take a multidisciplinary approach to every project to deliver forward-looking solutions for sustained community value."**

*Michael Cruikshank*

water model, GSFLOW model which was used to evaluate the potential impacts of the proposed projects and management actions associated with the Implementation of the GSP. The SLO Basin GSP was unanimously adopted and is currently being reviewed by the California Department of Water Resources (DWR).

**Bedford-Coldwater Groundwater Sustainability Plan Administrator, Bedford-Coldwater Groundwater Sustainability Agency, Temescal Valley, CA. GSP Administrator.** Mr. Cruikshank is responsible for the facilitation of all aspects of the Implementation Plan through the first five years up to the completion of the 5 -year update. He works with personnel from the three BCGSA agencies (Corona, EVMWD, and TVWD) and contracted firms to perform some of the activities related to implementing the projects and management actions. He is responsible for administrative activities including the development of Board packets, presentations, budgeting, and the coordination and facilitation of RFP's and the associated specialty consultant services in conjunction with staff from the BCGSA agencies.

**Upper Santa Ana Salt Nutrient Management Plan, San Bernardino Valley Municipal Water District, San Bernardino, CA. Project Manager.** Project manager and facilitator for the Upper Santa Ana River Watershed Stakeholders in the development of a Salt and Nutrient Management Plan (SNMP). The project will develop a scientific framework where various projects and management strategies can be objectively evaluated for inclusion in the SNMP as viable projects that could enhance the region's water supply reliability. The SNMP will evaluate the projects on an individual groundwater management zone basis (eg. Bunker Hill-A, Bunker Hill-B, Lytle, etc.) and a combined groundwater management zone.

Stakeholders in the region have invested in the development of an Integrated Santa Ana River Model (Integrated SAR Model) for the Upper Santa Ana Valley Groundwater Basin and continue to improve and add functionality to the model. The model was built to support groundwater management in the Upper Santa Ana River and evaluate projects like the SNMP. SNMPS are required as part of the Recycled Water Policy (RWP) to streamline the potential for recycled water use; to understand potential impacts to groundwater quality; and to provide basin-wide management of salts and nutrients in groundwater.

**Arroyo Grande Subbasin Groundwater Sustainability Plan, County of San Luis Obispo and City of Arroyo Grande, Arroyo Grande, CA. Project Manager.** Manager for Groundwater Sustainability Plan (GSP) development for the Arroyo Grande Subbasin, a very low priority basin. The subbasin's very low prioritization does a GSP, however the development of a GSP safeguards continued sustainable conjunctive management of groundwater and surface water supplies. Work efforts included in the GSP development are important for advancing water resource management of the AG Subbasin and interconnected surface waters of the Arroyo Grande Creek watershed that overlie the subbasin.

As part of the development the GSP, an integrated groundwater/surface water model, GSFLOW model was created to support the future development of a Habitat Conservation Plan (HCP) and to evaluate the potential impacts of the proposed projects and management actions associated with the Implementation of the GSP.

**Metropolitan Water Resources Management Plan (Metro Plan), City of Fresno, CA. Senior Hydrogeologist.** The 2020 Metro Plan will facilitate future water resources decisions and improvement planning through 2070. Phase 1 focused on the existing system and evaluating the potential impacts of continuing to operate with existing water resources. Phase 1 entailed development of planning goals and objectives; baseline demands, supplies and groundwater water budget; and identifying physical, regulatory, and legal challenges and opportunities. Phase 2 will develop and evaluate alternatives and develop strategies to optimize the use of available supplies and infrastructure to meet the City's existing and future demands. Phase 3 will define an Implementation Plan that includes an institutional plan, funding plan, and implementation schedule. Mr. Cruikshank developed and implemented a methodology to estimate groundwater in storage and available storage in the City's sphere of influence utilizing data from the City of Fresno's monitoring network.

**Chino Basin Program – Technical Feasibility Study, Inland Empire Utilities Agency, Chino Basin, CA. Hydrogeology Lead.** The CBP Technical Feasibility Study consisted of the identification and evaluation of PUT, TAKE, and program alternatives to identify the preferred CBP approach and the conceptual design for elements of the recommended program. The scenarios assumed a constant 15,000 AFY of recharge for a total of 375,000 AF and a variety of TAKE concepts of up to 50,000 AFY for three years in a 10-year cycle for a total of 375,000 AF at the conclusion of the 25 year program. Mr. Cruikshank led the WSC Team in an initial siting study for several injection and extraction well field layouts. He led the groundwater model scenario development and coordination with the groundwater modeling consultant to evaluate against parameters established by Chino Basin Watermaster and the Material Physical Injury (MPI) process. The modeling also identified potential pumping constraints in the existing well fields with the new extraction (TAKE) wells and evaluated groundwater travel time requirements between recharge locations (i.e., injection wells) and extraction wells. The selected program alternative includes approximately 16 injection wells and 16 extraction wells located in the northeastern portion of the Chino Basin.

**Chino Basin Program – Hydrogeologic Investigations, Inland Empire Utilities Agency, Rancho Cucamonga, CA. Project Manager.** Mr. Cruikshank is leading the project team in a detailed hydrogeologic investigation in the vicinity of the CBP injection well field to develop a more comprehensive understanding of the aquifer properties and potential injection zones and rates. The hydrogeologic investigation consists of a geophysical seismic survey and the drilling and testing of three exploratory borings that may be completed as monitoring wells. WSC conducted a detailed siting study, prepared a workplan, and developed the bid documents and technical specifications for the exploratory borings and monitoring wells. The geophysical survey consists of two orthogonal seismic lines approximately 3 miles long in each direction. The processed seismic data along with the exploratory borings data will be used to delineate lithologic changes in the geologic units that may be indicative of more favorable aquifer material or confining units. The results from the hydrogeologic investigation will be used to estimate the number of injection wells required to inject 15,000 AFY of purified water into the Chino Basin.

# Laine Carlson PE

## ADVISORY COMMITTEE

Laine Carlson brings over 18 years of experience working for a public utility, and as a consulting engineer, focusing on water, wastewater, and recycled water systems. Her experience includes project management, construction administration, capital improvement planning, hydraulic analysis, water and wastewater master planning, pipeline design, pump station design and analysis, and water standard development. She has a comprehensive understanding of how water and sewer utilities operate and the challenges they face. Laine draws on her experience to identify and analyze initial project concepts, prepare construction documents, and monitor construction of the project through completion.

## REPRESENTATIVE PROJECTS

**Replenish Big Bear, Big Bear Area Regional Wastewater Agency, Big Bear, CA. Project Manager.** Providing program management services to develop a project that will create a new, sustainable water resource to benefit the Big Bear Valley and the entire Santa Ana River watershed. Leading the planning, permitting, and preliminary design of the program. Initial tasks included reviewing prior studies to determine a preferred alternative, facilitating numerous technical working sessions, and preparing the preliminary design for the program. Alternatives were analyzed based on treatment and regulatory requirements, water supply yield, social and environmental benefits, and life-cycle cost. Coordinated with several regional, state, and federal regulatory and funding agencies. Secured a \$75,000 State Water Resources Control Board Water Recycling Facilities Planning Grant.

**East Surface Water Treatment Plant PDR, East Valley Water District, Highland, CA. Raw Water and Distribution Integration.** Preparing a preliminary design report phase for the ESWTP. This new facility will use surface water to provide an additional 4 MGD of treated drinking water to meet increased local demand. EVWD aims to maximize the use of its water rights to Santa Ana River water for the ESWTP. Key challenges for this preliminary design include seasonal water quality issues (e.g., turbidity, total organic carbon, metals, algae), presence of DBP precursors, fluctuations in source water availability, and sludge management.

**Chino Basin Program, Inland Empire Utilities Agency, Chino, CA. Pipeline Distribution System Lead.** Leading the conveyance system portion of the preliminary design report for the Chino Basin Program which will create a new, drought-resistant supply to the region. Through effective partnerships with State Water Project Contractors, the California Department of Water Resources (DWR) and the California Department of Fish and Wildlife, the project will develop new water supplies that will be stored in the Chino Basin Water Bank for ecological benefit in the Bay-Delta watershed. The conveyance portion of the PDR includes evaluating the optimal way to connect new and existing facilities.

**Upper Santa Ana River Salt and Nutrient Management Plan (SNMP), San Bernardino Valley Municipal Water District, San Bernardino, CA. Principal in Charge.** Laine is supporting the WSC team in developing a SNMP required to scientifically evaluate, permit and implement various water resource management projects in the San Bernardino Basin Area (SBBA). The overall objective is to develop a scientific framework where various projects and management strategies can be objectively evaluated for inclusion in the SNMP as viable projects that could enhance the water supply reliability in the region. Laine is lending her extensive knowledge of the existing and planned projects and management strategies through her work in the Upper Santa Ana River region.



## EDUCATION

BS, Civil Engineering, California State Polytechnic University, Pomona

## PROFESSIONAL REGISTRATIONS

Professional Engineer - Civil, California, No. C72424  
Exp.: June, 2022

SWRCB Registered T2 Water Operator #34907

SWRCB Registered D2 Water Operator #41981

**“I am driven to connect with the people who manage and operate our local water resources and work together to deliver lasting value to the communities they serve.”**

*Laine Carlson*

**Prop 1 Grant Application, San Bernardino Valley Municipal Water District, San Bernardino, CA. Project Manager.** Led a multi-agency stakeholder group in identifying projects and positioning a successful Prop 1 grant application, which included guiding project ranking workshops, packaging projects to maximize benefits, and coordinating with DWR and SAWPA OWOW process.

**2020 UWMP and Drought Contingency Plan, Western Municipal Water District, Riverside, CA. Project Manager.** Led the preparation of Western's 2020 UWMP and Drought Contingency Plan (DCP). For the project, prepared population and demand projections through 2045, and led an evaluation of the impacts of climate change on future projections. Assisted with communications and outreach support to facilitate a series of highly interactive workshops for a regional Drought Task Force with nearly 40 members with diverse perspectives. As part of the Drought Task Force workshops, Facilitated a discussion that informed water shortage stages and response actions to be used in both the UWMP and regional DCP to create integrated documents with a consistent message. This project integrates with Western's infrastructure planning efforts, identifying projects that improve drought resiliency and positions them for funding through state and federal funding programs.

**Recomputation of Ambient Water Quality for 1999 to 2018, Basin Monitoring Program Task Force - Santa Ana Watershed Project Authority, Santa Ana River Watershed, CA. Principal in Charge.** The recomputation of ambient water quality is part of the basin monitoring program required by the Santa Ana Region Basin Plan. Ambient nitrate and TDS determinations in Santa Ana River Watershed groundwater management zones are compared to water quality objectives and used by the Regional Board to assess assimilative capacity. Contoured water level and water quality data for over a dozen management zones. Summarized the data from each management zone by creating raster grids of the contoured water level and water quality data that was used to calculate the water quality objectives.

**2020 Integrated Regional Urban Water Management Plan, San Bernardino Valley Municipal Water District, San Bernardino, CA. Project Manager.** Collaborated with the SBVMWD to create a comprehensive document for guiding water resource management for the Upper SAR Watershed. The cohesive planning framework consolidates, updates, and merges the common elements of the Upper SAR Watershed Integrated Regional Water Management Plan (IRWMP) and the San Bernardino Valley Regional Urban Water Management Plan (RUWMP) into a new document: the 2020 Upper SAR Watershed Integrated Regional Urban Water Management Plan (IRUWMP). Completed the City of Rialto's UWMP as part of this project. Developed tools and data sets to help empower effective communication and decision-making. The IRUWMP will align related ongoing efforts, such as the Upper Santa Ana Habitat Conservation Plan and SARCCUP, and others, to build regional momentum and broad-based support for projects and programs. Positioned regional initiatives within the state's evolving water framework, and positioning Valley District and participating agencies for funding opportunities. Working with each agency to develop an updated Water Shortage Contingency Plan to guide the plan for action during drought or other conditions impacting water supplies.

**Watershed Connect Implementation Plan San Bernardino Valley Municipal Water District, San Bernardino, CA. Technical Advisor.** WSC was recently selected as part of the consultant team to work with 11 regional stakeholders in the San Bernardino Valley to create a first-of-its-kind regional infrastructure program. Watershed Connect includes nearly 50 projects with the shared purpose of regional water supply reliability, climate resilience, and long-term ecological health of the Upper Santa Ana River. Through a series of virtual workshops, WSC is established program branding, developed master messaging, and advised stakeholder outreach. WSC continues to support the program's funding strategy and communication efforts. WSC is working on program structure and participants, project descriptions, program narrative, community information, and elected official and stakeholder outreach. The resulting Water Infrastructure Finance and Innovation Act (WIFIA) Letter of Interest will seek funding for the first phase of plan implementation made up of 20 projects with an estimated total of more than \$600 million.

**2020 Urban Water Management Plan, Eastern Municipal Water District, Perris, CA. QA/QC.** Development of a UWMP in coordination with integrated regional planning for California's sixth-largest retail water agency. As a wholesale and retail provider, the District's supplies include local groundwater, recycled water, and imported water (raw and treated). The District is engaged in ongoing planning efforts to understand potential future demands (including the effects of water use efficiency programs) and potential reliability of future supplies, accounting for on-going drought in the western United States. The District's UWMP builds from, and integrates with, the District's other important planning efforts to meet the California DWR's requirements and presents a cohesive and coherent view of the District's 25-year plan for managing its water supplies and demand.

**Integrated Regional Water Management Plan (IRWMP) and Regional Urban Water Management Plan (RUWMP), San Bernardino Valley Municipal Water District, San Bernardino, CA. Project Manager.** Laine is leading a multi-stakeholder planning project in the Upper Santa Ana River Watershed to develop an Integrated Regional Urban Water Management Plan. The combined Regional Urban Water Management Plan (RUWMP) and Integrated Regional Water Management Plan (IRWMP) is first of its kind in California. The project presents unique challenges of being a regional planning project as well as meeting the UWMP and IRWMP requirements. Laine facilitated workshops with multiple agencies and used a central database to ensure data integrity by eliminating duplicates and omissions.

**Urban Water Management Plan and Drought Contingency Plan (DCP), Western Municipal Water District, Riverside, CA. Project Manager.** Leading the development of Western Municipal Water District's 2020 UWMP and DCP which are tools that Western will use to inform future planning projects throughout its service area, enhance water supplies, and support its retailers. Tasks include gathering and updating data from the 2015 UWMP, updating the Water Supply Shortage Contingency Plan, conducting a vulnerability assessment, communications and outreach, developing a compliant UWMP, facilitating meetings with the Drought Task Force, and developing a DCP that includes a climate change vulnerability assessment.

3

# Exhibits





## EXHIBIT A

### REFERENCES

Proposer shall provide a **minimum of three (3)** Customer References for whom comparable services have been performed within the last five (5) years. Local and similar size contract references are preferred.

#### REFERENCE #1

NAME OF FIRM	San Bernardino Valley Municipal Water District
ADDRESS	380 E Vanderbilt Way
CITY, STATE, ZIP CODE	San Bernardino, CA 92408
TELEPHONE #	( 909)387-9200
E-MAIL ADDRESS	heatherd@sbsvmwd.com
CONTACT	Heather Dyer, CEO/General Manager
PROJECT NAME	Strategic Plan
COMPLETION DATE	August 2021
APPROX. COST	\$120,965

#### REFERENCE #2

NAME OF FIRM	Santa Ana Watershed Project Authority
ADDRESS	11615 Sterling Ave.
CITY, STATE, ZIP CODE	Riverside, CA 92503
TELEPHONE #	( 951 )354-4233
E-MAIL ADDRESS	iachimore@sawpa.org
CONTACT	Ian Achimore, Senior Watershed Manager
PROJECT NAME	Roundtable of Regions Network Coordination
COMPLETION DATE	July 2022 to present
APPROX. COST	\$145,805

#### REFERENCE #3

NAME OF FIRM	City of Rialto
ADDRESS	150 S. Palm Ave.
CITY, STATE, ZIP CODE	Rialto, CA 92376
TELEPHONE #	( 909) 820-8056
E-MAIL ADDRESS	tjcrowley@rialtoca.gov
CONTACT	Tom Crowley, Utilities Manager
PROJECT NAME	Drought Contingency Plan
COMPLETION DATE	March 2022 to present
APPROX. COST	\$330,050

**EXHIBIT B**  
**LIST OF SUBCONTRACTORS**

NAME UNDER WHICH SUBCONTRACT IS LICENSED	LICENSE NUMBER	ADDRESS AND PHONE NUMBER OF OFFICE, MILL OR SHOP	SPECIFIC DESCRIPTION SUBCONTRACT
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WSC does not anticipate using any subcontractors for this contract.




**EXHIBIT C**  
**LAKE ELSINORE AND SAN JACINTO WATERSHEDS AUTHORITY**  
**PRICE FORM**

<b>Task</b>		
1	Project Management	\$8,015
2	Understanding & Assessment	\$4,715
3	Stakeholder Engagement - Meetings & Workshops	\$22,040
4	Strategic Plan Development	\$18,070
5	Presenting the Plan	\$8,760
6		
7		
8		
<b>Total</b>		<b>\$61,600</b>


The Project shall begin immediately upon receipt of order or notice to proceed.

Price(s) shall include **all** labor, equipment, materials, transportation, overhead, travel, profit, insurance, sales and other taxes, licenses, incidentals, and all other related costs necessary to meet the work requirements. Note LESJWA will not pay for travel time.

LESJWA encourages a discount for early payment and will include such offers in the evaluation criteria. If a discount is offered, the terms are: 5% discount if paid in full within 15\_days.

**PROPOSERS:**

Your signature on this document, should you be awarded a contract as defined in this RFP, signifies that you have fully read and understood this proposal and will comply with all specifications, conditions, unit prices, terms, and delivery of the proposal unless otherwise noted in the “exceptions” portion of the proposal.

Name of Firm:	Water Systems Consulting, Inc.	Title:	Vice President
Authorized Signature:		Date:	Sept. 29, 2023
Printed/Typed Name:	Haili Matsukawa	Mailing Address:	805 Aerovista Place, Suite 201
Phone:	(805) 457-8833, ext. 130	City, State, Zip	San Luis Obispo, CA 93401
Fax:	(805) 888-2764	E-Mail Address:	hmatsukawa@wsc-inc.com

## EXHIBIT D

### PROPOSER'S BUSINESS INFORMATION

All proposers shall submit the information as requested below.

1. Length of time your firm has been in business: 15 years
2. Length of time at current location: WSC's Ontario Office was established 10 years ago, relocated to current office location 7 months ago.
3. List types and business license number(s): \_\_\_\_\_  
City of Riverside Business License (No. 0145940),  
City of San Bernardino Business License (No. 070102)
4. California State Contractor's License number: 1000048177
5. Names and titles of all officers of the firm: \_\_\_\_\_  
Jeffery Szytel – Chief Executive Officer (CEO); Laine Carlson – Vice President; Scott Duren – Vice President; Robert Natoli – Vice President; Jeroen Olthof – Vice President; Joshua Reynolds – Vice President; Dylan Wade – Vice President; Jannette White – Vice President, Michael Cruikshank – Vice President; Justin Pickard – Vice President; and Haili Matsukawa – Vice President.
6. Is your firm a sole proprietorship doing business under a different name?  
YES  or NO
7. If yes, please indicate sole proprietorship name and the name you are doing business under: \_\_\_\_\_  
\_\_\_\_\_
8. Please indicate your Federal Tax Number: 26-1507694
9. Is your firm incorporated? YES  or NO
10. Name and remittance address that will appear on invoices: \_\_\_\_\_  
Water Systems Consulting, Inc.  
805 Aerovista Place, Suite 201, San Luis Obispo, CA 93401
11. Physical Address: 3602 Inland Empire Blvd., Suite C 230, Ontario, CA 91764  
\_\_\_\_\_

## EXHIBIT E

### ADDITIONS, DELETIONS AND/OR EXCEPTIONS

Please state any and all Additions, Deletions and Exceptions that you are taking to any portion of this proposal and General Services Agreement (GSA) (**Attachment C**) and Task Order (**Attachment D**). If not addressed below, then Lake Elsinore and San Jacinto Watersheds Authority assumes that the vendor will adhere to all terms and conditions listed.

LESJWA will issue an Agreement in its standard form to the successful firm(s) for the services contemplated herein; a copy of which is attached hereto, and incorporated herein. Any deletion, exception, or modification taken to Agency contract terms and conditions will be evaluated, in addition to the specified criteria; and may, itself, result in non-acceptance by the Agency. Any request for deletion, exception, or modification, if so taken, must be submitted at the time of proposal.

WSC is in significant agreement with LESJWA's insurance requirements, terms, and conditions. We are confident that we will quickly and amicably reach an agreement. However, WSC requests LESJWA consider the following proposed revisions.

Proposed addition.

Proposed **deletion**:

#### ARTICLE IV OBLIGATIONS OF CONSULTANT

4.01 Consultant agrees to perform all assigned services in accordance with the terms and conditions of this Agreement and those specified in each Task Order. It is agreed that the quality of such services shall be judged solely as to whether Consultant performed its services consistent with the professional skill and care ordinarily provided by firms practicing in the same or similar locality under the same or similar circumstances (herein the "Standard of Care").

4.03 Consultant shall be solely responsible for the health and safety of its employees and agents in performing the services assigned by LESJWA. Consultant hereby: **covenants and agrees to:**

a. Covenants and agrees to Obtain a **comprehensive commercial** general liability and automobile insurance policy, including contractual coverage, with combined single limits for bodily injury and property damage in an amount of not less than \$1,000,000.00. Such policy shall name LESJWA, and any other interested and related party designated by LESJWA, as an additional insured, with any right to subrogation waived as to LESJWA and such designated interested and related party;

b. Covenants and agrees to Obtain a policy of professional liability insurance in a minimum amount of \$1,000,000.00 per claim or occurrence and in the aggregate to cover any negligent acts or omissions committed by Consultant, its employees and/or agents in the

performance of any services for LESJWA;

c. Agrees to exercise the Standard of Care to Comply with all local, state and federal laws, rules and regulations;

d. Covenants and agrees to Provide worker's compensation insurance or a California Department of Insurance-approved self-insurance program in an amount and form that meets all applicable Labor Code requirements, covering all persons or entities providing services on behalf of the Consultant's and all risks to such persons or entities.

e. Covenants and agrees that Consultant shall require any subcontractor that Consultant uses for work performed for LESJWA under this Agreement or related Task Order to obtain the insurance coverages specified above.

All such insurance policy or policies shall be issued by a responsible insurance company with a minimum A. M. Best Rating of "A-" Financial Category "X", and authorized and admitted to do business in, and regulated by, the State of California. If the insurance company is not admitted in the State of California, it must be on the List of Eligible Surplus Line Insurers (LESLI), shall have a minimum A.M. Best Rating of "A", Financial Category "X", and shall be domiciled in the United States, unless otherwise approved by LESJWA in writing. Each **such Commercial General Liability and Auto Liability** policy of insurance shall expressly provide that it shall be primary and noncontributory with any policies carried by LESJWA and, to the extent obtainable, such coverage shall be payable notwithstanding any act of negligence of LESJWA that might otherwise result in forfeiture of

coverage. Evidence of all insurance coverage shall be provided to LESJWA prior to issuance of the first Task Order. Such policies shall provide that they shall not be canceled ~~or amended~~ without 30 day prior written notice to LESJWA. Consultant acknowledges and agrees that such insurance is ~~in addition to~~ separate from Consultant's obligation to fully indemnify and hold LESJWA free and harmless from and against (but, for claims alleging professional liability, shall not defend) any and all claims arising out of an injury or damage to property or persons to the extent caused by the negligence, recklessness, or willful misconduct of Consultant in performing services assigned by LESJWA.

4.04 Consultant hereby covenants and agrees that LESJWA, its officers, employees, and agents shall not be liable for any claims, liabilities, penalties, fines or any damage to property, whether real or personal, nor for any personal injury or death caused by, ~~or resulting from, or claimed to have been caused by or resulting from;~~ any negligent act or omission of Consultant. Further, Consultant hereby covenants and agrees to fully indemnify and save LESJWA, its ~~agents;~~ officers and employees, free and harmless from and against (but, for claims alleging professional liability, shall not defend) any and all of the foregoing liabilities or claims of any kind, based on a third party claim to the extent caused by the negligence or willful misconduct of Consultant, and shall reimburse LESJWA for all costs or expenses that LESJWA incurs (including reasonable attorneys' fees) on account of any of the foregoing liabilities, including liabilities or claims made by reason of defects in the performance of consulting services pursuant to this Agreement, unless the liability or claim is proximately caused by LESJWA's negligent act or omission.

4.06 In the event Consultant is required to prepare plans, drawings, specifications and/or estimates, the same shall be furnished with a registered professional engineer's number and shall be provided in accordance with the Standard of Care in order to conform to local, state and federal laws, rules and regulations. Consultant shall obtain all necessary ~~permits and~~ approvals in connection with this Agreement, any Task Order or Change Order, and shall assist LESJWA in obtaining required permits. However, in the event LESJWA is required to obtain such an approval or permit from another governmental entity, Consultant shall provide all necessary supporting documents to be filed with such entity, and shall facilitate the acquisition of such approval or permit.

## ARTICLE IX STATUS OF CONSULTANT

9.02 Consultant hereby specifically represents ~~and warrants~~ to LESJWA that the services to be rendered pursuant to this Agreement shall be performed in accordance

with the ~~standards customarily applicable to an experienced and competent professional consulting organization rendering the same or similar services~~ Standard of Care. Further, Consultant represents and warrants that the individual signing this Agreement on behalf of Consultant has the full authority to bind Consultant to this Agreement.

10.01 All draft and final reports, plans, drawings, specifications, data, notes, and all other documents of any kind or nature prepared or developed by Consultant in connection with the performance of services assigned to it by LESJWA ("Instruments of Service") are the sole property of LESJWA (provided that Consultant has been paid all undisputed invoice amounts due), and Consultant shall promptly deliver all such materials to LESJWA. Consultant may retain copies of the original documents, at its option and expense. LESJWA agrees to indemnify, defend and hold the Consultant harmless from and against any claims or damages that may result from the subsequent use, reuse, transfer or modification of the Instruments of Service, except on projects where the Consultant has been retained to provide services. Notwithstanding the foregoing, Consultant shall retain ownership to any of its standard drawings, documents, details and specifications ("Consultant's Standards") that may be incorporated into the Instruments of Service. LESJWA shall be granted a nonexclusive license to use Consultant's Standards as part of its use of the Instruments of Service.

## ARTICLE XI

### MISCELLANEOUS PROVISIONS

11.04 Time is of ~~the essence~~ cardinal importance in the performance of services required hereunder, and Consultant shall perform its services to meet the schedule as expeditiously as is consistent with the exercise of professional skill and care and the orderly progress of the Project. Extensions of time within which to perform services may be granted by LESJWA if requested by Consultant and agreed to in writing by LESJWA. All such requests must be documented and substantiated and will only be granted as the result of unforeseeable and unavoidable delays not caused by the lack of foresight on the part of Consultant.

11.05 Consultant shall exercise the Standard of Care to comply with all local, state and federal laws, rules and regulations including those regarding nondiscrimination and the payment of prevailing wages.

11.06 LESJWA expects that Consultant will devote its full energies, interest, abilities and productive time, as is consistent with the Standard of Care, to the performance of its duties and obligations under Agreement, and shall not engage in any other consulting activity that would interfere with the performance of Consultant's duties under this

Agreement or create any conflicts of interest. If required by law, Consultant shall file Conflict of Interest Statements with LESJWA.

11.07 Any dispute which may arise by and between LESJWA and the Consultant, including the Consultant's associates, subcontractor or other consultants, shall be resolved by a court of competent jurisdiction in the state of California.~~submitted to binding arbitration. Arbitration shall be conducted by the Judicial Arbitration and Mediation Service, Inc., or its successor, or any other neutral, impartial arbitration service that the parties mutually agree upon, in accordance with its rules in effect at the time of the commencement of the arbitration proceeding, and as set forth in this paragraph. The arbitrator must decide each and every dispute in accordance with the laws of the State of California, and all other applicable laws. The arbitrator's decision and award are subject to judicial review by a Superior Court of competent venue and jurisdiction only for material errors of fact or law in accordance with Section 1296 of the Code of Civil Procedure. Limited discovery may be permitted upon a showing of good cause and approved by the assigned arbitrator.~~ Unless the parties stipulate to the contrary, prior to ~~the appointment of the arbitrator~~ litigation, all disputes shall first be submitted to non-binding mediation, conducted by the Judicial Arbitration and Mediation Services, Inc., or its successor, or any other neutral, impartial mediation service that the parties mutually agree upon, in accordance with their rules and procedures for such mediation.



**ADDENDUM CONFIRMATION FORM**

Receipt of Addendum No. 1 to the RFP for FACILITATION OF A STRATEGIC PLAN is acknowledged.

Water Systems Consulting, Inc.

\_\_\_\_\_  
Name of Firm

Haili Matsukawa, Vice President

\_\_\_\_\_  
Authorized Agent (printed or typed)

805 Aerovista Place, Suite 201

\_\_\_\_\_  
Address

A handwritten signature in black ink, appearing to read "Haili Matsukawa", written over a horizontal line.

\_\_\_\_\_  
Signature

San Luis Obispo, CA 93401

\_\_\_\_\_  
City / State / Zip

Sept. 29, 2023

\_\_\_\_\_  
Date





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## **LESJWA BOARD MEMORANDUM NO. 2023.16**

**DATE:** October 19, 2023  
**TO:** LESJWA Board of Directors  
**SUBJECT:** Lake Elsinore Water Quality Plan Presentation by City of Lake Elsinore  
**PREPARED BY:** Rachel Gray, Authority Administrator

### **RECOMMENDATION**

Receive and file.

### **DISCUSSION**

Following the request made during the LESJWA Board of Directors meeting on August 17, 2023, LESJWA staff has collaborated with the City of Lake Elsinore staff to provide an overview of the Lake Elsinore Water Quality Plan (the Plan). The City of Lake Elsinore City Council approved the Plan on August 22, 2023. This comprehensive plan outlines a 20-year strategy for enhancing the water quality of Lake Elsinore.

The Plan encompasses several key strategies aimed at improving water quality in Lake Elsinore. The initial treatment measures, including the deployment of nanobubbles, algaecide application, and phosphorous control, are scheduled for implementation by the end of the current year. Additionally, there are several long-term projects currently in the planning phase of development. These projects include:

- Wetland Restoration Project in partnership with the U.S. Army Corps of Engineers
- Lake Elsinore Algae Harvesting and Nutrient Removal Pilot Project
- Replacement of the Lake Elsinore Aeration and Mixing System

The City of Lake Elsinore City Manager, Jason Sampson, and Community Support Manager, Adam Gufarotti, will be presenting this item to the LESJWA Board of Directors.

### **RESOURCE IMPACTS**

None.

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## **LESJWA BOARD MEMORANDUM NO. 2023.17**

**DATE:** October 19, 2023  
**SUBJECT:** California Resilience Challenge Grant Application  
**TO:** LESJWA Board of Directors  
**PREPARED BY:** Rachel Gray, Authority Administrator

### **RECOMMENDATION**

Receive and file.

### **BACKGROUND**

In August 2023, LESJWA was notified of a grant opportunity under the California Resilience Challenge that is providing funding by means of its 2023 Grant Program for eligible resiliency planning projects aimed at improving local resilience to climate impacts, including drought, flooding (including sea level rise), extreme heat and increasing frequency of hot days, and wildfire challenges, and water and air quality impacts of the foregoing. Plans will be innovative and replicable for other locations, will help protect critical infrastructure, and will require broad community support; significantly, the focus of the 2023 Grant Program will be on projects that serve under-resourced communities. A key goal of the California Resilience Challenge is to support a diversity of projects in terms of scale, type, and readiness with a focus on supporting planning projects that could fast track implementation.

Based on staff evaluation of the request for proposal and communication with City of Lake Elsinore, LESJWA staff working with our technical consultants from the LE/CL TMDL Task Force submitted a grant proposal on behalf of LESJWA to the California Resilience Challenge in advance of the grant submittal deadline of September 29, 2023. The project involves feasibility analysis for a treatment wetlands located on the southeastern corner of Lake Elsinore designed to achieve nutrient removal of both nitrogen and phosphorus (N and P) in recirculated lake water. Excess nutrients in the lake from watershed runoff and reclaimed water addition provides food for hazardous algal blooms (HABs) to grow and persist at levels that exceed illness risk thresholds for swimming beach notification or closure. LESJWA's preliminary project concept envisions repurposing the existing "Back Bay" wetlands which are currently not used to treat any inflowing runoff or recirculated lake water.

This program does not require matching funds. Winning grantees selected will be notified in December 2023. LESJWA staff will inform the Board of Directors of the results of the grant proposal and request approval of a potential grant agreement.

### **RESOURCES IMPACT**

- LESJWA staff worked closely with staff and technical consultants to prepare the grant application materials as needed to support mutual needs.

Attachments:

1. PowerPoint Presentation

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LAKE ELSINORE & SAN JACINTO  
WATERSHEDS AUTHORITY



City of Lake Elsinore • City of Canyon Lake • County of Riverside  
Elsinore Valley Municipal Water District • Santa Ana Watershed Project Authority

# California Resilience Challenge

## LESJWA Grant Proposal

Rachel Gray, LESJWA Authority Administrator

LESJWA Board Meeting | October 19, 2023

Item No. 7.B.



# Agenda

- California Resilience Challenge Overview
- Grant Proposal Concept
- Proposed Budget
- Proposed Schedule
- Next Steps





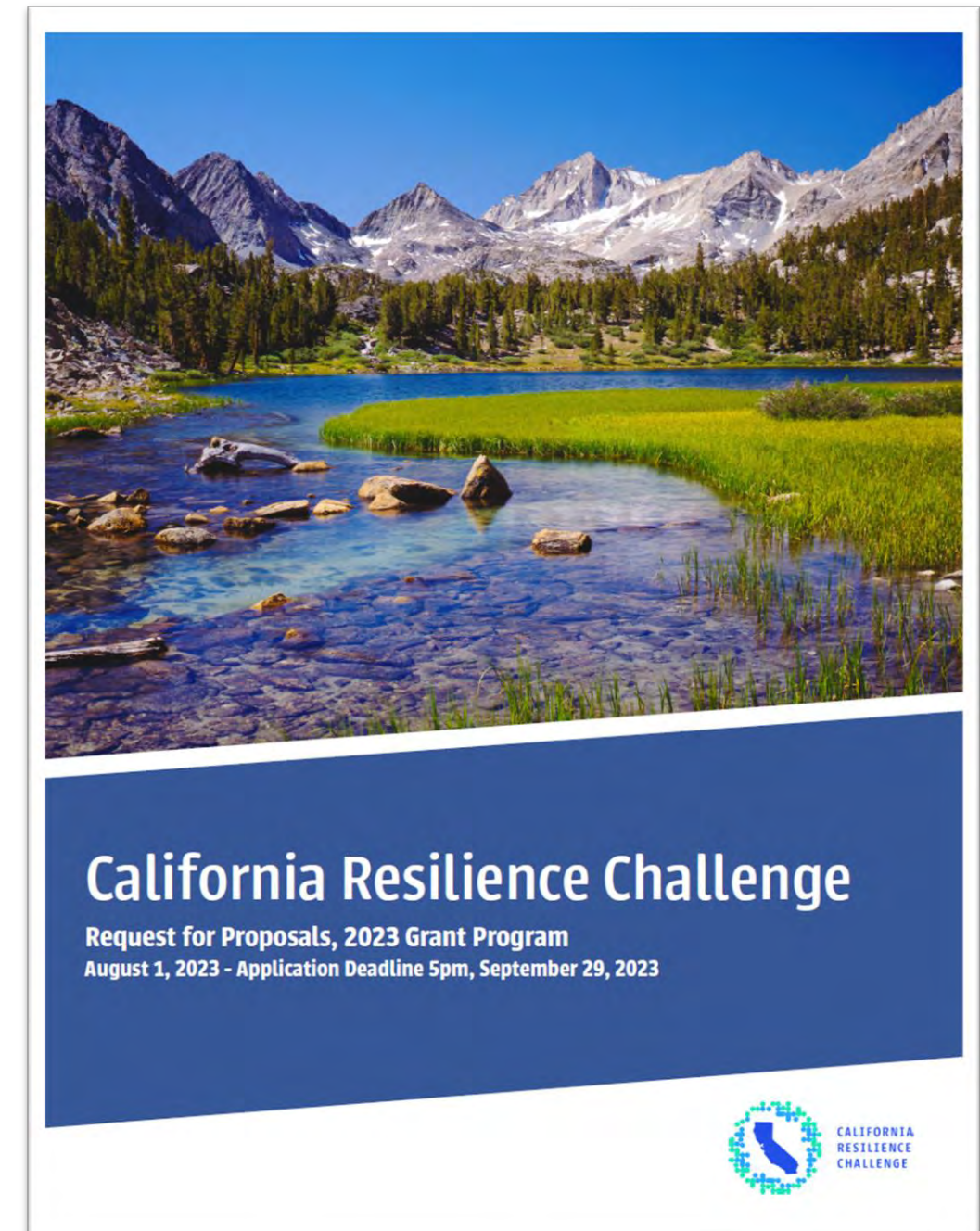
# California Resilience Challenge

California Resilience Challenge is providing funding by means of its 2023 Grant Program for eligible **resiliency planning projects** aimed at **improving local resilience to climate impacts:**

- Drought
- Flooding
- Extreme Heat
- Wildfires
- Air and Water Quality

Selected plans will be **innovative and replicable** for other locations, will help **protect critical infrastructure**, and will require **broad community support**; significantly, the focus of the 2023 Grant Program will be **on projects that serve under-resourced communities.**

A key goal of the California Resilience Challenge is to **support a diversity of projects** in terms of scale, type, and readiness with a focus on supporting planning projects that could fast track implementation.

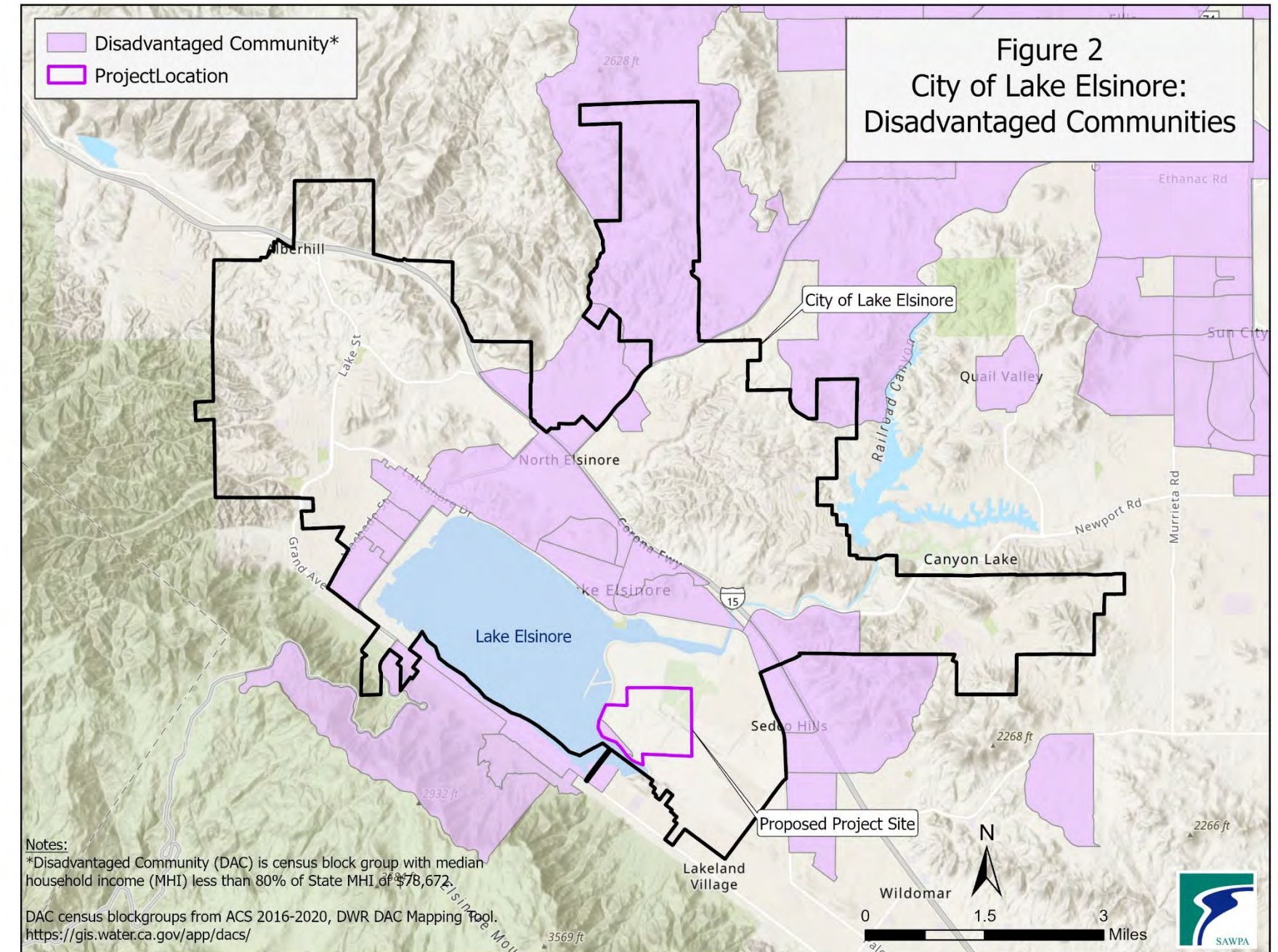




# California Resilience Challenge

## Project Evaluation Criteria:

- Community Support:
  - Letters of Support:
    - Santa Ana Watershed Project Authority (SAWPA)
    - Lake Elsinore/Canyon Lake TMDL Task Force
    - Elsinore Valley Municipal Water District (EVMWD)
    - County of Riverside
    - City of Lake Elsinore
    - Eastern Municipal Water District
    - City of Canyon Lake
- Benefit Under-Resourced Communities
- Impact and Sustainability
- Collaboration
- Co-Benefits

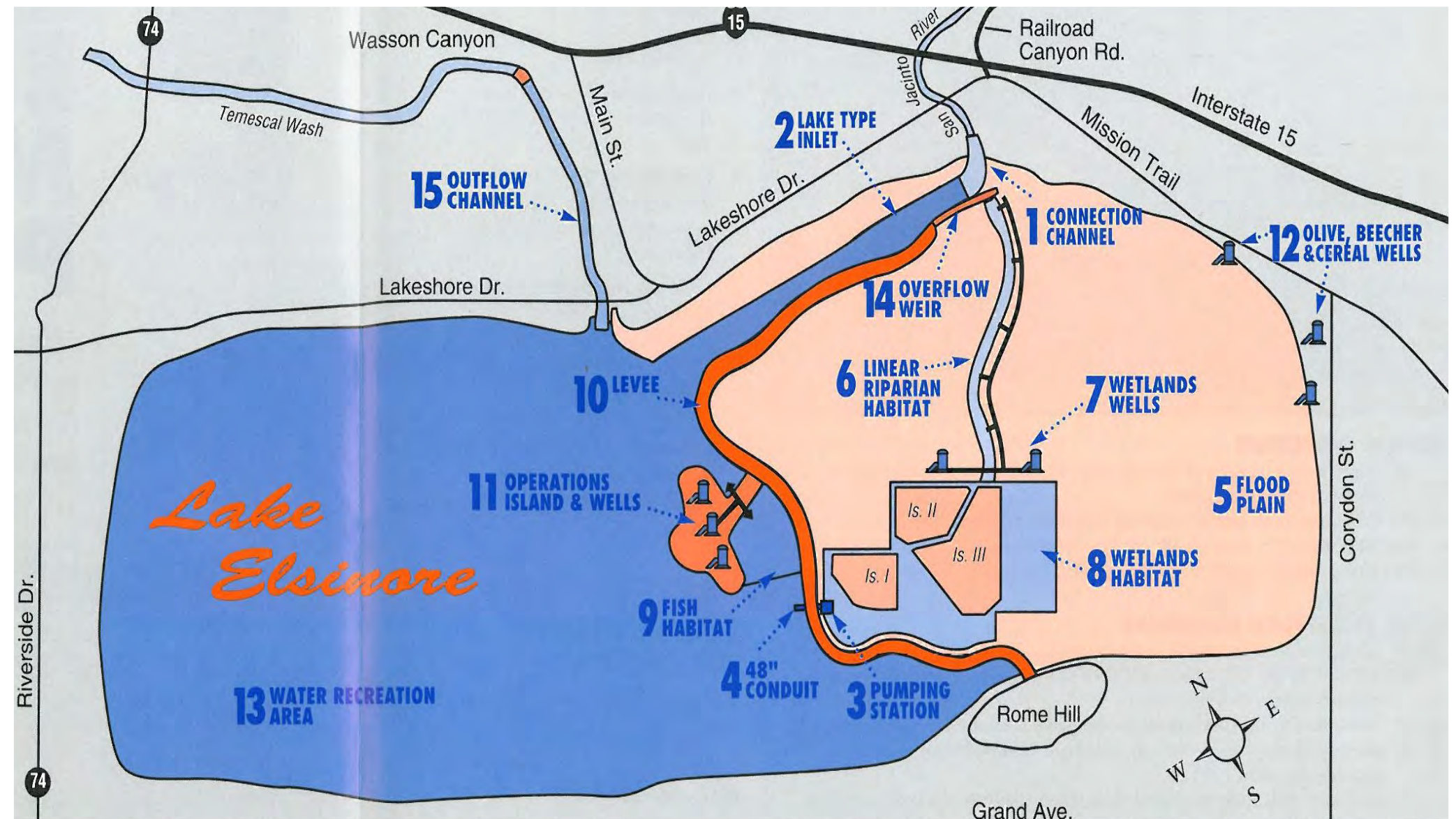


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# Grant Proposal Concept

- Feasibility analysis for a treatment wetlands located on the southeastern corner of Lake Elsinore, designed to achieve nutrient removal of both nitrogen and phosphorus (N and P) in recirculated lake water.
- Excess nutrients in the lake from watershed runoff and reclaimed water addition provides food for hazardous algal blooms (HABs) to grow and persist at levels that exceed illness risk thresholds for swimming beach notification or closure.
- LESJWA's preliminary project concept envisions repurposing the existing "Back Bay" wetlands which are currently not used to treat any inflowing runoff or recirculated lake water.
- Climate change impacts of extreme heat and extended drought cause increased air and water temperature creating conditions that favor exacerbated growth of HABs over other algae.
- Monitoring samples collected in recent years found concentrations of cyanotoxins exceeding "Danger" thresholds suggested in state guidance for recreational inland waters.
- Protecting Lake Elsinore as a water contact recreational body is important to the surrounding disadvantaged community because swimming and other activities can help individuals manage health risks associated with prolonged periods of extreme heat.
- The project would also aim to increase recreational access in the southeastern shoreline and support environmental education opportunities to schools throughout the region by incorporating features such informational trails and floating wetland treatment islands.



# Proposed Budget

Cost Description	Total
Task 1: Project Management	\$14,660
Task 2: Engagement: meetings and stakeholder coordination	\$15,660
Task 3: Site Characterization	\$41,000
Task 4: Benchscale Experiment	\$65,200
Task 5: Feasibility Analysis	\$34,480
Task 6: Plan Development and Approval	\$28,900
<b>Total</b>	<b>\$199,900</b>

# Proposed Schedule

Task		Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25
<b>1</b>	<b>Project Management</b>																	
1.1	Execute Agreements																	
1.2	PM																	
1.3	Invoicing					1	2	3	4	5	6	7	8	9	10	11	12	13
<b>2</b>	<b>Engagement</b>																	
<b>3</b>	<b>Site Characterization</b>						TM-1											
<b>4</b>	<b>Benchscale Experiment</b>											TM-2						
<b>5</b>	<b>Feasibility Analysis</b>														TM-3			
<b>6</b>	<b>Plan Development and Approval</b>															D-FS		F-FS



# Next Steps

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# Thank You

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