



SPECIAL NOTICE REGARDING CORONAVIRUS DISEASE 2019 (COVID-19) AND PARTICIPATION IN PUBLIC MEETINGS

On March 4, 2020, Governor Newsom declared a State of Emergency resulting from the threat of COVID-19. On September 16, 2021, Governor Newsom signed Assembly Bill No. 361 into law. Assembly Bill No. 361 amends Government Code section 54953(e) by adding provisions for remote teleconferencing participation in meetings by members of a legislative body, without the requirements of Government Code section 54953(b)(3), subject to the existence of certain conditions. The San Bernardino Valley Municipal Water District adopted a resolution determining, by majority vote, that, as a result of the declared State of Emergency, a meeting in person would present imminent risks to the health or safety of attendees. Accordingly, it has been determined that all Board and Workshop meetings of the San Bernardino Valley Municipal Water District will be held pursuant to the Brown Act and will be conducted via teleconference. There will be no public access to the meeting venue.

BOARD OF DIRECTORS WORKSHOP - POLICY THURSDAY, DECEMBER 9, 2021 – 2:00 P.M.

PUBLIC PARTICIPATION

Public participation is welcome and encouraged. You may participate in the December 9, 2021, meeting of the San Bernardino Valley Municipal Water District online and by telephone as follows:

Dial-in Info: (877) 853 5247 US Toll-free

Meeting ID: 831 7559 3663

PASSCODE: 3802020

<https://sbvmwd.zoom.us/j/83175593663>

If you are unable to participate online or by telephone, you may also submit your comments and questions in writing for the District's consideration by sending them to comments@sbvmwd.com with the subject line "Public Comment Item #" (insert the agenda item number relevant to your comment) or "Public Comment Non-Agenda Item". Submit your written comments by 6:00 p.m. on Wednesday, December 8, 2021. All public comments will be provided to the Chair and may be read into the record or compiled as part of the record.

IMPORTANT PRIVACY NOTE: Participation in the meeting via the Zoom app is strongly encouraged. Online participants MUST log in with a Zoom account. The Zoom app is a free download. Please keep in mind: (1) This is a public meeting; as such, the virtual meeting information is published on the World Wide Web and available to everyone. (2) Should you participate remotely via telephone, your telephone number will be your "identifier" during the meeting and available to all meeting participants; there is no way to protect your privacy if you elect to call in to the meeting.



SAN BERNARDINO VALLEY MUNICIPAL WATER DISTRICT
380 E. Vanderbilt Way, San Bernardino, CA 92408

BOARD OF DIRECTORS WORKSHOP - POLICY

AGENDA

2:00 PM Thursday, December 9, 2021

CALL TO ORDER

Chairperson: Director Botello

Vice-Chair: Director Kielhold

1) INTRODUCTIONS

2) PUBLIC COMMENT

3) SUMMARY OF PREVIOUS MEETING

- 3.1 November 18, 2021, Meeting (Page 3)
[Summary Notes BOD Workshop - Policy 111821](#)

4) DISCUSSION ITEMS

- 4.1 Discuss Board of Directors Leadership Development Opportunity (Page 14)
[Staff Memo - Discuss Board of Directors Leadership Development Training Opportunity Proposal from Nate Sassaman Leadership to Facilitate the Board of Directors Leadership Workshop\(s\)/Coaching](#)
- 4.2 Discuss Proposed Questions for an Online Survey and Community Board (Page 20)
[Staff Memo - Discuss Proposed Questions for an Online Survey and Community Board Social Pinpoint Summary and Sample Questions](#)
- 4.3 Discuss Options for a District Branding Effort (Page 27)
[Staff Memo - Discuss Options for a District Branding Effort](#)
[Original Brand Refresh Scope & Fee](#)
[Brand Revive Scope & Fee](#)
[Full Rebrand Scope & Fee](#)

5) FUTURE BUSINESS

6) **ADJOURNMENT**

PLEASE NOTE:

Materials related to an item on this Agenda submitted to the Board after distribution of the agenda packet are available for public inspection in the District's office located at 380 E. Vanderbilt Way, San Bernardino, during normal business hours. Also, such documents are available on the District's website at www.sbymwd.com subject to staff's ability to post the documents before the meeting. The District recognizes its obligation to provide equal access to those individuals with disabilities. Please contact Melissa Zoba at (909) 387-9228 two working days prior to the meeting with any special requests for reasonable accommodation.



DATE: December 9, 2021

TO: Board of Directors Workshop – Policy

FROM: Staff

SUBJECT: Summary of November 18, 2021, Board of Directors Workshop – Policy

The Policy Workshop convened on November 18, 2021, via Zoom teleconference. Director Botello chaired the meeting.

Directors Present: President Kielhold, Vice President Hayes, Director Botello, Director Harrison, and Director Longville.

Staff Present:

Heather Dyer, MS, MBA – Chief Executive Officer/General Manager
Wen Huang, PE, MS – Deputy General Manager/Chief Engineer
Jose Macedo, ML, CPT-P (USA Retired) – Chief of Staff/Clerk of the Board
Cindy Saks, CPA – Deputy General Manager/Chief Financial Officer
Bob Tincher, PE, MS – Deputy General Manager/Chief Water Resources Officer
Melissa Zoba, MBA, MPA – Chief Information Officer

Kristeen Farlow, MPA – Strategic Communications Manager
Anthony Flordelis – Business Systems Analyst
Matthew E. Howard, MS – Water Resources Senior Planner
Adekunle Ojo, MPA – Water Resources Manager

Members of the Public Present:

Devin Arciniega, San Bernardino Municipal Water Department
Ron Coats, East Valley Water District
Jeff Noelte, East Valley Water District
Kelly Malloy, East Valley Water District
Kendra Daijogo, The Gualco Group
Richard Babbe, PFM Asset Management

1. Introductions

Chief Executive Officer/General Manager Heather Dyer introduced staff members present.

2. Public Comment

Chair Botello invited public comment. There was none.

3. Summary of Previous Meeting

The summary notes from the October 14, 2021, Board of Directors Workshop – Policy were accepted with no comments.

4.1 Quarterly Investment Portfolio Update from PFM Asset Management

District financial advisor Richard Babbe from PFM Asset Management reviewed the quarterly investment portfolio activity. Mr. Babbe reported on COVID-19 trends, gross domestic product forecasts, jobs, inflation, the current diversity of the District's portfolio, yields, and unrealized losses.

In response to President Kielhold, Mr. Babbe advised the baseline year was 2012 and suggested examining strategies. Director Longville voiced support for investigating other investment strategies.

Action Item(s): Receive and file.

4.2 Discuss State and Federal Legislative Update

Kendra Daijogo of the Gualco Group reported the legislature is on recess and will return to Sacramento on January 3, when things will pick up quickly. The Governor's budget is due January 10 and February 18 is the last day to introduce bills, she explained. Carry-over bills will have the opportunity to move forward, and activity may again be limited due to COVID-19 and the reconstruction of the annex portion of the Capitol.

Ms. Daijogo drew attention to the Legislative Analyst's Office (LAO) report which anticipates a \$31 billion budget surplus and explained the Gann spending limit. The LAO recommended

that reserves for the State be increased to pre-COVID levels, and due to uncertainty, that they exceed the Constitutional limit.

The Water Infrastructure Funding Act of 2022, a proposed initiative, will require more than 900,000 signatures to be on the November ballot, Ms. Daijogo, reported. It would take a different approach to water infrastructure funding than seen in the past for bonding, she noted. Among its requirements are the transfer of two percent of the State's general fund revenue each year into a trust account until the State certifies that water projects funded have created an increase of five million acre-feet of additional annual water supply, she explained. Director Harrison asked about the bill sponsor. Ms. Daijogo named the initiators, including Assemblymember Devin Mathis.

Ms. Daijogo touched on the redistricting process and advised that the first draft map released has already caused a firestorm of comments. After two weeks of public input, the map will be refined before vote in December, she stated.

Director Longville requested that information on the Infrastructure Funding Act be conveyed to the Board as received.

Strategic Communications Manager Kristeen Farlow advised the Board of the following bills of interest:

- AB 284 - California Global Warming Solutions Act
- AB 377 – Water Quality – Impaired Waters
- AB 564 – Biodiversity Protection and Restoration Act
- AB 1500 and SB 45 bond measures that may come back in 2022
- SB 559 – Water Conveyance Restoration Fund

Ms. Farlow reported the federal Infrastructure Investment and Jobs Act, a \$1.2 trillion package over ten years, became effective immediately after being signed by the President on November 15. She noted that conversations between Congressional leaders have not been productive regarding appropriations and will likely be put on hold until March, but a continuing resolution to fund the government is expected.

The Environmental Protection Agency is developing a three-fold strategy to address PFAS, Ms. Farlow advised.

Action Item(s): Receive and file.

4.3 Consider the Expansion of the Local Resources Investment Program (LRIP) to include Water Conservation and Other Demand Management Programs

Chief Executive Officer/General Manager Heather Dyer reminded the Board of the new approach to water conservation and the Board's request to refine the program to focus on incentivizing reduction of production from the basin in way that has measurable results. Staff has considered how best to support the retail agencies, build on the relationships developed with retail staff, and looks to invest in ways to harness the retail agencies in reduction of production as a part of Valley District's water supply portfolio.

Water Resources Manager Adekunle Ojo requested feedback from the Board to incorporate into the program. He reminded the Board of discussion in April of the Demand Management Program. He emphasized progress made, pointed to the recently adopted 2020 Integrated Regional Urban Water Management Plan and gave an overview of source of supply . He noted that conservation is the only program in the water supply portfolio that does not get funded in a unique manner.

Mr. Ojo explained the Local Resources Investment Program (LRIP), the costs of which are based on the avoided cost of State Project Water (SPW) and recommended the LRIP criteria be extended to conservation projects; tying it to water saved. He correlated the concept with the District's strategic priorities. New water supply infrastructure is still needed, he noted, but better management of the existing water supply is also needed, including multiple approaches.

Mr. Ojo reviewed annual demand and noted that 2020 was lower than 2009, which conveys that population increase does not necessarily increase demand. The LRIP would be applied to the additional water savings that retail agencies must meet to comply with the new State water efficiency standards over the next eight to nine years, he explained.

Mr. Ojo reviewed the investments made in conservation programs and assured there is a market effect extending beyond the programs, which is showing up in water savings. He shared detail on the effectiveness of various programs and market potential. When the worth of each program is translated to LRIP it varies, but it is about the choice, equity, flexibility and the right investment, he said.

In response to Director Botello, Mr. Ojo discussed the market potential of rain harvesting and leak detection.

The biggest water savings is still to be realized outdoors; Mr. Ojo continued. Current outdoor water use in Valley District's service area is 73,000 acre-feet, with 64 percent of that demand being residential. To demonstrate the power of human response, he stated that if 50 percent of the customers would turn off their irrigation for 48 hours after it rains, 3,000 acre-feet would be saved.

Conservation is the second lowest cost source, Mr. Ojo advised. Vice President Hayes pointed out that "you can't conserve your way out of a drought," and Director Harrison asked about the cost of recycled water. Mr. Ojo pointed to the LRIP contribution calculation method and CEO / General Manager Heather Dyer added, in order to have a diverse water supply portfolio, there must be investment in recycled water and stormwater, but reduction of production in the basin is the second cheapest supply and a good investment to encourage and incentivize retail agencies and their customers to use less water now, because that water is a future supply.

Mr. Ojo continued, explaining components of the Retail Agency Administered Multi-Benefit Program (RAAMP) rebate program and the cost as tied to LRIP. He suggested creation of a regional website to offer choice and flexibility. Retailers can continue their programs and offer the new rebate amount. Even if a retailer chooses not to offer a specific program, a customer could obtain the rebate using the regional website.

Director Longville pointed to leak detection and noted that often the problem adds up to hundreds of thousands of dollars before it is resolved, and suggested incentivizing it under RAAMP.

President Kielhold turned the conversation back to the staff recommendation. Mr. Ojo explained that tying the cost to the LRIP solves the issue of equity and provides some certainty, and described allocation based on retailer population.

Director Botello suggested this is a duplicative program and it may be outside the range of Valley District; it is more a retailer activity. Mr. Ojo explained this would replace the current program of 25 percent reimbursement for non-rebate activities by retail agencies. It incentivizes them to do things like non-revenue water reduction, he said. The RAAMP program incentivizes the retail agency to come up with the tools it needs to reach those goals, Ms. Dyer stated. Instead of allocation based on a percentage of the rebate program, funds will be allocated to retailers based on their percentage of our service area, and the retailer determines what it needs to be successful, Ms. Dyer clarified.

Mr. Ojo added that staff has been meeting with retailers to understand their needs: the Partnering for Success process. This results in a custom plan that each agency can implement, he said. Director Botello suggested further discussion and another modeling exercise for demand vs. conservation vs. growth and population, since the RAND study was inaccurate.

Mr. Ojo advised there is budget available for the RAAMP program and summarized the concept. He contrasted RAAMP with other programs and requested Board input.

Ms. Dyer further explained that in a year of analysis regarding why the conservation program was not showing meaningful results, it appeared the approach was formulaic, and money was not being allocated to the right places. The expertise of retail agencies must be relied on to decide what is the most meaningful way to reduce demand, she said. This is a fundamental shift in how water conservation is done and promoted, she stated. The results are being presented for the Board to determine if this is the right approach focused on investing in end users, supporting retail agencies, and large water users.

Director Botello acknowledged the detailed presentation and agreed this is a huge shift. He suggested it would be prudent to have more discussion.

Vice President Hayes agreed with Ms. Dyer that prior programs have not worked well. She liked the concept of applying LRIP but noted she may not be supportive of all the details as presented. It is worth exploring, she said.

Director Longville reminded the Board new staff was tasked with solving a large problem. She pointed to the staff's conversations with retailers, and said if the retailers were opposed, this would not have come to the Board. She noted there is more to understand and advocated for the opportunity for each director to communicate with the retailers in their division to make sure the effort is moving forward together and in a collaborative manner. She pointed out Valley District had originally tried to replicate programs of other agencies and noted that all three elements of RAAMP bridge the gaps. Once refined, this will propel the District to the future of retaining water in the basin, and continue the trend of use downward, she stated.

President Kielhold indicated support and noted details will be worked out as it moves forward. He noted that not every division is dominated by a single retailer, multiple retailers will come down on different sides.

Director Harrison said he is not interested in moving forward without hearing from retailers in his division, and suggested an in-person workshop to include retailers and understand the

program. CEO / General Manager Dyer suggested a series of workshops with retailers present.

Director Longville suggested another Board workshop to delve into further detail but warned that it could be overwhelming to bring in all retailers and it may be more effective for each director to meet with the staff of the retailer, and potentially their Board, and have conversations within their division.

Director Botello asked Ms. Dyer to facilitate the communication.

Action Item(s): The Board of Directors directed staff to continue moving forward with the RAAMP program, determining a plan on how to present more information to the Board and obtain input from retail agencies by the following roll-call vote:

There was no motion or second.		APPROVED: 5-0
AYES:	Botello, Harrison, Hayes, Kielhold, Longville	
NOES:	None	
ABSTAIN:	None	
ABSENT:	None	

4.4 Consider Third Amendment to the Reimbursement Agreement with East Valley Water District for Construction of the Regional Recycled Water Facilities

Deputy General Manager/Chief Engineer Wen Huang advised a presentation on the Sterling Natural Resource Center (SNRC) will be made at the December 7, 2021 meeting. This was discussed at the Regional Recycled Water Ad Hoc Committee last week, he noted. Mr. Huang provided a refresher on the background of the recycled water program, started in 2016, and reminded the Board of high groundwater conditions prior to the drought.

Two main takeaways of the recycled water concept study, Mr. Huang noted, were among other projects, the SNRC as well as the City of San Bernardino Municipal Water Department's tertiary treatment system (formerly known as the Clean Water Factory) were beneficial to the region, and it was recommended that Valley District take the lead in development of the regional facilities for movement and recharge of recycled water.

In 2018, the Board adopted the Local Resources Investment Program (LRIP) to provide incentives for local agencies to develop new water supplies, he added.

Since the study, Valley District has worked on the concept, Mr. Huang continued, and described elements of the system. He explained the recycled water from SNRC and the Clean Water Factory would cause a serious groundwater mounding problem in the area of Redlands Basin. Weaver Basins is now the preferred recharge location, he said. Through the percolation tests and groundwater modeling, it has been determined this basin is suitable for recharge of recycled water from SNRC as well as a tertiary treatment system; however, as a long term plan, staff would like to extend the regional recycled water pipeline easterly to the Foothill pipeline and enhanced recharge basin to facilitate moving recycled water to different locations in order to minimize groundwater mounding and other issues.

Mr. Huang explained the status of the Regional Recycled Water System and reminded the Board of the approved Amendments Nos. 1 and 2. He described the alignment of the proposed 14,000 linear-foot pipeline from Alabama/3rd Street to the Weaver Basins and explained details of the higher cost of construction on the east side of Alabama Street. In addition, the contractor has advised that the cost of pipeline materials has risen 20 percent since COVID, Mr. Huang noted.

Mr. Huang highlighted the design and operation of the five Weaver Basins featuring 100 acre-feet of storage capacity. It is anticipated that the pipeline will take about eight months of construction beginning early December, Mr. Huang noted. Following approvals from the California Fish and Wildlife Service and the Historic Preservation Office in early December, completion time for the Weaver Basin is expected to be early August 2022.

Mr. Huang detailed the project costs of \$37.7 million. He acknowledged it is an expensive project (\$62 million for Phase I) but also explained the 50-year life expectancy of the facility at ten million gallons per day (gpd), results in an overall average cost of recharge of about \$110 per acre-foot.

For continuity, the design-build team proposes continuing with the current local contractor to complete the pipeline, Mr. Huang explained. He advised the team purchased the pipe needed, which has essentially saved 25 percent of the potential cost. He discussed grading and electrical contracting and bid process.

The Third Amendment has been reviewed by Valley District special counsel Meredith Nikkel, of Downey Brand he noted, if the Board chooses to move forward the amendment will be presented to the Board with those edits.

Director Longville said she supported the project through all amendments but prior to supporting the Third Amendment she needs to see the costs and project content of each

amendment enumerated. Vice President Hayes concurred. Director Botello added the inclusion of edits by special counsel.

CEO / General Manager Ms. Dyer suggested inclusion of the general project description of the first, second and third agreements.

In response to Director Longville, Mr. Huang explained that the \$62 million entire project cost, including the land acquisition, was not part of the reimbursement agreement.

Director Botello pointed to the 1961 pipeline and options and asked what would be necessary to complete the project. Mr. Huang responded in detail and indicated the existing pipeline may not be worthwhile to retrofit, or possible to bring to a point where all would be comfortable putting it in service. The consultant is also evaluating other options, including a different pipeline, he said.

In response to Director Botello, Mr. Huang confirmed the project is progressive design-build being constructed under the direction and authority of EVWD but he assured Director Botello that he has been working with the team since the beginning of the project. Mr. Huang confirmed that both Valley District and EVWD counsel have reviewed the project process over the years and although Valley District may not use progressive design-build, EVWD can do so. EVWD is the project lead and has signed contracts with the construction entities. Valley District is only funding portions of the project that have regional water supply benefit via the reimbursement agreement, Mr. Huang explained.

Director Botello asked about Board prior Board approvals on the project and suggested additional review by Valley District counsel before moving forward. He asked about project value and Mr. Huang assured that in today's market and bidding environment, he believes it is a good value.

In response to President Kielhold, Mr. Huang explained the differences in the design-build and progressive design-build processes. He reviewed some history of the project and noted at the beginning, traditional design-build was used but at that time, did not include Weaver Basins. Mr. Huang clarified the Board can take the design and bid it, however there will be a schedule impact. Given the current bidding environment, Mr. Huang expressed concern that it may not be possible to get a better price, if it is possible to get a proposal at all. He reiterated the pre-purchase of the pipeline for 25 percent savings and said the current bid is within the ballpark that he would anticipate.

CEO / General Manager Dyer pointed out that Valley District Board decided eight to ten years ago a regional recycled water system was a good investment for Valley District

purposes: to provide a reliable water supply for the service area. Recycled water is the most reliable, drought-proof water supply, she stated. She drew attention to the \$110 per acre-foot cost, which is the cheapest source of water supply to Valley District.

In response to President Kielhold, Ms. Dyer explained the difference in cost of sources of water supplemental supply, and Mr. Huang answered that the first reimbursement agreement with EVWD was signed in 2019.

Mr. Huang acknowledged other costs such as operations and maintenance however emphasized this is locally generated water and compared to sources such as Sites Reservoir and at a cost of nearly \$1,000 per acre-foot, this project is still a good investment, he opined.

Vice President Hayes pointed out the estimate of ten million gpd from the SNRC is not reliable. Mr. Huang acknowledged it may take time for the SNRC to get to its ten million gpd capacity, and said he also included the anticipated 3.5 million gpd tertiary flow from the City of San Bernadino in the average. He pointed to the ten percent contingency, which is within the control of Valley District for approval in response to any change in condition or unforeseen circumstances. She asked if the Third Amendment would be the last. Mr. Huang indicated that because this is a stepwise process through the project design and construction, we do anticipate an additional reimbursement agreement will be forthcoming to address the Alabama Street pipeline connection to the Baseline Feeder South. Cost will be based on the condition of the pipeline, and the best alternative as recommended by the design-build team, expected to come back to the Board in a month or two, he said.

Vice President Hayes expressed concern about continued amendments and advocated for a firm guaranteed maximum price before moving forward. Mr. Huang noted each amendment encompassed specific portions of the project. The design must be finished before the contractor can provide a guaranteed maximum price, which is why this is coming to the Board, Mr. Huang stated, and provided additional detail on contractor processes.

Director Botello noted that the merits of the project have not been questioned; it is good for the region, however there are some unanswered questions. Valley District is a strong partner in this project and suggested that Valley District needs to be prominently featured and recognized as making this happen for the region.

Vice President Hayes opined that this is not ready to move forward until after the presentation by the SNRC. President Kielhold concurred and requested answers from staff regarding the questions raised. Another workshop is warranted, Botello opined.

Ms. Dyer suggested bringing this back to a workshop in December with a presentation from EVWD and thorough analysis of the amendments. Vice President Hayes requested inclusion of information on future steps in the process.

Director Harrison indicated his understanding was the project would move ahead in steps. He said he is comfortable with the multiple phases and agreed with the need for recognition for Valley District’s contribution. Director Longville indicated satisfaction with the responses. President Kielhold added that part of the confusion is use of the term “project” when there has been an evolution of the work.

Action Item(s): The Board voted to hold another workshop with a presentation by the Sterling Natural Resource Center, description of the process and additional steps, history of the amendments and costs, legal counsel’s edits to the amendment, and the project’s changes over time by the following roll-call vote:

There was no motion or second.		APPROVED: 5-0
AYES:	Botello, Harrison, Hayes, Kielhold, Longville	
NOES:	None	
ABSTAIN:	None	
ABSENT:	None	

5. Future Business

None was added.

6. Adjournment

The meeting was adjourned at 5:03 p.m.



DATE: December 9, 2021
TO: Board of Directors
FROM: Heather Dyer, CEO/General Manager
SUBJECT: Discuss Board of Directors Leadership Development Training Opportunity

Background

At a Board Meeting on November 16, President Kielhold requested staff investigate and return to the Board with a proposal for Board Leadership Development Training with a professional facilitator. Director Botello seconded and the rest of the Directors supported the request.

Staff reviewed multiple potential facilitators and, based on a recommendation from a partner water agency, has obtained a proposal from a consultant who would facilitate this type of training. The attached proposal from Nate Sassaman Leadership suggests two separate half-day training workshops with the Board of Directors that would focus on Strategic Communications and High Performing Teams. Topics for discussion at the workshops could include:

- Role of the Board
- Conflict resolution
- Team Dynamics
- Strategic Communications
- A Successful Board and General Manager Team
- Team Effectiveness and Overcoming the Five Dysfunctions of a Team

Staff is proposing these two workshops occur prior to the Board of Directors Strategic Planning Reconnect Workshop (scheduled for February 23, 2022). These workshops would be held in-person and could be held onsite or at a remote location, per the desires of the Board.

Fiscal Impact

The fiscal impact of this item is \$5,745. While not specifically called out in the 21/22 fiscal year budget, there is funding available in account number 6360 (Consultants).

Staff Recommendation

The Board of Directors is asked to provide direction to Staff on the following:

1. Does the Board of Directors want to proceed with these Leadership Development Training workshops?
2. If so, please indicate if onsite or remote location is preferred.

Attachment

Proposal from Nate Sassaman Leadership to Facilitate the Board of Directors Leadership Workshop(s)/Coaching



**NATE SASSAMAN LEADERSHIP
(FEIN:26-1096024)
DRAFT STATEMENT OF WORK/PROPOSAL
SAN BERNARDINO VALLEY MUNICIPAL WATER DISTRICT
BOARD/GM LEADERSHIP WORKSHOP/COACHING**

DATE: TBD

AGENCY: San Bernardino Valley Municipal Water District Board (Valley District)

LOCATION: San Bernardino, CA

CONTACT: Heather Dyer, General Manager; Brad Neufeld

FACILITATOR: Lieutenant Colonel (retired) Nate Sassaman. For the past eight years, Nate has worked with over a thousand leaders and managers from public sector agencies to include the County of Santa Barbara Public Works, Los Angeles County Public Works, Orange County Water District, Western Municipal Water District, the City of Corvallis, OR, and numerous public agencies in the counties of Los Angeles, San Bernardino, and Riverside. He understands the challenges and training needs of public agencies, the pressures they face, the critical tasks of leader training, managing top talent, and delivering strategic plans/communications. Nate is a retired Army officer, published author (“Warrior King”), keynote speaker, executive coach, leadership trainer, All-American Football player (Quarterback), and West Point Graduate. See biography below.

Nate Sassaman Leadership (NSL) is responsible for providing all presentation materials, handouts, books, assessments, coaching calls, and associated workshop facilitation. For the MyHardWired (MHW) leadership assessment, participants will receive instructions via email for taking a 15-minute online survey to be completed no later than a week prior to the first day of the workshop.

FEE: Two separate half-days, in-person Executive Leadership Program focused on Strategic Communications and High Performing Teams for the five-member Valley District Executive Board and GM. One half-day the first month, second half-day the follow-on month with an Action Plan Coaching Call in between the two workshop days. The 1-hour executive coaching session is focused on the Executive’s Action Plan and their MyHardWired (MHW) Leadership Style 5-page detailed report.
Total Cost: \$5,745

TRAVEL: Included in the fee.



FACILITY: At a location determined by Valley District, San Bernardino, CA

TERMS: Invoice will be sent after first half-day session for payment

RESPONSIBILITIES:

Valley District will provide a safe and secure meeting facility with appropriate audio-visual capabilities to accommodate the five board members and GM for in-person training. Also, Valley District will provide poster board sticky sheets and red, green, black, and blue markers for in-classroom instruction.

NSL is responsible for providing all presentation materials, handouts, books, assessments, coaching calls, and associated workshop facilitation. For the MyHardwired Colors assessment, participants will receive instructions via email for completing the 15-minute online survey approximately three-four weeks prior to the first workshop half-day. (Completion date for the surveys will be approximately one week prior to the first day of class). NSL will provide color printed full, detailed MHW reports for each of Valley District Board members and GM.

PROGRAM:

Proposed Valley District Board/GM Leadership Program Outline

Day #1 (8:30 am – Noon pm or time to be determined by the Valley District Board/GM)

- Introduction / Senior Leader Opening Comments (Context, Program Intent)
- Current Leadership Thoughts / Tyranny of the Urgent vs the Important
- MyHardwired (MHW) Color Profiles
- MHW and Team Dynamics
- Strategic, Upstream Thinking Overview
- Initial Individual Action Plan

Note: Prior to the Day #1, Valley District Board Members will complete the online MyHardwired Colors survey (15 minutes online).

Day #2 (8:30 am – Noon pm or time to be determined by the Valley District Board/GM)

- Discuss Homework (MHW Application Exercise)
- Strategic Communications
- Team Effectiveness & Overcoming the 5 Dysfunctions of a Team
 - The 5 Dysfunctions of a Team and strategies for overcoming them
 - Characteristics of High Performing Teams
- Strategic Plan / Policy Update/Discussion – Presenters TBD from Valley District
- Action Plan / Next Steps



Note: Prior to Day #2, Valley District Board Members will have completed their Action Plan Call with their Executive Coach and completed the MHW Application Exercise.

PROGRAM OBJECTIVES:

1. Improve understanding of self and others (self-awareness) through use of the MyHardwired (MHW) Color Leadership Style report(s). This is a proven tool to enhance trust, communication, and transparency.
2. Assessing Valley District Board's/GM's team dynamics for their dominant strengths and blindspots to aid in team communication, strategic thinking, and engagement of work.
3. Teaching strategic communications to convey clear messages to one another and communicating using techniques like the brief back, leader's intent, enhancing listening skills, and the giving/receiving of feedback.
4. Understanding fundamental dynamics of effective teams through trust, debate, commitment, accountability, and overall team success.
5. Developing a culture of accountability focusing on ownership and fixing issues.
6. Personal accountability in the form of writing final action plans and completing an Action Plan coaching call.
7. Valley District Strategic Planning / Policies Update provided by TBD, Valley District
8. Overall program specifically designed to improve Valley District Board/GM teamwork, communication, and mission focus.

LOGISTICS SUMMARY: Valley District Board Members/GM will receive the following as a minimum:

Leadership Binder with Program Materials
MyHardWired (MHW) Assessment Summary and Full Report
Team Effectiveness Self-Assessment
Personal Journal/Action Plan
1-hour final Action Plan coaching zoom/call
Participant workbooks with all handouts, exercises, and program/reading materials
"Warrior King" by Nate Sassaman

Signed/dated on behalf of SBVMWD _____

Signed/dated on behalf of Nate Sassaman Enterprises, Inc. _____



**Lieutenant Colonel (Retired) Nate Sassaman
Facilitator/Coach/Speaker**



Biography

Nate Sassaman is a 1985 West Point graduate whose leadership skills have been demonstrated from the battlefield to the boardroom. LTC (R) Sassaman led over 1,000 soldiers as a Combined Arms Infantry Battalion Commander in the heart of the Sunni Triangle from 2003-2004. Using the leadership lessons taught at West Point and the hard lessons on the Iraqi battlefield, Nate takes his amazing leadership experiences and develops today's leaders and aspiring leaders at some of the largest companies and government agencies in the United States.

A West Point All-American QB, Army Airborne Ranger, decorated combat veteran, best-selling author (nearly 100,000 copies sold; **“Warrior King”**), and seasoned leader, Nate has developed and coached thousands of executives, managers, front-line supervisors, teachers, coaches, and aspiring leaders in the past decade. His high-energy approach, innovative group facilitator methods, and focused determination on developing his student-leaders makes for the best leadership training available.

Nate has provided keynote addresses across all parts of America and provides leadership training for corporations including Home Depot, Olympus America, NW Mutual, Charles Schwab, ICAT Insurance, State Farm, Civic Financial, and many others. In addition to his work with the private sector, Nate has trained thousands of public sector managers, leaders, and high potential employees in the Counties of San Bernardino, San Diego, Santa Barbara, Riverside, and Los Angeles along with several Federal, state, and municipal organizations. His combat leadership experiences were recently featured in the BBC's 2020 award-winning “Once Upon a Time in Iraq” documentary.

Education

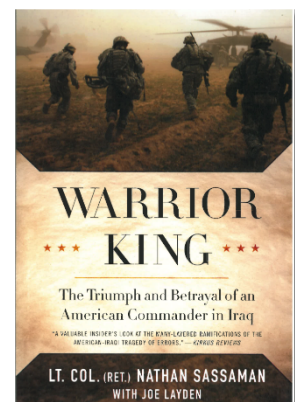
BS, United States Military Academy (West Point), 1985

MPA, Public Administration, University of Washington, Seattle, 1995

Contact Information

Email: natesassaman11@gmail.com

Phone: 719.964.2111





DATE: December 9, 2021
TO: Board of Directors Workshop – Policy
FROM: Kristeen Farlow, Strategic Communications Manager
SUBJECT: Discuss Proposed Questions for an Online Survey and Community Board

Background

Staff is working with WSC on the development of the Strategic Communications & Engagement Plan. One component of the Plan is obtaining feedback from the public, stakeholders, retail water providers, and community leaders. This task can be accomplished using an online engagement platform called Social Pinpoint.

Staff is requesting the Directors provide feedback on the proposed (attached) questions and prompts for the online survey and community board. These questions will be used to elicit what the top issues are for those in our region, including their top concerns about water supply, where they get their information from, and their top sources of information. The survey is designed to capture high-level feedback, better understand our target audiences, and advise Valley District’s Strategic Communication and Engagement Plan. Survey questions were developed using best practices to avoid confusion and response bias.

Staff is working with WSC on the details of survey distribution. This will include promoting the engagement page using a variety of communication channels to reach a diverse audience. Marketing methods will include newspaper ads, social media (posts and paid ads), billing inserts through retail agencies, announcements at public meetings and community groups, inclusion in e-newsletters, and direct email solicitation via the District’s website and email contact database.

Fiscal Impact

The costs associated with this item are included in the approved budget line-item Strategic Communications & Engagement Plan under consultants (6360).

Recommended Action

Each Director is asked to provide feedback to Staff on the online survey and community board.

Attachments

Social Pinpoint Summary and sample questions

COMMUNITY ENGAGEMENT PAGE

San Bernardino Valley Municipal Water


www.ConnectSBVMWD.com

Social PinPoint is an online engagement tool that allows the public to provide feedback through a short survey and an open-ended community wall to gauge community values, priorities, understanding of water topics, and preferred communication channels. Input collected from the page will advise Valley District’s Strategic Communication and Engagement Plan and accomplish the following goals:

- Listen to understand
- Avoid assumptions
- Initiate two-way engagement
- Develop communication strategies that address the community’s needs and interests


Valley District’s Engagement Page includes three components: **Learn, Respond, Share.** Visitors will Learn how Valley Districts provide a reliable and sustainable water supply. They can then Respond to a survey about their community priorities, values, and communication preferences. Participants can share questions, concerns, and ideas.

San Bernardino Valley Municipal Water District is leading a comprehensive process to improve our communications and engagement efforts. Your input will help shape the way we serve and connect with our community!



[Click here to learn about this page](#)


Please use the tools below to share your thoughts, questions, and priorities.



1. LEARN

Learn how we provide a reliable and sustainable water supply for our region.


[LEARN MORE](#)



2. RESPOND

Respond to a short survey to let us know how we can best connect with you.

[TAKE SURVEY](#)



3. SHARE

Share your questions, concerns, and priorities on our virtual community wall.

[SHARE IDEAS](#)

RESPOND

Online Survey

Join the Conversation

Your participation in this survey will help San Bernardino Valley Municipal Water District (Valley District):

- Effectively inform and engage our community and stakeholders
- Align our communication priorities with your interests
- Build meaningful relationships and partnerships
- Understand communication barriers and opportunities

1. Name

2. Email

3. Preferred Language

4. City*

- a. Big Bear
- b. Bloomington
- c. Calimesa
- d. Colton
- e. Fontana
- f. Grand Terra
- g. Loma Linda
- h. Mentone
- i. Muscoy
- j. Redlands
- k. Rialto
- l. Riverside
- m. San Bernardino
- n. Yucaipa
- o. Other

5. What is your connection to San Bernardino Valley Municipal Water District (Valley District)? Select all that apply.*

- a. Retail Agency
- b. Business Owner
- c. Homeowner / Taxpayer / Resident
- d. Academia / Students
- e. School / School District
- f. Non-profit Organization
- g. Government/Legislative
- h. Special Interest/Community Group
- i. Other:
- j. Not sure

6. What is your level of interest in water topics? *

- a. I am informed and highly engaged
- b. I'd like to learn more and get involved
- c. I'd like to learn more
- d. I am not interested
- e. Additional Feedback

7. What is your level of knowledge on water topics? *

- a. Expert or industry professional
- b. Familiar with water issues
- c. Some understanding
- d. No knowledge
- e. Additional Feedback

8. Where do you get information on local water issues?

- a. My water bill
- b. Social Media
- c. New articles
- d. Television
- e. Radio
- f. My family/friends/neighbors
- g. Local water agency or government website
- h. Public Meetings
- i. Not sure
- j. Other:

RESPOND

Online Survey *continued*

9. How would you rank the following priorities from most to least important? *

↑
↓

- a. Reliable water supply
- b. Healthy habitat for fish and wildlife
- c. Affordable access to water
- d. Vibrant economy
- e. Climate change resiliency
- f. Emergency preparedness
- g. Managing runoff to reduce flooding and pollution
- h. Water conservation
- i. Additional Feedback

10. Do you know who Valley District is? *

- a. Yes
- b. No
- c. I don't know

IF ANSWER IS "YES" TO #10, QUESTIONS #11 & #12 WILL APPEAR...

11. How would you rank the Valley District's services from most to least familiar? *

↑
↓

- a. A water wholesaler
- b. Habitat restoration
- c. Supply imported water
- d. Groundwater management
- e. Infrastructure projects
- f. Funding/financing partners
- g. Property tax collector
- h. Additional Feedback

12. How do you communicate with Valley District?

- Select all that apply.*
- a. Website
- b. Social Media
- c. Phone Conversations
- d. Newspaper / Articles
- e. Public Meetings
- f. Community Events
- g. Personal Relationships
- h. No Communication

i. Additional Feedback

13. Where would you like to see Valley District engage with the

- community and stakeholders? Select all that apply. *
- a. Public Meetings
- b. Community Outreach Events (ex: Farmers Market)
- c. Professional Conferences
- d. Educational Platforms (ex: Schools)
- e. Newsletter
- f. Radio/TV
- g. Other:

14. What is the best way to share information with you?

- Select all that apply. *
- a. Email
- b. Direct Mail
- c. Water Bill Inserts
- d. Website
- e. Social Media
- f. Webinars/Public Meetings
- g. Community Events
- h. Advertisements (ex: Billboards, Transportation Signs)
- i. Newspaper / Magazines
- j. Other:

15. Do you have any additional feedback and/or recommendations for Valley District's Strategic Communication and Engagement Plan?

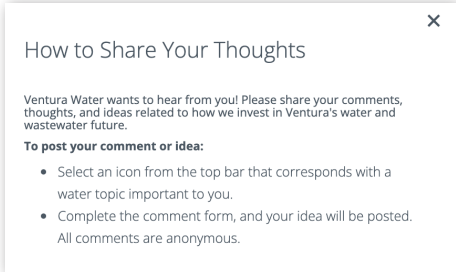
SHARE

Community Wall

The Community Wall is a meaningful tool to facilitate two-way communication and dialog.

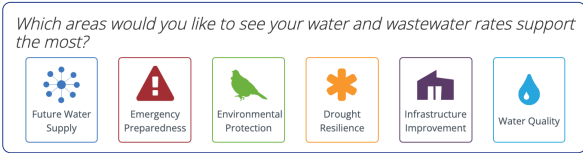
1

Visitors are greeted with the following instructions.



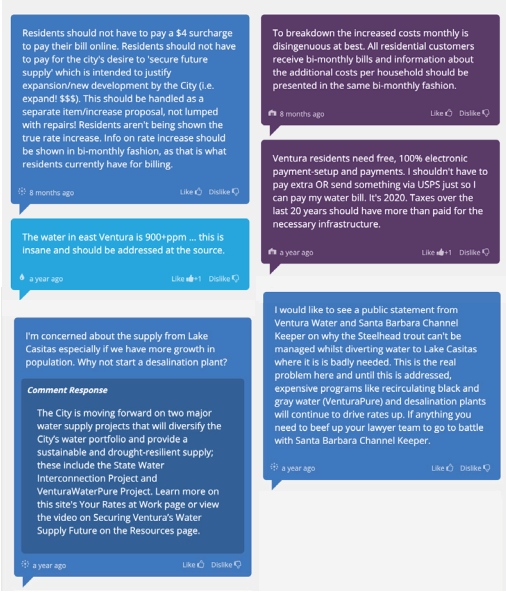
2

Visitors are invited to anonymously response to the following prompt.



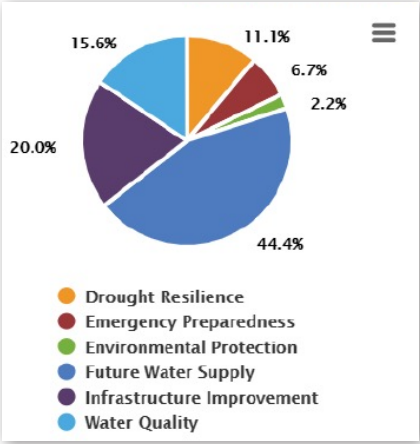
3

Valley District can respond to comments, questions, and concerns.



4

Social PinPoint synthesizes emerging themes and trends in custom reports.



5

Data and findings can be shared with the Board, retail agencies and regional partners.

Marketing and Distribution

The Community Engagement page will be advertised and distributed on a variety of channels to reach diverse audiences.



**NEWSPAPER
ADS**



SOCIAL MEDIA
*paid ads to increase
exposure*



BILL INSERTS
with retail agencies



**PUBLIC &
COMMUNITY
MEETINGS**



WEBSITE



**PRESS RELEASE
& E-BLAST**



DATE: December 9, 2021
TO: Board of Directors Workshop – Policy
FROM: Kristeen Farlow, Strategic Communications Manager
SUBJECT: Discuss Options for a District Branding Effort

Background

On June 1, 2021, the Board of Directors approved a proposal from Water Systems Consulting, Inc. (WSC), for \$120,545 to complete the Strategic Communications and Engagement Plan. On September 21, 2021, the Board of Directors approved Amendment 1 to the Agreement for \$9,655 to include a potential brand refresh as a component of the Strategic Communications and Engagement Plan.

On October 18, 2021, WSC led the Directors through a process to evaluate how the District's existing brand aligns with the District's communication goals, role in the watershed, and recently developed Strategic Plan. The conversation included a review of the District's brand characteristics, logo, name, and visual identity, along with examples of successful brand refreshes. At this workshop, the Directors requested a follow-up to further discuss expanding the branding scope. Staff and WSC have identified three potential options with various levels of effort and cost for the Board's consideration. They are as follows:

- 1) Brand Refresh:** The Brand Refresh is intended to be an evaluation and update to Valley District's existing brand. The scope includes an assessment of Valley District's existing brand, agreement on an abbreviated name (ex. Valley District, SBVMWD), and a modern "refresh" to the existing logo. This work is to be completed in two (2) staff work sessions,

one (1) Board Workshop and a final joint Board and Staff Workshop. The final deliverable is a Style Guide, including an approved color pallet, typography, photography guidelines, and branding templates. While the total cost of the Brand Refresh is \$36,800, staff adjusted the scope of the Strategic Communication and Engagement Plan and eliminated tasks for a reduced net cost of \$9,655 (see Attachment 1). The approved timeline for the Brand Refresh is three (3) months.

2) Brand Revive: A Brand Revive would be a mid-level or “hybrid” branding effort, expanding beyond the initial Brand Refresh scope however stopping short of a full Rebrand effort. The scope includes putting significant effort into understanding or establishing the District’s tone and voice, visual identity (color pallet, typography, photography), common name, tagline, and a logo redesign, with equal contributions from staff and the Board. The final deliverable is comprehensive Brand Guidebook, brand assets, and branding templates. This work would be completed in five (5) staff work sessions and five (5) Board workshops. The cost of a Brand Revive would be \$60,440 (Attachment 2) and the proposed timeline is six (6) months.

3) Full Rebrand: A full Rebrand would include a comprehensive redesign of the District’s identity, including consideration of a new agency name based on the newly defined mission, vision and values, evolving role of the agency in the watershed, and desired reflection of the service area as a whole. The scope includes establishing the District’s tone and voice, visual identity (color pallet, typography, photography), name (common & full), tagline, and a logo redesign, with contributions from staff, the Board, and regional stakeholders. The final deliverables are a comprehensive Brand Guidebook, brand assets, and templates, along with a Brand Launch Strategy. This work would be completed in six (6) staff work sessions, six (6) Board workshops, and two (2) stakeholder focus groups. The cost of a full Rebrand would be \$99,650. Additional optional tasks would include a formal public relations effort and public/stakeholder events to launch the new brand for \$14,360 (total \$114,010). The proposed timeline for the full Rebrand is one (1) year, including Brand Launch.

Fiscal Impact

If the Board recommends an expanded Brand Revive, the additional costs are \$60,440. If the Board recommends a full Rebrand, the additional costs are up to \$114,010 including optional Brand Launch tasks (Attachment 3). These costs are available in the budget line item 6360 (Consultants) of the approved budget.

Recommended Action

Provide direction to Staff on how to proceed with a District branding effort.

Attachments

1. Original Brand Refresh Scope & Fee
2. Brand Revive Scope & Fee
3. Full Rebrand Scope & Fee

SBVMWD Brand Refresh- Task 2

WORKSHOP #1 – BRAND CHARACTERISTICS & VISUAL IDENTITY (COMPLETE)

2.1 Staff & Board Workshop (COMPLETE)

- Strategic Plan alignment
- Brand fundamentals & Benefits
- Brand Refresh examples
- Visual Characteristics
- Logo and name discussion

Deliverable: Workshop Report-Out

Assumptions: 2-hour Staff Work Session, 2- hour Board Workshop.

WORKSHOP #2- MOOD BOARDS & BRAND ASSETS

2.2 Staff & Board Workshop

- Mood Boards
- Color Pallets
- Logo Concepts
- Name Concepts

Deliverable: Workshop Report-Out, draft brand assets

Assumptions: 2-hour Staff Work Session, No Board workshop.

WORKSHOP #3 - BOARD WORKSHOP

2.3 Board Workshop

- Review mood boards developed by staff
- Review pallet
- Draft logo(s)

Deliverable: Draft Mood Boards, draft visual identity (logo, fonts, color pallet)

Assumptions: 2-hour Board Workshop.

SBVMWD Refresh- Task 2

DRAFT STYLE GUIDE

2.4 Board & Staff Workshop

- Review draft brand assets
- Review draft brand guidebook
- Receive input

Deliverable: Draft Brand Guidebook & Revised Assets

Assumptions: 2-hour Joint Board & Staff Workshop

FINAL SYTLE GUIDE & BRAND ASSETS

2.5 Style Guide & Brand Guidebook

- Logo
- Tagline
- Fonts
- Color pallet
- Photography
- Messaging & tone
- Template PowerPoint
- Template Memo
- Template Administration Report

Deliverable: Final Brand Guidelines, Brand Assets and Templates



Task No. Task Description	WSC											Amy	ALL FIRMS			
	PIC	Stakeholder Advisor	PM	Creative Director	Stakeholder Support	Content Lead	Media Relations	Admin	Resource Support	Graphic Designer	WSC Labor Hours	WSC Labor Fee	Expenses	WSC Fee	Labor Fee	Total Fee
	Jeffery Szytel	Laine Carlson	Haili Matsukawa	Sarah Walker	Haley Lehman	Heidi Franklin	Kirk Barron	Kay Merrill	Amanda Pebler	Nina Thoming						
<i>Billing rates, \$/hr</i>	\$320	\$255	\$230	\$230	\$180	\$180	\$165	\$145	\$140	\$140						
0 Project Management																
0.1 Project Management	5		30								35	\$ 8,500	\$ 300	\$ 8,800		\$ 8,800
0.2 Invoicing			5					10	5		20	\$ 3,300	\$ 100	\$ 3,400		\$ 3,400
SUBTOTAL	5	0	35	0	0	0	0	10	5	0	55	\$ 11,800	\$ 400	\$ 12,200	\$ -	\$ 12,200
1 Communications/Resources Audit, Research Review, and Key Stakeholder Mapping																
1.1 Kickoff and Strategy Meeting	3	1	5		1	1					11	\$ 2,725	\$ 100	\$ 2,825		\$ 2,825
1.2 Baseline Research	1		15	3	8	8	1		6	3	45	\$ 8,765	\$ 400	\$ 9,165		\$ 9,165
1.3 Stakeholder Mapping			5		8	15					28	\$ 5,290	\$ 200	\$ 5,490		\$ 5,490
1.4 Staff, Board, and Stakeholder Interviews			15								15	\$ 3,450	\$ 100	\$ 3,550		\$ 3,550
1.5 Summary of Gaps/Opportunities	2	2	8	2	2	5					21	\$ 4,710	\$ 200	\$ 4,910		\$ 4,910
SUBTOTAL	6	3	48	5	19	29	1	0	6	3	120	\$ 24,940	\$ 1,000	\$ 25,940	\$ -	\$ 25,940
2 Rebrand																
2.1 Staff Workshop- Strategic Plan Alignment & Mood Boards	2		10	10						22	44	\$ 8,320	\$ 300	\$ 8,620		\$ 8,620
2.2 Staff Workshop- Logo, Name, Tag Line	2		10	18						18	48	\$ 9,600	\$ 400	\$ 10,000		\$ 10,000
2.3 Board Workshop	2		10	10						10	32	\$ 6,640	\$ 300	\$ 6,940		\$ 6,940
2.4 Draft Style Guide- Present to Staff & Board	2		8	10						10	30	\$ 6,180	\$ 200	\$ 6,380		\$ 6,380
2.5 Final Style Guide and Brand Assests	1		6	8						8	23	\$ 4,660	\$ 200	\$ 4,860		\$ 4,860
SUBTOTAL	9	0	44	56	0	0	0	0	0	68	177	\$ 35,400	\$ 1,400	\$ 36,800	\$ -	\$ 36,800
3 Priorities for Engagement																
3.1 Communications Aspirational Goals	2	2	15	5	5	5					34	\$ 7,550	\$ 300	\$ 7,850		\$ 7,850
3.2 Audience Messaging (Internal/External)			10		10	8				2	30	\$ 5,820	\$ 200	\$ 6,020		\$ 6,020
3.3 Communications Strategies	3	2	8		1	6					20	\$ 4,570	\$ 200	\$ 4,770		\$ 4,770
3.4 Media Relations	1		10	6	8	3			1	3	32	\$ 6,195	\$ 200	\$ 6,395		\$ 6,395
SUBTOTAL	6	4	43	5	22	27	3	0	1	5	116	\$ 24,135	\$ 900	\$ 25,035	\$ -	\$ 25,035
4 Online Engagement Tool																
4.1 Stakeholder Engagement Tools			12		22					3	37	\$ 7,140	\$ 300	\$ 7,440		\$ 7,440
SUBTOTAL	0	0	12	0	22	0	0	0	0	3	37	\$ 7,140	\$ 300	\$ 7,440	\$ -	\$ 7,440
5 Implementation of Plan																
5.1 Finalize Strate Communication and Engagement Plan	3	1	20	10	3	15				10	62	\$ 12,755	\$ 500	\$ 13,255		\$ 13,255
5.2 1-Year Implementation Plan	2		15			2			2	4	25	\$ 5,290	\$ 200	\$ 5,490		\$ 5,490
5.3 Cost Estimates	2		10			5					17	\$ 3,840	\$ 200	\$ 4,040		\$ 4,040
SUBTOTAL	7	1	45	10	3	22	0	0	2	14	104	\$ 21,885	\$ 900	\$ 22,785	\$ -	\$ 22,785
COLUMN TOTALS	33	8	227	76	66	78	4	10	14	93	609	\$ 125,300	\$ 4,900	\$ 130,200	\$ -	\$ 130,200

10% mark-up on direct expenses; 15% mark-up for sub-contracted services
 Standard mileage rate \$0.57 per mile (or current Federal Mileage Reimbursement Rate)
 Airplane mileage rate \$1.27 per mile (or current Federal Airplane Mileage Reimbursement Rate)
 Rates are subject to revision as of January 1 each year.

SBVMWD Brand Revive

TASK 0.0 PROJECT MANAGEMENT

0.1 Administration

- Scheduling, invoicing, coordination

Deliverable: Monthly invoice, project reports, and client coordination.

TASK 1.0 TONE AND VOICE

1.1 Pre-work Survey

- Online survey addressing workshop themes

1.2 Steering Committee Work Session

- Strategic alignment – values
- Review brand characteristics
- Develop tone and voice

1.3 Board Workshop

- Review steering committee content
- Facilitated discussion

Deliverable: Brand Guidebook- Tone & Voice

Assumptions: 1.5-hour Staff Work Session, 1.5-hour Board Workshop.

TASK 2.0 MOOD BOARDS & VISUAL IDENTITY

2.1 Prework Survey

- Online survey addressing workshop themes

2.2 Steering Committee Work Session

- Confirm brand characteristics, tone and voice
- Introduce mood boards
- Review industry examples
- Develop SBVMWD mood board

2.3 Board Workshop

- Mood Boards & brand experience intro
- Review industry examples
- Review SBVMWD draft mood board
- Facilitated discussion

Deliverable: Brand Guidebook- color pallet, typography, fonts, photography guidelines

Assumptions: 1.5-hour Staff Work Session, 1.5-hour Board Workshop

Brand Revive

TASK 3.0 COMMON NAME & TAGLINE

3.1 Prework Survey

- Online survey addressing workshop themes

3.2 Steering Committee Work Session

- Confirm common name
- Tagline development

3.3 Board Workshop

- Review survey results & staff recommendations for common name tagline
- Facilitated discussion

Deliverable: Brand Guidebook- Name & Tagline

Assumptions: 1.5-hour Staff Work Session, 1.5-hour Board Workshop. Does not include development of a new name, but agreement on a common name for San Bernardino Valley Municipal Water District. Example- SBVMWD, Valley District, etc.

TASK 4.0 LOGO REVIVE

4.1 Prework Survey

- Online survey addressing workshop themes

4.2 Steering Committee Work Session

- Review survey results
- Review logo concepts
- Facilitated Discussion

4.3 Board Workshop

- Review logo concepts
- “Try it on for size” – logo + name + tagline
- Facilitated Discussion

Deliverable: Brand Guidebook- Draft logo

Assumptions: 1.5-hour Staff Work Session, 1.5-hour Board Workshop.

TASK 5.0 BRAND ELEMENTS & GUIDEBOOK

5.1 Steering Committee Work Session

- Review brand elements & Draft Brand Guidebook

5.2 Board Workshop

- Review brand elements & Draft Brand Guidebook

Deliverable: Draft and Final Brand Guidebook

Assumptions: 1.5-hour steering Committee Work Session, 1.5-hour Board workshop.



Task No. Task Description	WSC									ALL FIRMS
	PIC	Project Manager	Facilitator	Graphic Design	Graphic Design	WSC Labor Hours	WSC Labor Fee	Expenses	WSC Fee	Total Fee
	Jeffery Szytel	Haili Matsukawa	Amy Stevens	Sarah Walker	Nina Thoming					
<i>Billing rates, \$/hr</i>	\$320	\$230	\$230	\$230	\$140					
0 Project Management										
0.1 Administration	4	12				16	\$ 4,040	\$ 200	\$ 4,240	\$ 4,240
SUBTOTAL	4	12	0	0	0	16	\$ 4,040	\$ 200	\$ 4,240	\$ 4,240
1 Tone & Voice										
1.1 Prework- Tone & Voice		3				3	\$ 690	\$ -	\$ 690	\$ 690
1.2 Work Session- Tone & Voice	2	8		4	4	18	\$ 3,960	\$ 200	\$ 4,160	\$ 4,160
1.3 Board Workshop- Tone & Voice	2	8		4	6	20	\$ 4,240	\$ 200	\$ 4,440	\$ 4,440
SUBTOTAL	4	19	0	8	10	41	\$ 8,890	\$ 400	\$ 9,290	\$ 9,290
2 Mood Boards & Visual Identity										
2.1 Prework- Mood Board		3				3	\$ 690	\$ -	\$ 690	\$ 690
2.2 Work Session- Mood Board	2	8		12	12	34	\$ 6,920	\$ 300	\$ 7,220	\$ 7,220
2.3 Board Workshop - Mood Board	2	8		10	10	30	\$ 6,180	\$ 200	\$ 6,380	\$ 6,380
SUBTOTAL	4	19	0	22	22	67	\$ 13,790	\$ 500	\$ 14,290	\$ 14,290
3 Common Name & Tagline										
3.1 Prework- Tagline		3				3	\$ 690	\$ -	\$ 690	\$ 690
3.2 Work Session- Tagline	2	8	6	2	2	20	\$ 4,600	\$ 200	\$ 4,800	\$ 4,800
3.3 Board Workshop- Tagline	2	8	6	2	2	20	\$ 4,600	\$ 200	\$ 4,800	\$ 4,800
SUBTOTAL	4	19	12	4	4	43	\$ 9,890	\$ 400	\$ 10,290	\$ 10,290
4 Logo Revive										
4.1 Prework- Logo		3				3	\$ 690	\$ -	\$ 690	\$ 690
4.2 Work Session- Logo	2	8		10	10	30	\$ 6,180	\$ 200	\$ 6,380	\$ 6,380
4.3 Board Workshop - Logo	2	8		10	10	30	\$ 6,180	\$ 200	\$ 6,380	\$ 6,380
SUBTOTAL	4	19	0	20	20	63	\$ 13,050	\$ 400	\$ 13,450	\$ 13,450
5 Brand Elements and Guidebook										
5.1 Work Session - Guidebook	2	6		6	6	20	\$ 4,240	\$ 200	\$ 4,440	\$ 4,440
5.2 Board Workshop- Guidebook	2	6		6	6	20	\$ 4,240	\$ 200	\$ 4,440	\$ 4,440
SUBTOTAL	4	12	0	12	12	40	\$ 8,480	\$ 400	\$ 8,880	\$ 8,880
COLUMN TOTALS	24	100	12	66	68	270	\$ 58,140	\$ 2,300	\$ 60,440	\$ 60,440

10% mark-up on direct expenses; 15% mark-up for sub-contracted services
Standard mileage rate \$0.57 per mile (or current Federal Mileage Reimbursement Rate)
Rates are subject to revision as of January 1 each year.

SBVMWD Rebrand

TASK 0.0 PROJECT MANAGEMENT

0.1 Administration

- Scheduling, invoicing, coordination

Deliverable: Monthly invoicing, progress reports, client coordination

TASK 1.0 TONE AND VOICE

1.1 Pre-work Survey

- Online survey addressing workshop themes

1.2 Steering Committee Work Session

- Strategic alignment – values
- Review brand characteristics
- Develop tone and voice

1.3 Board Workshop

- Review steering committee content
- Facilitated discussion

Deliverable: Brand Guidebook- Tone & Voice

Assumptions: 1.5-hour Staff Work Session, 1.5-hour Board Workshop.

TASK 2.0 MOOD BOARDS & VISUAL IDENTITY

2.1 Prework Survey

- Online survey addressing workshop themes

2.2 Steering Committee Work Session

- Confirm brand characteristics, tone and voice
- Introduce mood boards
- Review industry examples
- Develop SBVMWD mood board

2.3 Board Workshop

- Mood Boards & brand experience intro
- Review industry examples
- Review SBVMWD draft mood board
- Facilitated discussion

Deliverable: Brand Guidebook- color pallet, typography, fonts, photography guidelines

Assumptions: 1.5-hour Staff Work Session, 1.5-hour Board Workshop

SBVMWD Rebrand

TASK 3.0 NAME

3.1 Prework Survey

- Online survey addressing workshop themes

3.2 Steering Committee Work Session

- Review survey results
- Full Name
- Common name

3.3 Board Workshop

- Review survey results & staff recommendations
- Facilitated Discussion

Deliverable: Survey results, Workshop Report-out, Draft full name & common name.

Assumptions: 1.5-hour Staff Work Session, 1.5-hour Board Workshop.

TASK 4.0 REVISED NAME AND TAGLINE

4.1 Prework Survey

- Online survey addressing workshop themes

4.2 Steering Committee Work Session

- Revised name
- Tagline development

4.3 Board Workshop

- Revised name
- Review survey results & staff recommendations for tagline
- Facilitated discussion

Deliverable: Brand Guidebook- Name & Tagline

Assumptions: 1.5-hour Staff Work Session, 1.5-hour Board Workshop.

TASK 5.0 LOGO

5.1 Prework Survey

- Online survey addressing workshop themes

5.2 Steering Committee Work Session

- Review survey results
- Review logo concepts
- Facilitated Discussion

5.3 Board Workshop

- Review logo concepts
- “Try it on for size” – logo + name + tagline
- Facilitated Discussion

Deliverable: Brand Guidebook- Draft logo

Assumptions: 1.5-hour Staff Work Session, 1.5-hour Board Workshop.

TASK 6.0 DRAFT BRAND ELEMENTS

6.1 Focus Groups

- Virtual Focus groups with stakeholder & regional partners (identified by staff & Board)
- Impressions & reactions to brand elements

6.2 Steering Committee Work Session

- Review stakeholder input
- Facilitated Discussion

6.3 Board Workshop

- Review stakeholder and steering committee input
- Facilitated Discussion

Deliverable: Draft Brand Guidebook, focus group materials

Assumptions: Two 1-hour virtual focus groups with stakeholders, 1.5-hour steering Committee Work Session, 1.5-hour Board workshop.

TASK 7.0 FINAL BRAND GUIDEBOOK & BRAND LAUNCH

7.1 Final Brand Guidelines

- Final Guidebook
- Digital and Print

7.2 Brand Launch

- Brand Launch Strategy & Schedule
- Master PowerPoint slide deck
- Master messaging

7.3 Event Planning (Optional)

- Open House
- Banquet

Deliverable: Final Brand Guideline, Brand Launch Strategy including roadmap and master messaging



Task No.	Task Description	WSC								ALL FIRMS	
		PIC	Project Manager	Facilitator	Graphic Design	Graphic Design	WSC Labor Hours	WSC Labor Fee	Expenses	WSC Fee	Total Fee
		Jeffery Szytel	Halli Matsukawa	Amy Stevens	Sarah Walker	Nina Thoming					
	<i>Billing rates, \$/hr</i>	\$320	\$230	\$230	\$230	\$140					
0	Project Management										
0.1	Administration	5	20				25	\$ 6,200	\$ 200	\$ 6,400	\$ 6,400
	SUBTOTAL	5	20	0	0	0	25	\$ 6,200	\$ 200	\$ 6,400	\$ 6,400
1	Tone & Voice										
1.1	Prewrite- Tone & Voice		3				3	\$ 690	\$ -	\$ 690	\$ 690
1.2	Work Session- Tone & Voice	2	8		4	4	18	\$ 3,960	\$ 200	\$ 4,160	\$ 4,160
1.3	Board Workshop- Tone & Voice	2	8		4	6	20	\$ 4,240	\$ 200	\$ 4,440	\$ 4,440
	SUBTOTAL	4	19	0	8	10	41	\$ 8,890	\$ 400	\$ 9,290	\$ 9,290
2	Mood Boards & Visual Identity										
2.1	Prewrite- Mood Board		3				3	\$ 690	\$ -	\$ 690	\$ 690
2.2	Work Session- Mood Board	2	8		12	12	34	\$ 6,920	\$ 300	\$ 7,220	\$ 7,220
2.3	Board Workshop - Mood Board	2	8		10	10	30	\$ 6,180	\$ 200	\$ 6,380	\$ 6,380
	SUBTOTAL	4	19	0	22	22	67	\$ 13,790	\$ 500	\$ 14,290	\$ 14,290
3	Name										
3.1	Prewrite- Name		3				3	\$ 690	\$ -	\$ 690	\$ 690
3.2	Work Session- Name	4	8	6	2	2	22	\$ 5,240	\$ 200	\$ 5,440	\$ 5,440
3.3	Board Workshop- Name	4	8	6	2	2	22	\$ 5,240	\$ 200	\$ 5,440	\$ 5,440
	SUBTOTAL	8	19	12	4	4	47	\$ 11,170	\$ 400	\$ 11,570	\$ 11,570
4	Revised Name & Tagline										
4.1	Prewrite- Tagline		3				3	\$ 690	\$ -	\$ 690	\$ 690
4.2	Work Session- Tagline	2	8	6	2	2	20	\$ 4,600	\$ 200	\$ 4,800	\$ 4,800
4.3	Board Workshop - Tagline	2	8	6	2	2	20	\$ 4,600	\$ 200	\$ 4,800	\$ 4,800
	SUBTOTAL	4	19	12	4	4	43	\$ 9,890	\$ 400	\$ 10,290	\$ 10,290
5	Logo										
5.1	Prewrite- Logo		3				3	\$ 690	\$ -	\$ 690	\$ 690
5.2	Work Session- Logo	4	8		15	15	42	\$ 8,670	\$ 300	\$ 8,970	\$ 8,970
5.3	Board Workshop- Logo	4	8		15	15	42	\$ 8,670	\$ 300	\$ 8,970	\$ 8,970
	SUBTOTAL	8	19	0	30	30	87	\$ 18,030	\$ 600	\$ 18,630	\$ 18,630
6	Draft Brand Elements										
6.1	Stakeholder Focus Groups	4	12	6	6	6	34	\$ 7,640	\$ 300	\$ 7,940	\$ 7,940
6.2	Work Session	2	8		8	8	26	\$ 5,440	\$ 200	\$ 5,640	\$ 5,640
6.3	Board Workshop	2	8		8	8	26	\$ 5,440	\$ 200	\$ 5,640	\$ 5,640
	SUBTOTAL	8	28	6	22	22	86	\$ 18,520	\$ 700	\$ 19,220	\$ 19,220
7	Final Guidelines & Brand Launch										
7.1	Final Brand Guidebook	4	6		6	6	22	\$ 4,880	\$ 200	\$ 5,080	\$ 5,080
7.2	Brand Launch	6	12				18	\$ 4,680	\$ 200	\$ 4,880	\$ 4,880
	SUBTOTAL	10	18	0	6	6	40	\$ 9,560	\$ 400	\$ 9,960	\$ 9,960
	COLUMN TOTALS	51	161	30	96	98	436	\$ 96,050	\$ 3,600	\$ 99,650	\$ 99,650
OT 1	Event Planning										
OT 1.1	Open House	4	20				24	\$ 5,880	\$ 200	\$ 6,080	\$ 6,080
OT 1.2	Brand Banquet	4	20			15	39	\$ 7,980	\$ 300	\$ 8,280	\$ 8,280
	Event Planning TOTAL	8	40	0	0	15	63	\$ 13,860	\$ 500	\$ 14,360	\$ 14,360
	OPTIONAL TASKS TOTAL	8	40	0	0	15	63	\$ 13,860	\$ 500	\$ 14,360	\$ 14,360

10% mark-up on direct expenses; 15% mark-up for sub-contracted services
Standard mileage rate \$0.57 per mile (or current Federal Mileage Reimbursement Rate)
Rates are subject to revision as of January 1 each year.