

TO: BOARD OF DIRECTORS  
FROM: BRUCE BUEL *BSB*  
DATE: OCTOBER 17, 2008



## COMPARISON OF STAFF VERSUS CONSULTANT FUNCTIONS

### ITEM

Compare staffing versus consultant options to accomplish current and near future district workload [PROVIDE POLICY GUIDANCE].

### BACKGROUND

President Winn requested that the Board discuss this topic based on the recurrent discussion at the Board level over the use of engineering consultants for project development.

Attached is a copy of NCS D's Staff Organization Chart from the FY08-09 Budget. In regard to development of infrastructure projects, the General Manager and the District Engineer are the two available staff project management positions and the District Engineer is the only licensed engineer. In addition to project management, the District Engineer:

- Coordinates the processing of development review (application, ITS, PCIA, etc.)
- Inspects NCS D project installations,
- Represents NCS D on Public Works projects (like the drainage relocations),
- Develops and implements safety policies,
- Coordinates safety training,
- Prepares and submits compliance reporting,
- Supports and upgrades GIS,
- Supports and upgrades SCADA system,
- Develops preventative maintenance program,
- Provides administrative support, and
- Provides Board support.

The District Engineer is currently in charge of the following infrastructure projects:

- Southland WWTF Upgrade Project,
- Willow Road Waterline Design,
- Development of the Sanitary Sewer Overflow Program,
- Development of the Standpipe Mixing Program,
- New Water Tank Site investigation,
- Sewer Lift Station Control Panel Upgrades,
- Extension of Water Line in Camino Caballo from Linden to Frontage,
- Bio-Solids Disposal,
- Amendment of the Standard Specifications and
- Office Structural Repairs.

In addition, the District Engineer currently spends a substantial amount of his time assisting in the development of the Supplemental Water Project.

In the near future, the District will be administering the installation of the Willow Road Waterline, the Southland WWTF Upgrade Project and the Supplemental Water Project – each of which will require substantial internal coordination even with the contractors and construction managers.

It is fair to say that the District Engineer is now fully allocated and will be over-allocated when the major projects unfold. Staff is moving on filling the vacant Inspector/Preventative Maintenance Manager position, but even then it may be necessary to outsource some of the non-engineering components of the District Engineer's Duty pallet including his safety officer duties. The General Manager believes that the highest and best use of the District Engineer is project management and development of those projects adopted by the Board.

Staff's approach has been to use consultants for major projects, one-time projects, and projects requiring specialty services such as mechanical, instrumentation and/or electrical. Staffing up for design of projects like the Waterline Intertie Project in-house would involve the retention of dozens of workers and all of the housing and administrative overhead that goes with employees. For a small agency like NCSD with infrequent large projects, it makes more sense to retain consultants for these projects.

Staff is not requesting specific action at this time, thus there are no known fiscal impact.

### **RECOMMENDATION**

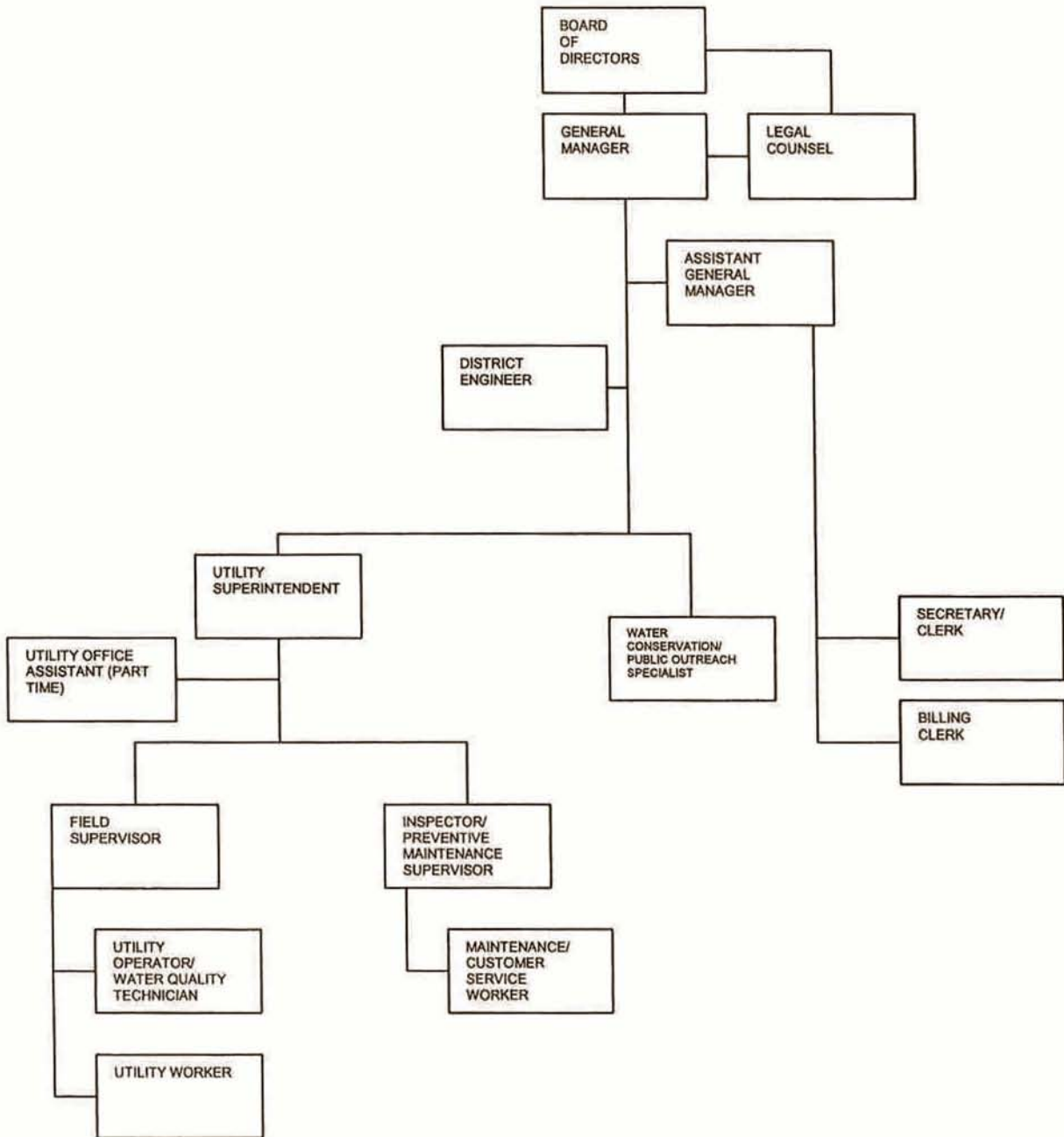
Staff recommends that the Board discuss the issues set forth above and provide policy guidance.

### **ATTACHMENTS**

- NCSD Organization Chart

T:\BOARD MATTERS\BOARD MEETINGS\BOARD LETTER\BOARD LETTER 2008\DISTRICT ENGINEER.DOC

NIPOMO COMMUNITY SERVICES DISTRICT  
 ORGANIZATIONAL STRUCTURE  
 2008-2009





TO: BOARD OF DIRECTORS  
FROM: BRUCE BUEL *BBB*  
DATE: OCTOBER 17, 2008

**AGENDA ITEM**  
**E-4**  
**OCTOBER 22, 2008**

## 2009-2014 STRATEGIC PLAN PREPARATION

### ITEM

Select facilitator and format for preparation of 2009-2014 Strategic Plan [RECOMMEND APPROVAL OR PROVIDE POLICY GUIDANCE].

### BACKGROUND

In June, your Honorable Board discussed preparation of a five year strategic plan and placed \$15,000 in the FY08-09 Budget in the property tax fund (page 70). Staff then solicited proposals from providers including Charles Beesley and Brent Ives. Attached are these proposals. The Beesley proposal assumes 12 hours of Board workshop for \$12,500 plus travel expenses. The Ives proposal assumes 6 to 8 hours of Board workshop for \$17,615 plus travel expenses. Both consultants would perform tasks before and after the workshop and both consultants would produce a draft and final written strategic plan. Both consultants propose that the workshop take place in February or March so that the initial direction from the workshop can be incorporated into the FY09-10 Budget.

### RECOMMENDATION

Staff strongly supports the concept of developing a 5 year Strategic Plan and believes that both consultants are capable. Charles Beesley's approach would be more "project oriented" and less comprehensive, but at a lower cost. Brent Ives would produce a Strategic Plan that looks at both projects and processes, but at a higher cost. If the Board wishes to retain Brent Ives then it should also transfer \$8,000 from the Miller Park Property Tax Line Item (reducing this line item from \$100,000 to \$92,000) to the Strategic Plan Line Item (increasing this line item from \$15,000 to \$23,000).

Staff recommends that the Board select one consultant, authorize the execution of an agreement with that consultant with the appropriate not to exceed expenditure limit, amend the budget if appropriate and pick the date(s) for the Workshop.

### ATTACHMENTS

- Charles Beesley Proposal
- Brent Ives Proposal

T:\BOARD MATTERS\BOARD MEETINGS\BOARD LETTER\BOARD LETTER 2008\Strategic Plan Facilitator.DOC

CHARLES BEESLEY

620 Timberleaf Court  
Walnut Creek, CA 94598

Special District Consulting

Phone/Fax 925-935-1270  
cbeesley2001@yahoo.com

May 30, 2008

Bruce Buel, General Manager  
Nipomo Community Services District  
148 S. Wilson Street  
Nipomo, CA 93444-5320

Dear Bruce:

**SUBJECT: STRATEGIC PLAN PROPOSAL**

As per our discussion May 23, 2008, you had indicated the Board of Directors (Board) of Nipomo Community Services District (District) wishes to develop a Five Year Strategic Plan. You also requested that I submit a proposal to assist the Board in the development of this Strategic Plan. I would enjoy the opportunity to work with you and your Board again. Listed below is my proposed scope of services and fees.

**Proposed Scope of Services and Estimated Fees**

I propose to complete the District's Five Year Strategic Plan (Strategic Plan) in four phases as listed below and described in detail on the following pages. A flowchart of the strategic planning process is provided in the attachment.

- I. Phase One: Project Coordination
- II. Phase Two: Situational Analysis
- III. Phase Three: Strategic Plan Facilitation
- IV. Phase Four: Written Reports

**I. PHASE ONE: PROJECT COORDINATION: \$1,400**

Upon receiving authorization to proceed, meet for an estimated two hours with the Board President and General Manager to review the Scope of Work set forth in this Proposal and make arrangements to attend any necessary meetings over the period of engagement. The goal of the initial meeting will be to collect relevant background information, develop the approach and discuss key areas for inclusion in the Strategic Plan. This is a critical first step in strategic planning: to agree on the method or "plan the plan." This is also a good time to establish a Project Timeline.

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II. PHASE TWO: SITUATIONAL ANALYSIS (SWOT): \$900

Conduct telephone interviews with the Board members to determine the strengths, weaknesses, opportunities and challenges or threats (SWOT) to the District's long term success. The results of this SWOT analysis will be distributed prior to the Strategic Planning Workshop.

III. PHASE THREE: STRATEGIC PLAN FACILITATION: \$4,600

Conduct a one-and a half-day Strategic Planning Workshop with the Board and management staff. These meetings will be open to the public and noticed as per meeting laws known as the Brown Act. The purpose of the Workshop is to:

- Review and/or develop current Vision, Mission and Core Values Statements.
- Develop strategic elements that provide a foundation for the Strategic Plan.
- Develop objectives and strategies for the successful achievement of the District Vision and Strategic Plan.
- Develop goals and timelines as performance benchmarks.

IV. PHASE FOUR: WRITTEN REPORTS: \$5,500

Submit a Draft Strategic Plan within four weeks of the Workshop. Meet and/or teleconference with the Board President and/or General Manager to review comments and/or suggested revisions to produce the Final Strategic Plan. Suggested changes may require an additional on-site meeting with the Board President and General Manager. Additional meetings are not included in this Proposal. The Final Report will be a Five Year Strategic Plan which identifies strategies and timelines to support the District Mission and provides a template to achieve the District Vision. All areas of District functions will be covered in the Strategic Plan.

V. PRINTING/POSTAGE: \$100

Miscellaneous mailings and 10 copies of Final Strategic Plan Report.

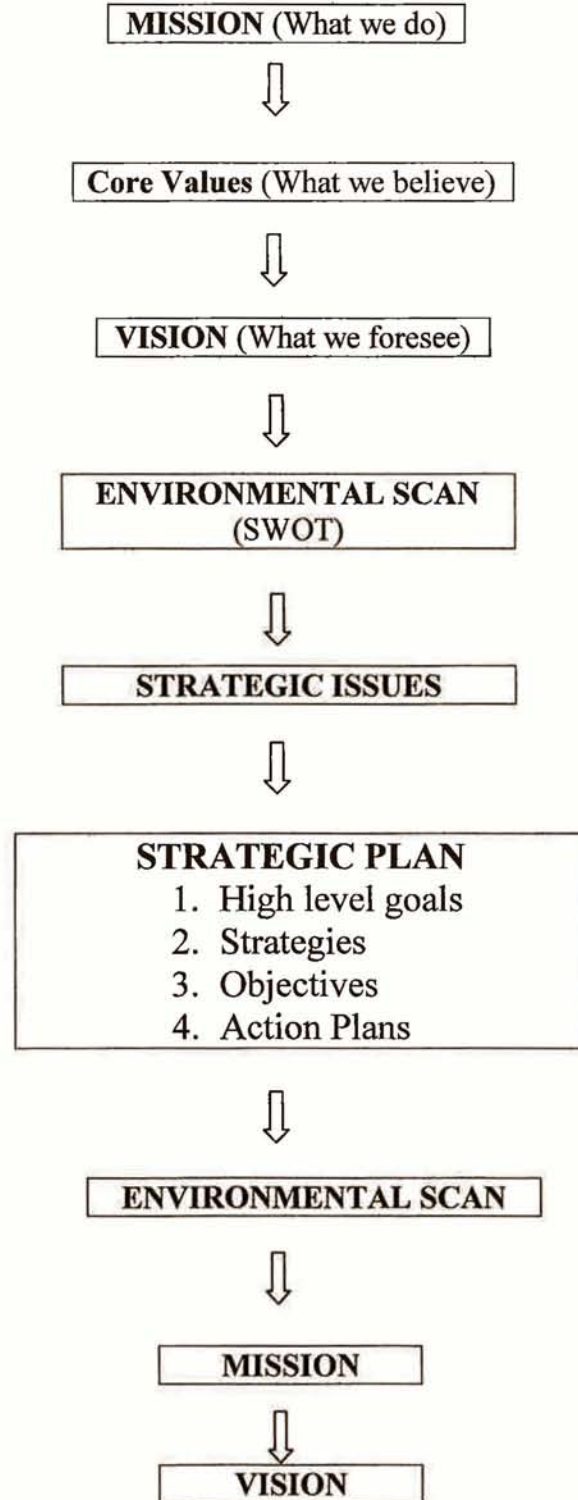
In summary, the development of a Five Year Strategic Plan will take approximately three to four months to complete and is estimated to cost approximately \$12,500. Consultant acknowledges this Proposal and the final price is subject to change upon District review and agreed upon modifications.

Sincerely,



Charles Beesley  
Special District Consulting

## STRATEGIC PLANNING PROCESS





**-- Proposal --**  
**Professional Services for a**  
**Five-year Strategic Plan**  
**for the**  
**Nipomo Community Services District**  
**Nipomo, CA**  
**October 2008**

*BHI Management Consulting*  
2459 Neptune Ct., Suite 110  
Tracy, Ca.  
(209) 835-3772  
*brent@bhiconsulting.com*

**Overview of Amendment and Scope of Project:**

The objective of this proposal is to outline professional services to the Nipomo Community Services District (District) for assistance in the preparation of a comprehensive five-year Strategic Plan (Plan). Brent Ives (Consultant), Principal of BHI Management Consulting, will be the primary consultant on this project. BHI also proposes limited use of associate consultants and editorial assistance for the effort. Details are outlined in the Task/Cost/Expense table below. BHI's effort and scope of work will be organized in the following manner.

**Strategic Planning Overview:**

Strategic Planning utilizing the action-oriented model herein offers a number of benefits for a public agency. Crucial to any practical planning effort is a clearly delineated workplan in the form of projects, initiatives and actions that result from and get planned by the document. In this case, a five-year workplan will be forthcoming as part of the published Plan. This planning method focuses on assuring that both the Board and Staff are fully involved in the evolution of the Plan. This creates the leadership "TEAM" that is crucial for developing a Plan that has buy-in and can be respected and used as a true roadmap for the District.

Our planning model involves members of the elected Board of Directors to deliberately engage at the proper level and provides a pathway for the articulation of true Mission and Vision statements for the agency. This is clearly the position of the elected officials and one where they can reflect why the agency exists, what its clear role is and where they want it to go.

*-- BHI Management Consulting --*  
*(209)740-6779*  
*brent@bhiconsulting.com*



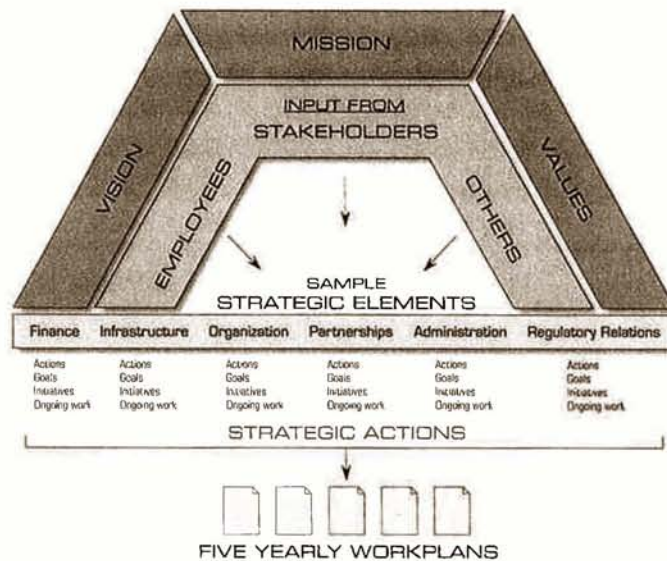
This method and model also allows for professional staff to do what they do best, organize and implement positive and productive work programs. The action oriented strategic planning model allows for linkage between the foundational statements of Mission and Vision to actual work plans, projects and initiatives that move an agency forward. (see graphic model below) In this way the staff is allowed to show how they can meet the Vision and intentions of the Board by applying their professional judgment and expertise to the direction of the District.

Top-to-Bottom planning creates important clarity for all involved by articulating the agency’s future. Any reader can see a succinct Plan of where the District is going, why it’s important, what the strategy is and how it intends to get there. The resultant Plan becomes the “way we plan here”, for agencies that fully implement its annual maintenance and integrate it into the daily District administrative of the District. It is usually about 20-30 pages long and contains an integrated overview table that shows the plan for each operational element of the District, what will be done and when. This serves as the Executive Overview Strategy Table. Since the Plan articulates a clear view into the future, it truly eliminates many of the issues facing public agencies today. Included in the planning process are clear steps to assure practical level usage and updating of the plan to keep it alive and routinely used by the agency.

**Specific Task Detail:**

The work outlined herein is generally divided into 3 basic phases, with sub-parts:

1. Information Gathering
2. Board Strategic Planning Workshop
3. Document Development



The general detail of these three phases is outlined below.

**Phase 1- Information Gathering –**

1a. Consultant will conduct initial meetings with General Manager, key staff (and Board President), if desired, to discuss background, develop specific approach to the various planning events and tasks and discuss key coverage areas for inclusion in the Plan. Throughout the process this group may act as the Document Delivery Team for the Plan.

1b. Conduct meetings with District employees to gather their thoughts and perspectives regarding future District-wide vision, initiatives and strategy, while allowing their integration into the planning process. This allows the employees the opportunity to feed the Board with their future perspective for consideration in the Plan.

1c. (OPTIONAL) Consultant will conduct meetings with the public to gather valuable perspectives on the future for the Board to consider (2 meetings). These meetings allow the public the opportunity to provide input in the various areas of the Plan including Mission, Vision, Values and important future considerations for the Board to consider.

1d. (OPTIONAL) Consultant and District senior staff will meet with nearby partner agencies to allow for them to discuss the future in the context of this effort and provide any perspective they may have for the Board to consider.

**Phase 2 - Board of Directors Workshop –**

2a. Consultant will circulate individual questionnaires to each Board member to gather their thoughts and perspectives regarding the future of the District and collect their individual vision for the future. This allows for the Board members and Consultant to meet one another, share thoughts regarding planning and for the consultant to hear important background information. The interviews also allow for the best utilization of time at the workshop by properly focusing the discussions.

2b. Consultant will facilitate the Strategic Planning workshop (estimated 6-8 hours, if desired 2 meetings could be scheduled to accommodate the Board) with the Board including the following elements.

- Re-visit, refine, clarify any current, or write new, Mission Statement, develop a Vision Statement and Core Values of the District Board.
- Organize the future by determining the key strategic elements of District operations and management under which the workplan will be organized (see Sample Strategic Elements in graphic above). The Board will then craft an objective and strategy statement for each strategic element. This statement provides clear and specific direction to staff as they assemble a five-year workplan that meets the Board's Vision. The assembled group will also briefly consider an overview of initial workplan strategies for each of the "strategic elements" to begin setting the five-year workplan.



**Phase 3 - Strategic Plan Document Development –**

3a. The Consultant will work with senior staff to produce progressive stages of the plan through to final draft phase. This is anticipated to comprise 2-4 meetings of this group (Document Delivery Team), generally on a bi-monthly frequency.

3b. Consultant will make a briefing presentation of the initial draft to the Board for “tone check” to assure that the Plan is headed in the direction expected.

3c. Consultant will provide a briefing presentation of the final draft for Staff to present to the Board. (Consultant can be available for this final presentation if desired).

**(OPTIONAL)**

3d. Consultant will print and provide 25 bound copies of final Plan to the District along with electronic version on CD in Microsoft Word and .PDF formats.

*Note: (BHI Management Consulting may use associate consultants to assist during planning sessions and steering committee work. Brent Ives, Principal of BHI will be the primary consultant for the project and attend most meetings and all workshops.)*

**Preliminary Schedule (dates approximate):**

Engagement begins approximately two – four weeks from receipt of this signed agreement. The work outlined in the table below is also divided into 3 phases:

1. Information Gathering
2. Board Strategic Planning Workshop
3. Document Development

The estimated schedule of these three phases is broken down below. Schedule depends heavily on ability to schedule meeting times and the availability of Board and Staff at the times proposed.

**Task Set Schedule:**

- |   |                |
|---|----------------|
| 1a. Initial meetings with Sr. Staff                               | (Week 2-4)     |
| 1b. Conduct employee input sessions                               | (Week 5-6)     |
| 2a. Circulate, collect/analyze Board questionnaire input          | (Week 6-8)     |
| 2b. Conduct strategic planning workshop (Board/Sr. Staff)         | (Week 10-14?)  |
| 3a. Meet with Document Delivery Team to draft the plan (2-4 mtgs) | (Weeks 14-22?) |
| 3b. “Tone-check” meeting with the Board                           | (Week 22-25?)  |
| 3c. Presentation final plan to Board for approval                 | (Week 26-30?)  |
| 3d. Publish Plan  | (Week 35?)     |



**Terms and Conditions:**

BHI Management Consulting shall perform above services as agreed under authorized signature amendment of the District. Consultant shall not begin work until receipt of signed agreement. Billing shall be monthly. The estimated costs per phase below are an estimated spread of hourly costs across the BHI organization. The cost for the three phases will generally be broken down as follows:

- |    |                       |     |
|----|-----------------------|-----|
| 1. | Information Gathering | 35% |
| 2. | Workshop              | 25% |
| 3. | Plan Development      | 40% |

Effort will be spread not to exceed the agreed amendment amount. Signature lines are provided below.

**Costs and Rates:**

The total estimated cost of the effort to support the work scope described is estimated at \$17,615.00 as outlined in Table 1 below. Expenses are estimated and listed separately in the table. Options are listed below the table and priced by fixed price listed.

**Table 1 – Task Cost Breakdown**

Additional tasks, not covered specifically by this amendment may be added by contract addendum. The undersigned parties agree to the terms and conditions of the workscope as described in this amendment.

<b>NIPOMO CSD Estimated Effort Costs</b>	<b>Principal (Ives) @\$220/hr.</b>	<b>Sr. Consultant @\$110/hr.</b>	<b>Editor @\$65/hr.</b>	<b>LaborHours/task Total</b>	<b>Task Cost</b>	<b>Comments</b>
Task Set	Hours	Hours	Hours	Hours		
<b>1a. Initial Meetings</b>	3	0	0	3	\$ 660.00	
<b>1b. Employee Meetings</b>	6	6	0	12	\$ 1,980.00	
<b>2a.. Board Input Interviews/questionnaires</b>	6	0	0	6	\$ 1,320.00	
<b>2b. Board Workshop</b>	16	12	0	28	\$ 4,840.00	
<b>3a. Document Development</b>	24	0	6	30	\$ 5,670.00	Assumes 3 trips to meet with Staff for the Principal.
<b>3b. Board "Tone Check" meeting</b>	6	2	0	8	\$ 1,540.00	
<b>3c. Final Board approval briefing</b>	4	2	1	7	\$ 1,165.00	
<b>3d. Publish approved Plan</b>	2	0	0	2	\$ 440.00	
<b>TOTAL PLAN</b>	<b>67</b>	<b>22</b>	<b>7</b>	<b>96</b>	<b>\$ 17,615.00</b>	
<b>Estimated Expenses</b>						
	<b>Time or Expense</b>	<b>Cost per</b>	<b>Cost</b>		<b>Cost Total</b>	
<b>Travel miles</b>	Travel expense for in-District visits	7 visits @an estimated \$550/trip	4950		\$ 3,850.00	Trips estimated herein at times include both Principal and associate, can vary, and can be reduced by multiple client cost sharing.
<b>Reproduction</b>	-	-	200		\$ 200.00	
<b>Office Supplies and telephone costs</b>	-	-	100		\$ 100.00	
<b>TOTAL ESTIMATED EXPENSES</b>	<b>0</b>	<b>0</b>	<b>5250</b>	<b>0</b>	<b>\$ 4,150.00</b>	

**OPTIONAL SERVICES**

<b>1c. Public Meetings</b>	8	6	0	14	\$ 2,420.00	Assumes 2 meetings for the public
<b>1d. Partner agencies meeting</b>	4	0	0	4	\$ 880.00	--

**Authorization:**

\_\_\_\_\_  
Mr. Bruce Buel, General Manager                      Date  
Nipomo CSD  
Nipomo, CA

Brent H. Ives                      10/3/08  
Brent H. Ives, Principal                      Date  
BHI Management Consulting  
Tracy, CA



**About the Firm and Primary Consultants:**

BHI Management Consulting brings unique qualifications to this project by a dual perspective approach to the process of drafting such statements that are both practical and useful. The firm is owned and operated by Brent Ives and is located in Tracy, CA. It was begun in 1996 and has focused on providing for the organizational health issues of Special Districts since 1999. The firm carries Brent as the Principal and three associates, Mr. Jim Raymond, Senior Consultant, Ms. Tammy Colonese, HR Specialist and Ms. Lynda Ives, Editor. Other contracted associates are contracted as projects demand relative to the engagement and/or Agency specific needs. While Mr. Brent Ives will be the primary project manager, Mr. Jim Raymond will be assigned to this project as an associate consultant.

**Mr. Brent Ives** has worked with numerous Special Districts and Cities across the state dealing with organizational issues primarily in optimizing operational approach for each Agency as needed. BHI is currently engaged with five similar projects with California special districts on strategic planning. Additionally, Brent serves as a faculty member on the Special Districts Governance Academy for Special District Board members, teaching classes in the "Foundations of Governance", "Setting Direction and Community Leadership" and "The Board's Role in Human Resources". Brent has taught representative Board members and staff from over 100 Districts across the state and Oregon. He is the Chapter Ambassador for the CSDA and teaches his own curriculum on Strategic Planning for Association sponsored classes across California. He is educated in Organizational Behavior at the University of San Francisco, 26 years experience as a technical manager for the Lawrence Livermore National Laboratory and 14 years as a City Council Member in the City of Tracy California. He is currently the directly elected Mayor of Tracy, California and a member of the Altamont Commuter Express (commute rail service) commission and a member of the South County Fire Protection Authority in San Joaquin County and is Chairman of the San Joaquin Council of Governments.

Brent and BHI Management Consulting bring unique perspective to the planning process that differentiate them from other firms. He is an elected official and has been for 17 years. Brent is also an experienced manager who has led groups of engineers and technicians on complex multi-million dollar projects for the Department of Energy at the Lawrence Livermore National Laboratory. Brent has taught Nuclear Materials Control and Accountability to Russian scientists and technicians in Russia for the US Government.

This broad experience in organizational effectiveness is captured by the agency when they commission BHI Management Consulting in Brent's experience and expertise. Brent is known for establishing a sincere and knowledgeable relationship with both the Board members and staff. Brent's time as an elected official allows him the perspective that helps him to "see" it from their points of view which assists in capturing the Board's will in going forward. Brent will lead the Agency through a solid, proven strategic



planning process and conduct a thorough operational audit and findings that will be realistic, honest, broad and integrated.

**BIO of Sr. Consultant for this Project – Mr. Jim Raymond** is a subject matter expert in the area of Recreation Services. He has over 35 years in the field as the Parks and Community Services Department Head for three California cities including Petaluma, Tracy and Alameda, managed multi-million dollar level projects, hundreds of staff and administered numerous programs and services to thousands of California citizens. Jim holds an MS degree in Public Administration for San Jose State University. In 1993 Jim served the president of the California Parks and Recreational Association.

Since 1996, BHI Management Consulting is a recognized firm that serves primarily California Special Districts in areas such as organizational performance, strategic planning, Board effectiveness, employee performance management and executive search.

**SIMILAR PAST ENGAGEMENTS AND EXPERIENCE:**

**Palmdale Water District** (Mr. Raul Figueroa, Board President, Mr. Dennis LaMoreaux, General Manager, (661-947-4111). Performed numerous organizational services including a full five-year **Strategic Plan**, employee survey, organizational review, supervisory training, and employee performance appraisal rework. (EXAMPLE STRATEGIC PLAN INCLUDED IN THIS PROPOSAL)

**Mt. View Sanitary District** (Mr. Dave Contreras, General Manager, (925-228-5635, x-32) Performed organizational analysis, reworked job descriptions, created a comprehensive five-year **Strategic Plan** for the District.

**Conejo Recreation and Park District** (Mr. Jim Friedl, General Manager, 805-381-1239), Led Board and staff through comprehensive strategic planning process. Plan was done on time and within the original budget.

**Tuolumne Utilities District, (Water and Sanitary Services)** (Mr. Pete Kampa, General Manager, (pkampa@tuolumneutilities.com), 209-536-6485 – Project included the development a comprehensive five-year **Strategic Plan** for the District. The nature of the Tuolumne Utilities area in light of this effort created significant visibility with public and partner agencies. The Plan includes sections for both water and sanitary services. All public; employee and partner agencies have provided their input to the Plan through meetings. (EXAMPLE INCLUDED IN THIS PROPOSAL)

Numerous others upon request.

**Orange County Sanitation District** (Mr. Bob Ghirelli, Assistant General Manager, (rghirelli@OCSD.com), 714-593-7400 - BHI was engaged to assist the with a **Strategic Plan** for this prestigious organization (2.5 million served with sanitation services, nearly all of Orange County, California). Brent has worked, and is currently working with, the Board of Directors in a series of workshops (25 members from various member agencies (Mayors, Council Members and County Supervisors), along with leading the Executive Management Team of the agency to complete its multi-year Strategic Plan. Brent is the Principal consultant for this project. The Plan is now in its first year revision process.

**Dublin San Ramon Services District, (Water and Sanitary Services)** (Mr. Bert Michalczyk, General Manager, (michalczyk@dsrsd.com), 925-828-0515 – Currently on final stages of performing background reviews and meeting with senior staff for developing a five-year **Strategic Plan** for the District. The District provides water and sanitary sewer services for 120,000 in the Dublin-San Ramon Valley in Northern California. Brent is the Principal consultant for this project.

**Las Gallinas Valley Sanitary District, Mr. Mark Williams, General Manager,** (mwilliams@lgsd.org), 415-472-1734, - Very small sanitary agency currently in the final stages of completing the five-year **Strategic Plan** for this agency.

**Big Bear City Department of Water and Power, Mr. Bill LaHaye, Interim General Manager,** (Lahayeb@CITYBIGBEARLAKE.com), 909-866-5050, Assisted the Department with a two-year project oriented Strategic Plan to assist the agency with prioritization and direction. Project currently in final stages of drafting.

**Hayward Area Recreation and Park District, Ms. Rita Shue, General Manager, (510-881-6725, ShuR@haywardrec.org)** BHI was recently contracted to lead the District through a comprehensive five-year strategic planning effort. The District serves over 120,000 people with recreation and park services in the East Bay in Northern California. Have met with staff in planning and reconciling a past Master Plan to the current needs and planning structure. Plan will include input from numerous sources to assure that public needs are clear and integrated into the Plan. Partner agencies will also play a key role in gaining perspective in future leveraged associations. Brent is the Principal consultant for this project.