



CITY/COUNTY ASSOCIATION OF GOVERNMENTS OF
SAN MATEO COUNTY

Strategic Plan Development

Proposal | November 16, 2023



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(510) 845-7549 | www.migcom.com



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November 16, 2023

Sean Charpentier, Executive Director
City/County Association of Governments of San Mateo County
555 County Center, 5th Floor
Redwood City, CA 94063

Re: C/CAG Strategic Plan

Dear Mr. Charpentier and Selection Committee Members:

Thank you for considering MIG, Inc. (MIG), for the City/County Association of Governments of San Mateo County (C/CAG) Strategic Plan Development. Our proposal represents a true and complete expression of our capacity and enthusiasm for undertaking this effort.

Like many associations across the country, C/CAG is working to maintain and improve infrastructure critical for community safety and quality-of-life. C/CAG's Board of Directors, Committees, and staff are working to advance an extensive list of plans and improvements related to congestion management, waste management, stormwater management, land use, and other efforts. The timing is right to embark on a formal strategic planning process to reexamine C/CAG's purpose, priorities, policy directions, and organizational structure.

MIG is uniquely suited to help C/CAG develop a strategic plan that guides priorities, advances evolution as an organization, and responds to profound changes in funding, new services and technology, and legislation and policies related to multimodal transportation, housing, climate change, energy infrastructure, clean water, and related areas. MIG offers C/CAG a dynamic team of specialists with an unmatched record of success helping organizations create strategic, action-oriented roadmaps that lead to real change and progress. Our passion is to strategically support our clients to shape the successful and effective organization that they envision.

Simply put, we live for this work. We understand that infrastructure makes our communities work—the systems that work tirelessly in the background to ensure residents are safe and healthy, and can focus on what matters most to them. We are excited about the opportunity to engage with your leadership and members to discuss trends and priorities, and prioritize how C/CAG will advance the needs of its members and quality-of-life in San Mateo County.

MIG has no conflicts of interest that would limit our ability to provide the requested services. MIG acknowledges receipt of this RFP and addendum. This proposal is a firm offer to enter into a contract to perform work related to this RFP for a period of 120 days from the due date.

For any questions or additional requests, please feel free to contact me at (510) 845-7549 or danieli@migcom.com or Bridget Brown at (408) 489-3056 or bbrown@migcom.com. Thank you for your consideration of our proposal. We look forward to the possibility of working with you.

Sincerely,

Daniel Iacofano, PhD, FAICP, FASLA
Principal-in-Charge

Title Page

CITY/COUNTY ASSOCIATION OF GOVERNMENTS OF
SAN MATEO COUNTY

Strategic Plan Development

Firm Name: Moore Iacofano Goltsman, Inc. (MIG)

Address: 800 Hearst Avenue, Berkeley, CA 94710

Telephone Number: (510) 845-7549

Contact: Bridget Brown, Project Manager, bbrown@migcom.com

Date: November 16, 2023



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1. Executive Summary and Project Approach

Firm Qualifications and Benefits

MIG is equipped with the deep experience and expertise needed to guide C/CAG's strategic plan. The following discriminators set MIG apart:

- » **Unmatched Organizational Strategic Planning Experience in Infrastructure and Transportation.** MIG provides deep, direct experience in strategic planning for infrastructure, transportation, water management, and related public agencies in California, including Caltrans, Los Angeles County Public Works, CalSTA, BART, LA Metro, MTC, Sacramento RT, and many more. We help organizations achieve success through carefully crafted processes that build consensus and align all parties toward common goals. We are adept at forging objectives and strategies that set the course for achieving desired outcomes. In addition, MIG is at the cutting-edge of the latest trends and innovative solutions to key issues facing our communities including multimodal transportation, air quality, climate change, stormwater run-off, land use, and the intersections between these.
- » **Foundation of Stakeholder Engagement.** MIG knows that real, authentic, and innovative participation is critical to the success and implementation of the strategic plan. We are nationally renowned process design and facilitation experts, tailoring an array of "high-touch" to "high-tech" tools to the specific needs of each project. This input is then translated into tangible frameworks for decision-making and action steps for implementation.
- » **Dedication to Meaningful Impact.** MIG develops strategic plans that are prioritized roadmaps grounded in policy trends, funding realities, and widespread stakeholder and partner support. They provide innovative, catalytic action steps that bring about meaningful change. Our plans have helped organizations create new partnerships, shape policies, transform the public realm, activate streets and urban spaces, and increase their organizational resources and impact.

Project Understanding and Approach

MIG understands that the San Mateo County C/CAG wishes to develop a three-to-five-year Strategic Plan to reflect today's conditions and context, define strategic issues and initiatives for the future, and set an updated path forward. Importantly, the plan must focus not just on the "what" but also the "how;" specifically, the internal organizational approach and structure that will ensure that C/CAG staff can implement and be held accountable to the plan.

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

- » **Collaborative:** Every MIG strategic planning engagement is collaborative. First, we are a collaborative partner with our clients, as we believe bringing our combined knowledge and expertise to the process results in the best plan. We also promote involvement in planning at every level of the client organization to increase ownership, which is critical to successful plan implementation.





- » **Equitable and Inclusive:** Equitable and inclusive planning is a part of our DNA at MIG. For nearly four decades, MIG has developed holistic approaches to advancing equity and inclusive planning in all our projects. MIG has a long track record of partnering with residents, businesses, community-based organizations, and service providers to co-create strategic plans that are responsive and have measurable and sustained impact in people's lives.
- » **Customized:** MIG has expertise in many assessment, decision-making, implementation, performance accountability, and continuous improvement methods, and we always tailor our process and use of models to specific client needs and environmental context.
- » **Grounded in Research and Data:** MIG believes that excellent strategic plans are developed with a strong understanding of trends, opportunities, and potential challenges, as well as clear strategies for developing and tracking success metrics. Not only is data critical to developing a genuinely strategic plan, it is also key to understanding whether the plan is achieving the desired change.
- » **Implementation Ready:** MIG understands that a plan comes to life in the implementation phase. Plans are developed to drive effective implementation that is essential to success. In addition, MIG offers implementation support in the form of action planning frameworks, implementation dashboards and tracking systems, budget alignment with priorities, Board development, and decision-support protocols.

Based on C/CAG's presumed scope of work for the planning process, MIG recommends a three-phase approach to advance a well-informed strategic planning process. The Scope of Work is presented in the order of tasks provided in the RFP. The phased process outlined below describes the sequence of these tasks and is illustrated in the Schedule of Work.

- » **Phase 1: Understanding the Context.** This process will be initiated with a concise yet thorough assessment of C/CAG's progress, current conditions, and anticipated changes ahead. This will provide context for developing C/CAG's vision and strategic priorities.
- » **Phase 2: Shaping the Vision for the Future.** This phase will focus on seeking input from the C/CAG Board of Directors on the draft vision statement and draft strategic priorities. These activities will refine the inputs for the strategic plan.
- » **Phase 3: Developing the Strategic Plan.** This phase will encompass the development of a customized strategic plan that advances C/CAG's goals for the future and prepares C/CAG for effective implementation.

2. Work Plan

Task 1. Project Administration

This first task will initiate the launch of the Strategic Plan process through engagement with C/CAG staff and will provide ongoing communication and support throughout the project.

Task 1.a Project Kick-Off Meeting

MIG will meet with C/CAG staff for a 2-hour virtual Project Kick-Off Meeting to review the project scope, schedule, and budget, as well as discuss expectations for the project, identify key issues to address, and confirm roles and responsibilities. This meeting will be scheduled as soon as the project is initiated.

Task Deliverables:

- » Meeting Agenda and Materials
- » Meeting Minutes with Action Items

Task 1.b Project Management Meetings

MIG will facilitate weekly one-hour virtual meetings (up to 20 meetings) to discuss project direction and review draft and final deliverables. MIG will provide an agenda and relevant meeting materials prior to each meeting and will prepare minutes outlining action items with the associated lead and deadline following each meeting.

Deliverables:

- » Meeting Agendas and Materials
- » Meeting Minutes with Action Items

Task 1.c Invoice Progress Reports

Included in the monthly invoice, MIG will provide a progress report summarizing work completed during the prior month and anticipated work to be completed during the next month.

Deliverables:

- » Invoice Progress Reports

Task 2. Background Review and Situation Analysis

The second task will define a clear direction forward for C/CAG based on a shared understanding of where C/CAG is today and what the opportunities are for the future.

Tasks 2.a and 2.b SWOT Analysis

MIG will review relevant data and planning documents provided by C/CAG to gain an understanding of the history and current context associated with the work of C/CAG. Document review will include but is not limited to existing C/CAG plans and preceding strategic plans. MIG is familiar with the documents provided, including the Joint Powers Agreement, By Laws, Fiscal Year 2023 Budget, 2-Year Work Plan, and Draft Equity Assessment and Action Plan. In addition to C/CAG documents, MIG will review trends, legislative/advocacy, and/or funding information related to the local, regional, and national transportation landscape. MIG will compile a list of the documents and data sources reviewed to confirm with C/CAG staff if additional materials need to be added. MIG will report on key findings from the document and data review as part of the SWOT analysis (Task 2.2).

Deliverables:

- » List of documents and data sources

MIG will prepare a strengths, weaknesses, opportunities, and threats (SWOT) analysis summary that identifies internal and external factors as it relates to C/CAG's focus areas. The SWOT analysis will include inputs from the Document and Data Review (Task 2.1), Leadership Interviews (Tasks 4.1), and the Online Survey (Task 4.2). This analysis will offer a digestible overview of C/CAG's data and perspectives that leads to identification of salient assets, opportunities, and vulnerabilities as it relates to meaningful and productive change for the agency and community. MIG will present the SWOT analysis in PowerPoint to C/CAG staff for review and feedback.



C/CAG staff will have one round of review to provide feedback. The findings of the analysis will be brought to the C/CAG Board of Directors (Task 4.3) and incorporated into the Strategic Plan.

Deliverables:

- » Draft SWOT analysis summary
- » Final SWOT analysis summary

Task 3. Draft Vision Statement, Strategic Priorities, and Project List

In the third task of the project, MIG will work with C/CAG to develop draft materials that will serve as the primary materials for the priority-setting retreat with the C/CAG Board of Directors.

Tasks 3.a and 3.b C/CAG Vision Statement

MIG will develop a concise vision statement that outlines C/CAG's purpose, values, and goals. This vision statement will be informed by the SWOT analysis. MIG will collaborate with C/CAG staff to refine this vision statement during a project management meeting. C/CAG staff will have one round of review to provide feedback.

Deliverables:

- » Draft C/CAG Vision Statement
- » Final draft C/CAG Vision Statement

Tasks 3.c and 3.d Strategic Priorities

MIG will collaborate with C/CAG staff to generate a set of specific strategic priorities. Strategic priorities will be evaluated for feasibility and alignment with the agency vision statement and potential impacts. MIG will then prepare a draft list of priority projects organized by each strategic priority. MIG will collaborate with C/CAG staff to refine the strategic priorities and project list during a project management meeting. C/CAG staff will have one round of review to provide feedback.

Deliverables:

- » Draft Strategic Priorities
- » Final draft Strategic Priorities

Task 4. Priority Setting Retreat with C/CAG Board of Directors

Throughout the fourth task, MIG will engage with the C/CAG Board of Directors to understand the key issues, priorities, and needs for the future of C/CAG. Input collected through the leadership interviews and survey will inform the development and refinement of deliverables in Tasks 2 and 3, and input compiled at the priority-setting retreat will inform the draft strategic plan.

Task 4.a Leadership Interviews

MIG will facilitate up to six interviews with the C/CAG Board Chair and Vice Chair, other C/CAG Board members, and C/CAG staff.

MIG will work with C/CAG staff to identify a potential list of interviewees and prepare a list of initial questions. C/CAG staff will have one round of review to provide feedback. It is anticipated that all interviews will be conducted virtually and will be scheduled for one hour. MIG will prepare concise summaries of each interview and will incorporate findings into the SWOT analysis.

Deliverables:

- » Leadership Interviews Approach: Interviewee List and Questions
- » Up to six Leadership Interviews

Tasks 4.b and 4.c Survey

MIG will work with C/CAG staff during a project management meeting to determine the approach and questions for an online survey for the C/CAG Board of Directors. The purpose of this survey will be to gauge Board members' priority issues and opportunity areas. MIG will deploy the survey via a web-based tool and will manage the survey and resulting data. C/CAG staff will have one round of review to provide feedback on the survey questions and the survey design and layout. C/CAG staff will distribute the survey through its communication channels. MIG will analyze the survey results for inclusion in the SWOT analysis.

Deliverables:

- » Draft Board of Directors survey questions
- » Final Board of Directors survey designed in survey platform

Tasks 4.d and 4.e Priority-Setting Workshop

MIG will design and facilitate an all-day (six-hour), in-person priority-setting workshop with the C/CAG Board of Directors to review the draft vision statement and strategic priorities. The format for the meeting will be highly interactive and will include an overview of the SWOT analysis and draft strategic priorities and priority projects. MIG will facilitate discussions to reach consensus among Board members and to begin moving forward strategic plan development. During facilitation, MIG will use a technique called "facilitation graphics" that combines the leadership skills of a professional facilitator with graphic notetaking.



Discussion is recorded on large wall-sized paper during the meeting to help establish the group's memory of both the flow and the content of discussions.

MIG will work with C/CAG staff to determine an approach for the workshop that includes the workshop objectives, the discussions and activities to be facilitated, and logistics including venue reservation, invitation, accommodations, and more. MIG will prepare a detailed workshop agenda and any materials to be used during the workshop. MIG will coordinate with C/CAG staff to confirm logistics for the workshop including venue reservation and accommodations. After the Board workshop, MIG will summarize the key discussions, decisions, and action items. C/CAG staff will have one round of review to provide feedback on the approach, agenda, supporting materials, and summary.

Deliverables:

- » Workshop Approach and Logistics
- » Workshop agenda and supporting materials
- » Post-workshop summary

Task 5. Development of Strategic Plan

In the fifth task of the project, MIG will work with C/CAG to develop the Draft Strategic Plan and initiate a broader C/CAG review of the Draft Plan through presentations and optional additional engagement. MIG will consolidate and review comments on the Draft Strategic Plan, which will be used to inform revisions for the Final Strategic Plan.

Task 5.a Draft Strategic Plan

MIG will collaborate with C/CAG staff during a project management meeting to develop an outline for the strategic plan. MIG will incorporate all deliverables produced to prepare a Draft Strategic Plan manuscript. Building from the strategic priorities and projects identified, the plan will accurately reflect C/CAG staff and funding capacities, and where appropriate, MIG will make recommendations for resource adjustments needed for successful implementation. The following is the initial outline for the document:

- » Executive Summary
- » C/CAG History and Roles
- » Vision Statement
- » Goals and Strategies
- » Roles/Responsibilities
- » Partnerships
- » Timeframe
- » Measuring Strategic Plan Performance

C/CAG staff will have one round of review to provide feedback on the Draft Strategic Plan and can share their input during the Staff Working Session (Task 5.2).

Deliverables:

- » Draft Strategic Plan manuscript

Task 5.b Staff Working Session

After the development of the Draft Strategic Plan, MIG will facilitate a two-hour virtual meeting with C/CAG staff to present Plan contents and recommendations. C/CAG staff will be provided with the draft manuscript in advance of the meeting, and MIG will prepare a presentation to review the contents of the Draft Plan. MIG will incorporate any revisions shared by C/CAG staff during this session prior to developing the Final Draft Strategic Plan.

Deliverables:

- » Presentation to C/CAG staff

Task 5.c Final Draft Strategic Plan

Revised with feedback from C/CAG staff, MIG will develop a Final Draft Plan for public distribution. The Final Draft Strategic Plan will be produced as a graphically designed document that is reflective of C/CAG's brand. MIG has graphic designers who are skilled in developing beautifully designed and visually engaging products that bring to life plan goals and priorities. C/CAG staff will provide MIG with photographs to include in the final design. C/CAG staff will have one round of review to provide feedback on the designed Final Draft Strategic Plan.

Deliverables:

- » Designed Final Draft Strategic Plan

Task 5.d Final Strategic Plan

MIG will incorporate the comments and inputs received during Task 6 to develop the Final Strategic Plan.

Deliverables:

- » Final Strategic Plan





Task 6. C/CAG Board of Directors Work Session and Approval

The sixth task will include the final activities needed to finalize the Strategic Plan and move toward Plan adoption.

Tasks 6.a and 6.b Presentations

C/CAG staff will distribute the Final Draft Strategic Plan to C/CAG staff, C/CAG Standing Committees, and the C/CAG Board of Directors for review. MIG will develop presentation materials to collect input to finalize the Strategic Plan and prepare it for adoption. C/CAG staff will have one round of review to provide feedback on presentation and any supporting materials. MIG will facilitate up to two one-hour presentations in person and up to six one-hour presentations virtually.

As part of this task, MIG will deploy the Final Draft Strategic Plan through a user-friendly online commenting platform to enable the C/CAG Board, Committee members, staff, and members of the public to comment on the Plan and review each other's comments. This method can allow for Board and Committee members to submit comments in advance of the presentations and allow for participation from those unable to attend a presentation. C/CAG staff will distribute access to this commenting platform through their communication channels.

Deliverables:

- » Plan uploaded in online commenting platform
- » Final Draft Strategic Plan presentation and materials
- » Up to six presentations to C/CAG Standing Committees
- » Two presentations to the C/CAG Board of Directors

7. Optional Tasks

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

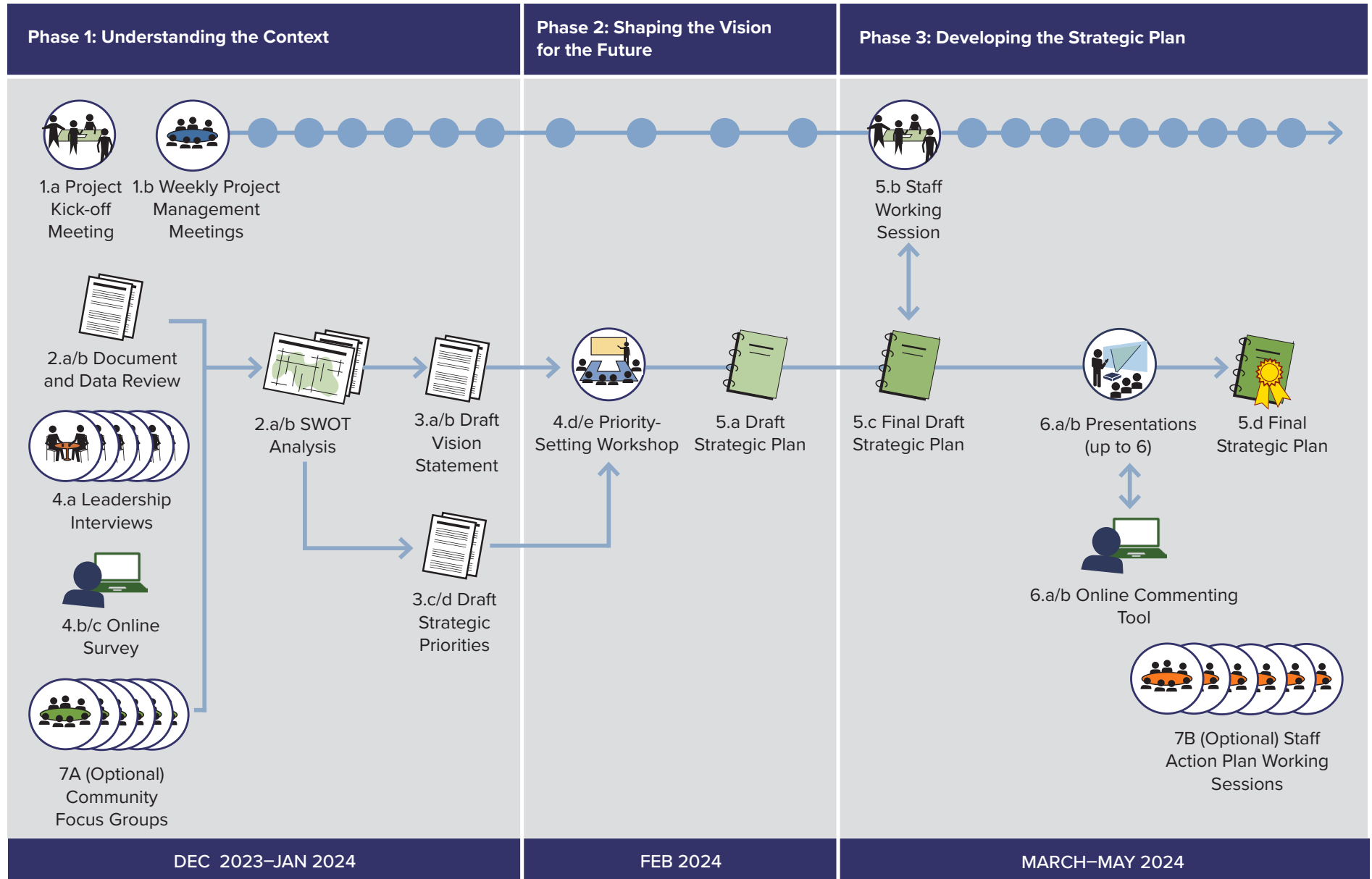
Task. A. Community Focus Groups

MIG will design and facilitate community focus groups related to C/CAG focus areas to collect input from a diverse and targeted set of community members. These focus areas will be open to C/CAG member agencies and community-based organizations to help ensure the strategic plan process is equitable and community members' voices are represented in C/CAG goals and priorities to be advanced. Potential participants may include Spanish-speaking individuals and other people of color, low-income residents, youth, and seniors. MIG will develop a focus group approach that outlines the logistics, questions, and selection process. These sessions will be facilitated in person for approximately 90 minutes each. We encourage providing stipends (e.g., transit passes, cash, or grocery store cards) to certain community audiences to incentivize their participation. The findings from this task will be incorporated into the SWOT Analysis (Task 2.2).

Task B. Staff Action Plan Working Sessions

MIG can facilitate staff working sessions, one session for each of the major goals identified in the strategic plan, with C/CAG staff to develop detailed implementation/work plans.

3. Schedule of Work



4. Cost Proposal

MIG’s preliminary cost proposal for the C/CAG Strategic Plan is presented in Appendix B–Cost Proposal, which is provided as a separate file. We anticipate working closely with County leadership to further discuss and refine the scope of services and budget to ensure that they reflect your goals, needs, and resources.

5. Supplemental Materials

About MIG

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

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

MIG is at the forefront of innovation. We are leading local, regional, and national planning and design initiatives to ensure accessibility and equity; engage, educate, and empower people through participatory processes; facilitate strategy development for social change; create playful and inclusive communities; reimagine streets and repurpose infrastructure; revitalize cities and restore ecosystems; and promote environmental stewardship by recognizing that the health of the natural and built world is mutually dependent.

For nearly four decades, MIG has worked closely with clients throughout the United States to create effective strategic plans for change and improvement. These change efforts manifest in clear direction, dynamic organizational models, equitable and defensible decision-making, fiscal leveraging, collaborative systems, healthier places, and stronger individuals, families, and communities. Our dedicated staff has the experience to design and implement processes based on a thorough exploration of lessons learned, existing conditions, and future opportunities and trends.

Our experience cuts across a wide range of public, nonprofit, and private-sector contexts, which contributes to our breadth of knowledge, creativity, and contextual understanding.

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

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





Team Introduction

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

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

Project Manager **Bridget Brown** will serve as the day-to-day contact for C/CAG and be responsible for overseeing deliverables, reviewing draft work products, and allocating project resources, ensuring that the process remains on schedule and within budget.

Bridget has a strong track record of supporting clients with the development and implementation of strategic plans, as well as diversity, equity, and inclusion plans and community engagement strategies. Given her background working in the public sector, Bridget understands firsthand the challenges that come with navigating a public agency and the important considerations needed for effective and inclusive planning and implementation.

Stephane Pavón will serve as Research Analyst. Stephanie has extensive experience assisting public and private clients with the development of their strategic plans.

Project Associate **Maria Mayer** brings more than 33 years of organizational experience and a broad range of skills, including project management, project reporting, client and stakeholder communications, facilitation, and training.

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



Daniel Iacofano, PHD, FAICP, FASLA

Principal-in-Charge

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

Education

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

Professional Affiliations

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

Selected Project Experience

- » Los Angeles County Department of Public Works Strategic Plan, Los Angeles County, CA
- » Sweetwater Five-Year Strategic Plan and Updates (2012, 2017, 2022), Chula Vista, CA
- » Caltrans Facilitation and Training for Strategic Planning and Performance Measures, Sacramento, CA
- » BART Strategic Plan and Strategic Plan Updates, Oakland, CA
- » Metropolitan Transportation Commission Intelligent Transportation Systems Early Deployment Plan, Alameda County, CA
- » Napa County Transportation Agency Consolidation Implementation Plan, Napa County, CA
- » Contra Costa Transportation Agency Strategic Planning Services, Walnut Creek, CA
- » Hollywood Burbank Airport Replacement Terminal Design Charrettes Facilitation, Burbank, CA
- » Union Square BID Strategic Planning Services, San Francisco, CA
- » City and County of San Francisco Workforce Development Strategic Plan, San Francisco, CA
- » UC Davis Long-Range Development Plan and Neighborhood Master Plan, Davis, CA
- » Downtown Sacramento Strategic Action Plan, Sacramento, CA
- » Lawrence Berkeley National Laboratory Community Advisory Group Facilitation, Berkeley, CA
- » University of California, Berkeley, Rausser College of Natural Resources Strategic Planning Services, Berkeley, CA



Bridget Brown

Project Manager

Bridget Brown has five years of experience in public policy, research, project management, and community engagement. As a Council Assistant, Bridget worked with community members, businesses, stakeholders, and government agencies to address issues ranging from COVID-19 recovery and public safety to transportation and housing for constituents in District 3, Downtown San José. Her writing, design, and communications skills have contributed to a range of public education and engagement materials, including newsletters, press releases, social media posts, and policy reports. Bridget is dedicated to policymaking and reform to enhance quality of life for those whose needs have not been prioritized in the past. Her experience with the intricacies of city government and interaction with the public enable her to support a variety of planning and engagement processes to ensure that project outcomes are community-centered and equitable.

Education

- » BA, Political Science & Public Affairs, University of California, Los Angeles

Professional Affiliations

- » New Leaders Council, Fellow

Presentations

- » UCLA Undergraduate Research Week / UCLA Center for American Politics and Public Policy, “The Continuum of ‘All Deliberate Speed’”, 2019

Publications

- » “In Gilroy and beyond, unchallenged racism contributes to violence”, San Francisco Chronicle, 2019

Selected Project Experience

- » Los Angeles County Department of Public Works Equity in Infrastructure Initiative, Los Angeles County, CA
- » Los Angeles County Department of Public Works, Human Resources Equitable Recruitment and Retention Strategic Plan, Los Angeles County, CA
- » Richmond Green-Blue New Deal Workforce Development Plan, Richmond, CA
- » Recreation and Parks Master Plan, MLK Park Redesign and Revitalization, Bakersfield, CA
- » Atascadero General Plan Update, Atascadero, CA
- » San José Vision Zero, San José, CA
- » King Road Complete Street Plan, San José, CA
- » County of San Diego County Environmental Justice Communities Criteria, San Diego County, CA
- » Forest Grove Diversity, Equity, and Inclusion Plan and Training, Forest Grove, OR
- » Gilroy Justice, Equity, Diversity, and Inclusion (JEDI) Services, Gilroy, CA
- » Los Gatos Pedestrian Overcrossing, Los Gatos, CA
- » Covina Active Streets and Multimodal Connectivity Plan, Covina, CA
- » Downtown San José Economic Recovery Task Force, San José, CA*
- » Project Homekey Application for Pacific Motor Inn, San José, CA*
- » Villas on the Park, San José, CA*
- » From Diversion to Re-Entry: How Community-Based Programs Support

* Completed prior to joining MIG



Stephanie Lane Pavón

Research Analyst

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

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

Education

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

Certifications

- » Certificate in Sustainability: Greening the Urban Economy, Lund University, 2016

Professional Affiliations

- » American Planning Association

Selected Project Experience

- » Omnitrans Strategic Plan 2021-2025, San Bernardino, CA
- » California Transit Association Strategic Plan, Sacramento, CA
- » Rosemead Strategic Plan, Rosemead, CA
- » Hollywood Burbank Airport Replacement Terminal Design Charrettes Facilitation, Burbank, CA
- » San Diego Community College District Strategic Plan Development, San Diego, CA
- » South Orange County Community College District Educational Master Plan, Costa Mesa, CA
- » Citrus College Educational Master Plan, Glendora, CA
- » College of the Canyons Educational Master Plan and Meeting Facilitation, Santa Clarita, CA
- » Green River College Equity-Centered Strategic Vision, Auburn, WA
- » Mt. Hood Community College Strategic Plan, Gresham, OR
- » Shoreline Community College Strategic Planning Consulting Services, Shoreline, WA
- » Los Angeles County Regional and Rural Edition of the Parks Needs Assessment (PNA+), Los Angeles County, CA



Maria Mayer

Project Associate

Maria Mayer brings more than 33 years of organizational experience and a broad range of skills, including project management, project reporting, client and stakeholder communications, facilitation, and training. She assists project managers with data analysis, writing and editing, logistical expertise and public engagement coordination, research and database management, and web-based tool and input management. Maria is known for her attention to detail and follow through, calm demeanor, and problem-solving abilities. Her ability to analyze stakeholder input and summarize complex discussions in a succinct yet nuanced manner has supported a wide variety of public engagement and strategic planning processes. During her 17 years with MIG, Maria has assisted with all phases of project management and a wide variety of public outreach processes, ranging from small-scale local efforts to statewide and national campaigns. She has developed a trusted working relationship with Caltrans through her expert project management support, helping keep all four of MIG's on-call public participation and engagement contracts with Caltrans on time and on budget.

Education

- » Coursework in Liberal Arts, University of Illinois, Urbana-Champaign, Illinois
- » Coursework in Graphic Design, Columbia College, Chicago, Illinois

Selected Project Experience

- » Caltrans Planning Public Engagement Contract (PPEC 2, 4, 5, and 6), Statewide, CA
- » Caltrans D1 Last Chance Grade Public Engagement Support, Del Norte County, CA
- » Interregional Transportation Strategic Plan (ITSP) 2021 Public Outreach and Engagement, Statewide, CA
- » MTC Facilitation Support Services for Regional Mapping and Wayfinding Projects, San Francisco Bay Area, CA
- » District 5 SR-17 Access Management Plan Outreach, Santa Cruz County, CA
- » Caltrans D4 Wood Street Unhoused Community Process, Oakland, CA
- » Caltrans CTP 2050 Outreach, Statewide, CA
- » Caltrans District 4 Central Avenue Interstate I-80 Undercrossing Improvements, Richmond, CA
- » Caltrans Virtual Public Involvement Workshop Assistance and Team Support, Statewide, CA
- » EO N-19-19: Climate Action Plan for Transportation Infrastructure Stakeholder Workshops, Statewide, CA
- » Caltrans CTP/RTP Guidelines Workshop Facilitation, Sacramento, CA
- » District 3 I-80 Foothill Farms Pedestrian Overcrossing Community Outreach, Sacramento County, CA
- » Caltrans National Household Travel Survey, Statewide, CA
- » Envision Alachua Visioning and Outreach Process, Alachua County, FL
- » Southern Nevada Strong Regional Transportation, Jobs and Housing Plan Outreach, Henderson, NV

Project Experience

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



Los Angeles County Equity in Infrastructure Initiative

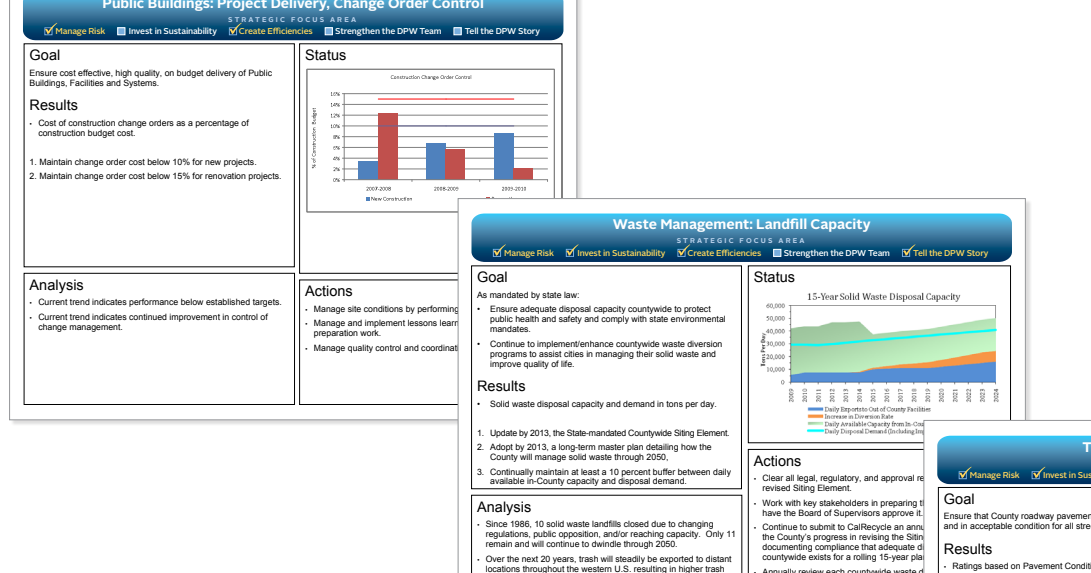
The Equity in Infrastructure Initiative is a re-imagining and transformation of the Los Angeles County Department of Public Works (Public Works) and how it serves communities with equity to meet the challenges of the 21st Century—resulting in better life outcomes for all. Following the Los Angeles County Board of Supervisors’ unanimously approved motion to establish an Anti-Racist County policy agenda, MIG began working with Public Works to identify inequities in the planning, delivery, and distribution of its services to create a new approach that will drive infrastructure funding to underserved communities. Equity requires digging deeper and MIG is guiding Public Works to look beyond assumptions and project checklists and establish long-term relationships with communities to learn how to best serve local needs. Through this groundbreaking project, Public Works is centering equity in all its programming and services as it builds a safer, more resilient Los Angeles County and provides equal access to transportation, green spaces, clean water, sanitation, internet, and energy for all communities.

Project Details

Firm: MIG

Client: Los Angeles County
Department of Public Works

Location: Los Angeles County, CA



Los Angeles County Department of Public Works (DPW) Strategic Plan

MIG worked with the executive team and managers of the Los Angeles County Department of Public Works (DPW) to revise and update their existing strategic plan to better fit the challenges and opportunities of the early 21st century. DPW envisioned the new strategic plan, and the initiatives stemming from it, as the most effective means for pro-actively responding to increasing constraints created by the conflict between diminishing public resources and rising public expectations.

Strategic Planning

The new strategic plan features many innovative elements not found in more typical strategic plans. Beyond vision, mission, and values, it focuses on the strategic issues and challenges identified as critical to the future of the Department. The strategic plan is organized around the core services performed by DPW as they are perceived by the public—public buildings, waste management, water resources, transportation, development services, and emergency management, rather than organizing the strategic plan around its departmental structure.

Facilitation

MIG facilitated a rapid-fire series of executive and management team meetings over a six-month period that generated the content, structure, and appearance of the plan document. MIG worked directly with DPW in the development and continued refinement of quad sheets, which are envisioned as the core of the strategic plan.

Performance Measurement

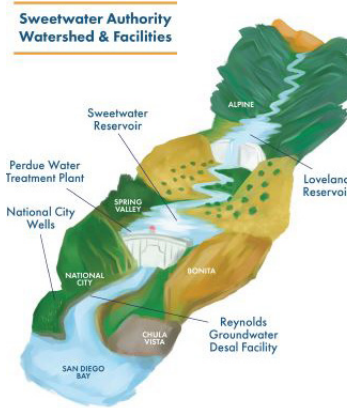
The strategic plan incorporates a simple, innovative performance management reporting tool, known as a “quad sheet.” These quad sheets will provide an at-a-glance focus on the priorities and performance of each program that can be applied to all levels of the organization. These quad sheets give staff a disciplined and systematic way to set meaningful targets, evaluate progress, and communicate results.

Project Details

Firm: MIG

Client: Los Angeles County
Department of Public Works

Location: Los Angeles County, CA



Sweetwater Authority Strategic Plan

MIG developed a five-year Strategic Plan for the Sweetwater Authority, which serves water customers over approximately 33 square miles. The service area extends southward from the City of San Diego along the eastern shore of San Diego Bay, and includes National City, western portions of Chula Vista, and the Bonita community. As the first plan of its kind for the Authority, the Strategic Plan is a “big picture” document that offers a clearly defined vision. MIG led an eight-month planning and engagement process that sought input through Governing Board work sessions, Management Team strategy sessions, interviews with community representatives, a community survey, and employee engagement meetings and Draft Plan review.

The engagement process revealed 10 key issues related to infrastructure, customer service, finances, workforce development, and the regulatory environment. The Strategic Plan addresses these issues by defining the Authority’s Mission, Vision, Values, Guiding Principles, Goals, Objectives, and Performance Measures. The Plan’s implementation recommendations for specific objectives identify departmental responsibility, timeline, and funding source. In addition, more detailed work plans for each objective highlight action items and their target dates.

MIG completed the first Strategic Plan in 2012, with updates in 2017 and 2022.

project details

Firm: MIG

Client: Sweetwater Authority

Location: South Bay Region of San Diego, CA



County of Los Angeles Department of Regional Planning (DRP) Strategic Plan

The County of Los Angeles Department of Regional Planning (DRP) Strategic Plan for 2015–2020 was the product of an inclusive 10-month planning process involving DRP staff and representatives of the County Board of Supervisors, the Regional Planning Commission, other county departments, and members of the development community. This plan represents a coordinated approach to meet DRP priorities through strategic actions and measures of its performance.

The new DRP Strategic Plan was designed to address several key challenges identified early in the planning process. These included the need for DRP to utilize creative, adaptable planning tools to retain the distinctive qualities of Los Angeles County communities rather than applying a single template across the region. Other significant issues included the desire to enhance urban design in the unincorporated areas of Los Angeles County to create more attractive, livable places, developing a comprehensive approach to sustainability, strengthening collaboration and communication, and raising DRP's public profile, among other focus areas. In addition to a new DRP vision, mission, values, goals, and objectives that were developed in collaboration with staff and management, the new plan includes a set of priority objectives identified as Overarching Department Priorities. These 10 objectives were considered by DRP staff as the ones that would have the greatest positive impact on the overall organization and its mission, if successfully accomplished. In addition, a set of corresponding performance measures were developed consisting of outcome measures and workload indicators.

The resulting Strategic Plan is providing DRP with a framework for action and the allocation of resources for accomplishing its overall mission and goals on behalf of communities throughout the unincorporated areas of Los Angeles County.

Project Details

Firm: MIG

Client: County of Los Angeles
Department of Regional Planning

Location: Los Angeles County, CA



County of Los Angeles Department of Beaches and Harbors (DBH) Strategic Plan Update

The County of Los Angeles Department of Beaches and Harbors (DBH) is responsible for the professional management and stewardship of some of the most important and internationally recognized iconic features in Southern California. DBH developed a new Strategic Plan in 2010 in order to provide staff with a consistent purpose and direction. Over the preceding three years, however, DBH had seen and experienced significant changes both within and outside the organization, including new leadership, and asked MIG to help update its strategic plan.

The foundation of the strategic plan developed in 2010—the vision, mission, and values—were considered core elements for many years to come. MIG was asked to help DBH review the progress it had made in the intervening years in order to determine which goals and objectives had been achieved, which ones remained incomplete, and which ones were no longer relevant. Finally, and most important, MIG helped DBH identify new goals and objectives in response to new challenges and opportunities that had emerged in the years since their Strategic Plan had been completed.

To carry out this strategic plan update process, MIG reviewed the existing strategic plan, which was a complex, multilayered document that DBH management found difficult to communicate to staff and stakeholders; and therefore, difficult to effectively implement. Following the document review, MIG interviewed each member of the DBH executive team and then proposed revisions to DBH goals and objectives based on results from these interviews. These revisions were presented in the form of matrices comparing current goals and objectives with new or revised goals and objectives that were provided for review during an all-day executive retreat facilitated by MIG.

Project Details

Firm: MIG

Client: County of Los Angeles
Department of Beaches and
Harbors

Location: Los Angeles County, CA

CALIFORNIA TRANSIT ASSOCIATION
STRATEGIC PLAN
2023-2028

NOVEMBER 2022



53

is the average age of bus operators in the U.S.



96%

of transit agencies are having trouble hiring staff

2/3

find it difficult to retain staff



California Transit Association Strategic Plan 2023-2028

The California Transit Association is the leading advocacy organization and champion for public transit in California. The Association's more than 220 member organizations include transit operators, commuter rail agencies, transit support groups, national and international transit suppliers, and government agencies. Like many advocacy groups across the country, the California Transit Association has been working to navigate the impact of the COVID-19 pandemic and fluctuations in the economy and public resources on the future of public transit. With new leadership at the helm, the California Transit Association determined the timing was right to develop a new strategic plan and engaged MIG to facilitate a reexamination of its purpose, priorities, policy directions, and organizational structure.

In the summer and fall of 2022, MIG met with California Transit Association Executive Committee members, staff, and a newly created Strategic Planning Task Force—made up of member leaders representing the transit industry statewide—to reflect on accomplishments from the previous Strategic Plan, determine key issues facing the industry, and discuss opportunities and considerations for the coming years. Over several meetings with the Strategic Planning Task Force, MIG facilitated the development of a revised Strategic Plan framework, updating longstanding goals related to the Association's advocacy and member services work, and guiding the development of a new goal area focused on equity. MIG worked with the Task Force and staff to lift up key objective priorities guiding the Association's future work and categorize others as fundamental to the ongoing work of the Association. The Strategic Plan was organized so that each goal area, with its priority and ongoing objectives, would be measured by a set of key indicators to be reviewed annually by Association staff and leadership.

project details

Firm: MIG

Client: California Transit Association

Location: Sacramento, CA (and Statewide)

Dates: June-November 2022

Work Samples

We have provided two samples of work—California Transportation Agency Strategic Plan and Sweetwater Authority Strategic Plan—in the Appendix starting on page 25.

5. Goals and Objectives



Sweetwater Authority operations and maintenance employees

GOALS AND OBJECTIVES

The following section describes each of the seven goal areas and their related objectives. Detailed Work Plans, produced annually, provide the specific activities required to implement the goals and objectives.

The goals are:

GOAL #1 WATER QUALITY
Provide high quality water that meets regulatory requirements.


GOAL #2 SYSTEM AND WATER SUPPLY RELIABILITY
Achieve an uninterrupted, long-term water supply through investment, maintenance and innovation and developing local water resources.

GOAL #3 FINANCIAL VIABILITY
Ensure long-term financial viability of the agency through best practices, operational efficiency, and maximizing assets.

Strategic Plan Framework

The California Transit Association’s Strategic Plan is organized according to the framework illustrated and as described on the following pages. Each year, the Executive Committee reviews progress on the Strategic Plan, ongoing responsibilities and priority objectives, with assignments and timelines to ensure implementation.

ELEMENTS OF THE STRATEGIC PLAN

 VALUES Shared beliefs that reflect what the Association considers significant and important.	 OBJECTIVES Specific and measurable statements of action that the Association hopes to achieve.
 VISION The Association’s preferred future—where we strive to be.	 PERFORMANCE MEASURES Specific measurements of progress toward goals and objectives.
 MISSION The purpose and associated responsibilities of the Association.	 ACTIONS A prioritized list of steps needed to accomplish goals and objectives.
 GOALS Statements of direction toward the Association’s desired future.	 ACTION PLAN Identifies a timeframe for completing actions, responsible parties, and required resources.
 ONGOING RESPONSIBILITIES Ongoing and “evergreen” objectives that continue to be part of the work of the Association.	

CTA Strategic Plan 2023–2028 | November 2022 | 17

References

MIG is proud to have longstanding and ongoing relationships with our clients. We invite you to reach out to these client references regarding our team's ability to provide strategic planning services.

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California Transit Association
(323) 594-6342 (cell)
michael@caltransit.org

Project: California Transit Association Strategic Plan

Mark Pestrella, Director

Los Angeles County Public Works
(626) 458-4001 | mpestrella@pw.lacounty.gov
Project: Los Angeles County Department of Public Works (DPW) Strategic Plan

Marianne Payne, Director

Tri -Valley San Joaquin Valley Regional Rail Authority
(925) 918-7536 | mpayne@valleylinkrail.com

Appendix—Additional Proposal Requirements

Litigation Disclosure

2009: Information and Referral Federation of Los Angeles County v. Moore, Iacofano, Goltsman: Los Angeles Superior Court Case No. BC357401. MIG was hired to develop an online database/hotline for 211LA.

Client disputed original scope of work and sued for contract compliance. Jury trial was decided unanimously in MIG's favor.

MIG has had no additional litigation or claims.

Contract Agreement

MIG does not have any requests or exceptions to the standard Contract Agreement.

Insurance Provisions

MIG agrees to provide the required certificates of insurance providing verification of the minimum insurance requirements listed in Appendix C, Sample Agreement Template, Section 11, Insurance, within ten (10) days of C/CAG's notice to MIG that it is the successful Proposer.



Daniel Iacofano, PhD, FAICP, FASLA
Principal-in-Charge

Taxpayer Identification Number and Certification

A copy of our W-9 can be found on the following page.

Request for Taxpayer Identification Number and Certification

Give form to the
requester. Do not
send to the IRS.

Print or type
See Specific Instructions on page 2.

Name (as shown on your income tax return)

Moore Iacofano Goltsman, Inc.

Business name, if different from above

Check appropriate box: ☐ Individual/
Sole proprietor

☒ Corporation

☐ Partnership

☐ Other ▶

☐ Exempt from backup
withholding

Address (number, street, and apt. or suite no.)

800 Hearst Avenue

City, state, and ZIP code

Berkeley, CA 94710

Requester's name and address (optional)

List account number(s) here (optional)

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on Line 1 to avoid backup withholding. For individuals, this is your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the Part I instructions on page 3. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN* on page 3.

Note. If the account is in more than one name, see the chart on page 4 for guidelines on whose number to enter.

Social security number

| | | | | | | |

or

Employer identification number

9 | 4 | 3 | 1 | 1 | 6 | 9 | 9 | 8

Part II Certification

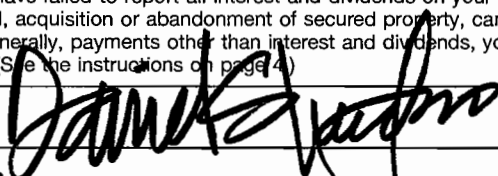
Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me), and
2. I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding, and
3. I am a U.S. person (including a U.S. resident alien).

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the Certification, but you must provide your correct TIN. (See the instructions on page 4.)

Sign
Here

Signature of
U.S. person ▶



Date ▶ 11/07/23

Purpose of Form

A person who is required to file an information return with the IRS, must obtain your correct taxpayer identification number (TIN) to report, for example, income paid to you, real estate transactions, mortgage interest you paid, acquisition or abandonment of secured property, cancellation of debt, or contributions you made to an IRA.

U.S. person. Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN to the person requesting it (the requester) and, when applicable, to:

1. Certify that the TIN you are giving is correct (or you are waiting for a number to be issued),
- or
2. Certify that you are not subject to backup withholding,
- or
3. Claim exemption from backup withholding if you are a U.S. exempt payee.

Note. If a requester gives you a form other than Form W-9 to request your TIN, you must use the requester's form if it is substantially similar to this Form W-9.

For federal tax purposes you are considered a person if you are:

- An individual who is a citizen or resident of the United States,
- A partnership, corporation, company, or association created or organized in the United States or under the laws of the United States, or

- Any estate (other than a foreign estate) or trust. See Regulations sections 301.7701-6(a) and 7(a) for additional information.

Foreign person. If you are a foreign person, do not use Form W-9. Instead, use the appropriate Form W-8 (see Publication 515, Withholding of Tax on Nonresident Aliens and Foreign Entities).

Nonresident alien who becomes a resident alien.

Generally, only a nonresident alien individual may use the terms of a tax treaty to reduce or eliminate U.S. tax on certain types of income. However, most tax treaties contain a provision known as a "saving clause." Exceptions specified in the saving clause may permit an exemption from tax to continue for certain types of income even after the recipient has otherwise become a U.S. resident alien for tax purposes.

If you are a U.S. resident alien who is relying on an exception contained in the saving clause of a tax treaty to claim an exemption from U.S. tax on certain types of income, you must attach a statement to Form W-9 that specifies the following five items:

1. The treaty country. Generally, this must be the same treaty under which you claimed exemption from tax as a nonresident alien.
2. The treaty article addressing the income.
3. The article number (or location) in the tax treaty that contains the saving clause and its exceptions.



CALIFORNIA TRANSIT ASSOCIATION STRATEGIC PLAN 2023-2028

NOVEMBER 2022



CaliforniaTransit
Association



Acknowledgements

CALIFORNIA TRANSIT ASSOCIATION EXECUTIVE COMMITTEE

Chair, Karen King, *Golden Empire Transit District*

Vice Chair, Sharon Cooney, *San Diego Metropolitan Transit System*

Mona Babauta, *Golden Gate Bridge, Highway & Transportation District*

Doran Barnes, *Access Services, Inc.*

Kate Breen, *San Francisco Municipal Transportation Agency*

Alex Clifford, *San Joaquin Regional Transit District*

John Drayton, *Burns Engineering*

Jerry Estrada, *Santa Barbara Metropolitan Transit District*

Bill Fay, *Gillig LLC*

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Seamus Murphy, *San Francisco Bay Area Water Emergency Transportation Authority*

Pam O'Connor, *Southern California Regional Rail Authority*

Erin Rogers, *Omnitrans*

Carl Sedoryk, *Monterey-Salinas Transit*

Victoria Stackwick, *San Diego Association Of Governments*

Michael Turner, *Los Angeles County Metropolitan Transportation Authority*

STRATEGIC PLAN TASK FORCE MEMBERS

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Hillary Blackerby, *Santa Barbara
Metropolitan Transit District*

John Drayton, *Burns Engineering*

Beverly Greene, *Alameda-Contra
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Kristin Jacinto, *Orange County
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Roddrick Lee, *San Francisco Bay Area
Rapid Transit District*

Michael Hursh, *Alameda-Contra
Costa Transit District*

CALIFORNIA TRANSIT ASSOCIATION STAFF MEMBERS

Michael Pimentel, *Executive Director*

Rob Finley, *Chief of Staff*

Matt Robinson, *Legislative Advocate*

Alchemy Graham, *Legislative &
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Andrew Antwih, *Legislative Advocate*

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Erin Meyer, *Events and Education
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Communications Manager*

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Accountant*

Dodie Wishek, *Bookkeeper*

Rebecca Evans, *Database and
Technology Consultant*

LETTER FROM THE CHAIR

Members, California Transit Association:

On behalf of the California Transit Association's Executive Committee, it is my pleasure to share with you the Association's *Strategic Plan for 2023 to 2028*.

This update to our strategic plan comes at a pivotal time for our industry. It will serve to guide us as we continue to grapple with the impacts of the COVID-19 pandemic on our operations, workforce, and financial outlook and as we endeavor to advance an ambitious agenda that will lead our industry to recovery and long-term sustainability. Like earlier strategic plans, this update will give direction to the Association's work to further our longstanding goals of influencing state and federal decision makers to enact policies and funding solutions that support public transit; delivering industry-leading educational opportunities and member services; and maintaining a financially healthy, innovative, and stable organization. Importantly, this update to the strategic plan ensconces – for the first time – our association's commitment to furthering diversity, equity, inclusion, and access. In doing so, this update recognizes that, as an industry, we have much progress to make to ensure that our agencies and organizations reflect the diversity of our communities, that our projects and services support and uplift the most vulnerable, and that all Californians share the benefits of our recovery.

In the years ahead, this strategic plan will inform the development of our annual work program, our annual budget, and our annual legislative programs, guaranteeing that the Association's focus and resources remain directed at delivering on our industry's highest order priorities and objectives. This Strategic Plan will also help the Association remain accountable to you, our members.

Thank you for your continued trust in, and support for, the California Transit Association.

Sincerely,

A handwritten signature in blue ink that reads "Karen H. King". The signature is written in a cursive, flowing style.

Karen H. King

*Chair, California Transit Association
CEO, Golden Empire Transit District*

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Bike
Car

PLEASE WAIT
YELLOW LINE

Introduction

ABOUT THE CALIFORNIA TRANSIT ASSOCIATION

The California Transit Association (Association) is the leading advocacy organization and champion for public transit in California. The Association's more than 220 member organizations include transit operators, commuter rail agencies, transit support groups, national and international transit suppliers, and government agencies. With a motivated and informed membership base, the Association actively engages State decision makers to shape transit-friendly policy, secure increased transit funding and promote the benefits of a balanced transportation system.

PURPOSE OF THE STRATEGIC PLAN

We are living in a time of immense disruption and transition. Climate change, the ongoing pandemic, shifting demographic trends, the emergence and growth of digital platforms to access services, and ongoing efforts to address structural racism and social inequity will continue to influence how we live, work and travel in the coming years. Our Strategic Plan helps the Association meet this moment by refining our shared values, vision, purpose and commitments to our Association membership, the transit industry, and our communities.

As the guiding document for our work over the next five years, the Association's Strategic Plan serves as a blueprint to help us meet our goals—successful and continued advocacy for sustainable transit; unsurpassed educational and networking opportunities for our members; maintaining an effective and efficient organization; and expanding our commitment to diversity, equity, inclusion, and accessibility in our work and to the benefit of the communities we serve.

The Strategic Plan informs the annual workplans undertaken by Association staff on an annual basis.



PLANNING PROCESS OVERVIEW

From May 2022 to October 2022, the Association’s Executive Committee leadership, member representatives, and staff conducted a series of meetings, one-on-one interviews, and working sessions to craft this Strategic Plan. Our planning process included four phases:



PHASE 1 **Assessment**

Define our shared outcomes for the process and identify issues and priorities for the future through a range of engagement activities.



PHASE 2 **Creating the Plan Framework**

Review and refine the organization’s vision, mission, and values, and develop goals for the next five years.



PHASE 3 **Strategy Development**

Develop strategies to meet these goals and performance measures to serve as milestones along the way.



PHASE 4 **Strategic Plan Preparation**

Complete the draft and final plan.



The Association's Recent Major Accomplishments

The Association has accomplished numerous goals across a range of issues. Some recent achievements are highlighted here:

ADVOCACY

In the last several years, the Association ensured the success of transit-supportive legislation and regulations, defeated policies adverse to transit, and continually increased funding for transit in the State budget. Most notable during the last Strategic Plan period was the passage and enactment of Senate Bill 1, historic legislation which provided the largest infusion of funding to transit since the enactment of the Transportation Development Act, and our work to secure billions of dollars in transit capital funding from the state's general fund. The Association also enhanced our federal presence, ensuring the voice of California's transit industry is heard on Capitol Hill. We constructively engaged with the California Air Resources Board (CARB), the California

Energy Commission and the California Public Utilities Commission to shape and support our industry's transition to zero-emission technologies, including through the Innovative Clean Transit (ICT) Regulation.

COVID RESPONSE

The Association lobbied for and helped secure emergency funding support from Congress, allowing transit agencies to maintain essential transit services. We also secured significant state statutory relief that lessened administrative burdens and changes to funding allocations for agencies at the height of the pandemic. The Association pursued and secured early access to vaccines for our frontline transit workers and helped shape COVID-19 workplace standards.

MEMBER ENGAGEMENT

The Association enhanced information sharing through events, conferences, webinars, and publications. Annual conferences, lobby days, trainings and other events and publications provided opportunities for members to network, share and learn about best practices, and work together to advocate for public transit.

LEADERSHIP TRANSITION

There is new leadership at the helm of the Association's Executive Committee, and a new Executive Director was elevated to lead the Association's work and organizational development.

TOPIC SPECIFIC TASK FORCES AND COMMITTEES

The Association created a ZEV Task Force, the TDA Reform Task Force and the COVID-19 Emergency Crisis Relief Task Force to respond to pressing issues affecting members and lift up their ideas and recommendations.





IDEA TASK FORCE REPORT AND RECOMMENDATIONS

In May 2021, the Association's Task Force on an Inclusive, Diverse, and Equitable Association (IDEA), delivered a report with recommendations linked to key goals in the Association's Strategic Plan.

These include:

Advocacy: Conduct an equity analysis as part of the review of legislative bill proposals considered for inclusion in State and Federal Legislative Programs and for legislation introduced in the State Legislature and Congress.

Member Services: Prioritize racial and social justice, transportation equity, and the furtherance of workforce equity in the Association's Educational Content Delivery Plan, including events of all sizes, publications, and annual programming.

Organizational Management and Development: Amend the Association's Strategic Plan and ensure Association members of diverse backgrounds participate on all standing committees.



Metro Local

7877

EL MONTE



Welcome Aboard
Bienvenidos
Exact Fare Please
Soyez Précis Exactly Per Favor

CA 27383

Major Challenges and Opportunities Facing the Public Transit Industry

Members of the Executive Committee and Strategic Planning Task Force have identified the following challenges and opportunities that influence the work of the Association. These conditions impact both the day-to-day operations of our members and the long-term viability of the industry. They also inform the economic, political, and regulatory environments in which the Association operates.

Sustainable Funding for transit is the overarching priority of the Association and our member agencies.

Secure, ongoing, and sustainable funding allows agencies to preserve, maintain, and expand service and ensure we can provide mobility options to those who depend on transit. While funding for capital projects is often readily available, it is competitive and discrete in nature, creating challenges for long-term planning. Ongoing funds are needed to cover the full costs of transit operations, where on average only

about one-third of funding comes from passenger fares.¹ California's Senate Bill 1 (SB 1) in 2017 provided the first significant funding increase for transportation in twenty years and will provide approximately \$7.5 billion to help fund transit operations and capital through 2027.² Additionally, the 2022-23 state budget includes nearly \$8 billion for public transit and rail projects across California, but there is a continued need for other ongoing sources of dedicated funding to maintain and expand transit services.

¹ See "Fare-Related Revenues vs. Expenses (Percentage) Requirement or Goal," American Public Transit Association, Public Transportation Fare Database, 2019

² [Senate Bill 1 \(SB 1\) | CTC \(ca.gov\)](#)

ASSOCIATION-SPONSORED BILLS SIGNED INTO LAW UNDER THE LAST STRATEGIC PLAN:

SB 614 (Hertzberg, 2017)

Public Transportation Agencies:
Administrative Penalties.

AB 1113 (Bloom, 2017) State Transit Assistance.

AB 3124 (Bloom, 2018)

Vehicles: Length Limitations:
Buses: Bicycle Transportation
Devices.

SB 1119 (Beall, 2018) Low Carbon Transit Operations Program.

AB 90 (Committee on Budget, 2020)

Transportation–Statutory
Relief.

AB 107 (Committee on Budget, 2020)

Transportation–Statutory
Relief.

AB 149 (Committee on Budget, 2021) Transportation– Statutory Relief.

AB 917 (Bloom, 2021)

Vehicles: Video Imaging of
Parking Violations.

SB 922 (Wiener, 2022) CEQA: Exemptions: Transportation- Related Projects.

SB 942 (Newman, 2022) Low Carbon Transit Operations Program: Free or Reduced Fare Transit Programs.

AB 2622 (Mullin, 2022) Sales and Use Tax Exemption: Transit Buses.

Legislative Advocacy is how we ensure public transit is fully funded and accessible to all.

We continue to educate and actively engage policy makers, voters, riders, and the communities we serve about the need for sustainable and long-term funding sources for transit, transit-supportive legislation and regulations, and a balanced transportation system. Additionally, we commit to centering racial justice and equity in our legislative agenda to ensure that we can serve members of our communities who depend on public transit to get to work, school, the doctor, the grocery store, and other necessary services.

Workforce Retention and Recruitment is an issue for the industry due to an aging workforce and the COVID-19 pandemic.

The average age of transit operators nationwide is 53 years old.³ The COVID-19 pandemic has accelerated retirements and other worker departures due to driver burnout, COVID-related health and safety issues, and stress from dealing with the public. But hiring and retaining new drivers is an ongoing issue for agencies given competition from better paying industries like warehousing, the variability of work schedules especially for new workers, and the lack of affordable housing in communities where operators work. Nearly all transit agencies (96%) are having trouble hiring enough new employees, and two-thirds are finding it hard to retain staff.⁴ Agencies need

³ American Public Transportation Association, *Transit Workforce Shortage: Root Causes, Potential Solutions, and the Road Ahead*, October 2022

⁴ American Public Transportation Association, *Transit Workforce Shortage: Root Causes, Potential Solutions, and the Road Ahead*, October 2022



53 is the average age of bus operators in the U.S.



96%
of transit agencies
are having trouble
hiring staff

2/3

find it difficult
to retain staff

to provide competitive compensation to account for the growing costs of living, and more flexible work options to attract and retain workers.⁵

The transition to Zero-Emission Vehicles (ZEV) requires more funding for infrastructure and ongoing workforce training.

In 2018, CARB adopted the ICT regulation to help the state meet greenhouse gas emission reduction goals and air quality standards. The ICT requires transit agencies to begin phasing zero-emission buses (ZEB) into their fleets starting in 2023 for large agencies, and 2026 for smaller agencies, with full transition expected by 2040.⁶ With the support of the Association, the recent California state budget includes tens of millions of dollars to support the ZEV transition by covering some of the cost of vehicle purchases,⁷ and recent legislation will reduce the cost for ZEBs.⁸

However, there is not enough funding to support the full transition, inclusive of procuring ZEBs and developing the infrastructure needed to charge and maintain ZEB fleets. Funding is also needed for ongoing workforce training on ZEV operation and maintenance. The Association and our member agencies have helped to secure funding to develop training programs, in partnership with workforce development agencies, community colleges and other partners, but more funding is needed for their continued operation.⁹ With continued regulatory actions by CARB, including on the Commercial Harborcraft regulation, the In-Use Locomotive regulation, and the Advanced Clean Fleets regulation, the funding challenges associated with the transition to zero-emission vehicles continues to grow.

⁵ Jacob Herson, *Operator Shortage: Transit Agencies Are Working Hard to Tackle the Challenge*, Transit California, February 2022

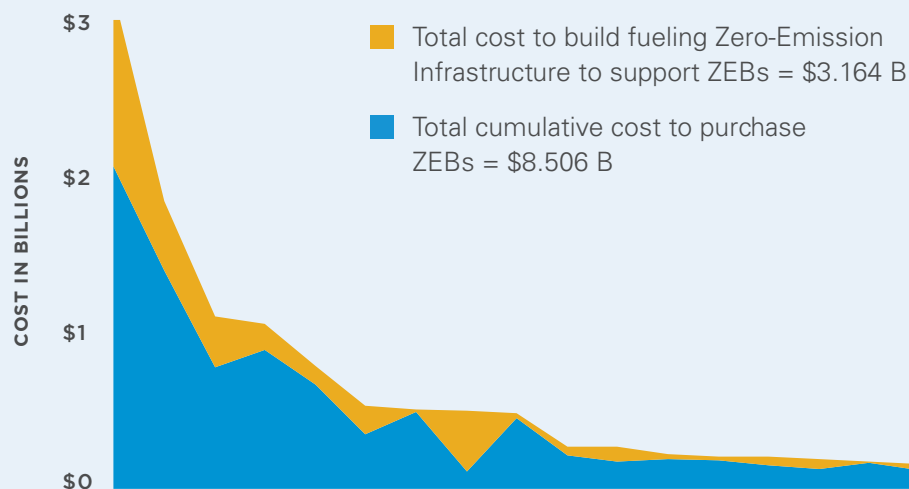
⁶ Jacob Herson, *ZEB Progress: Regulators, Operators, Advocates Work Together Toward 2040 Goal*, Transit California, June 2022

⁷ Jacob Herson, *Billions Budgeted for Transit*, Transit California, July 2022

⁸ California Transit Association, Governor Newsom Signs New Legislation into Law that Will Accelerate Public Transit Industry's Zero-Emission Transition, Press Release, Market Watch, September 17, 2022

⁹ Jacob Herson, *Transit Workforce Development: FTA and State Entities Work to Help Transit Agencies Address Labor Shortages*, Transit California, June 2022

ESTIMATED COST OF ZEB TRANSITION FOR TRANSIT AGENCIES THAT SUBMITTED ICT ROLLOUT PLAN*



Source: CALSTART, 2021

17 California transit agencies with bus fleets provided estimates to CARB for the costs to purchase Zero Emission Buses (ZEB) for their fleets and for the fueling infrastructure to support ZEBs.

*Note: Not all agencies submitted cost estimate information. This analysis also does not include more than 100 other CA transit agencies, ferries and locomotives affected by CARB ZEV regulations.

Safety and security of passengers and drivers is an ongoing concern for transit agencies.

The pandemic put transit operators on the frontlines, as agencies rushed to develop health and safety protocols to keep operators and passengers safe while ensuring transit remained open for essential workers and others. The COVID-19 pandemic has exacerbated the use of transit by unhoused persons, leading to more interactions between the unhoused and transit users and operators, and a growing public perception that transit is unsafe. Unhoused individuals have long used transit and transit stations for safety and shelter; they are also transit riders, who use it to travel to work, shelters, community centers

and elsewhere.¹⁰ Many agencies have developed partnerships with law enforcement and social service agencies organizations to provide services and find safe shelter alternatives for unhoused transit users. Also, the Association advocated for legislation to respond to the recent campaign to “Stop AAPI Hate” and street harassment of women and people of Asian and Pacific Islander descent in and around transit vehicles, stations, and other public places. A recent bill in the State Legislature would have required California’s ten largest transit districts to recognize street harassment as a rider safety concern and develop solutions to help mitigate harassment.¹¹

¹⁰ Anastasia Loukaitou-Sideris, *Homelessness in Transit Environments*, UCLA Institute of Transportation Studies, 2021

¹¹ Jacob Herson, *Transit Rider Harassment: SB 1161 (Min) Seeks to Address an Endemic Problem Faced by Women and Vulnerable Communities*, Transit California, March 2022

The Association is taking action to center Diversity, Equity, and Inclusion in our work.

Our membership, legislators, community partners, and allies are calling on us to take more explicit action as an Association to prioritize racial justice and equity in our work.

The Association's IDEA Task Force released a report in May of 2021 with a set of Diversity, Equity, and Inclusion (DEI) recommendations for the Association tied to the Association's Strategic Plan.

These include ensuring equity plays a central role in developing policy and regulatory priorities of the Association; prioritizing racial and social justice, transportation equity and workforce equity in the

Association's educational offerings, events, and publications; and making sure that the leadership and participation in the Association's standing committees reflect the diversity of the Association membership.¹²

Transportation Development Act (TDA) Reforms are necessary to reflect current operations and funding conditions.

TDA's original goal was to modernize and expand transit in California with dedicated funding streams and performance requirements for transit agencies, including a farebox recovery target. In 2018, the Association was recently asked to lead a statewide taskforce into updating the TDA to reflect

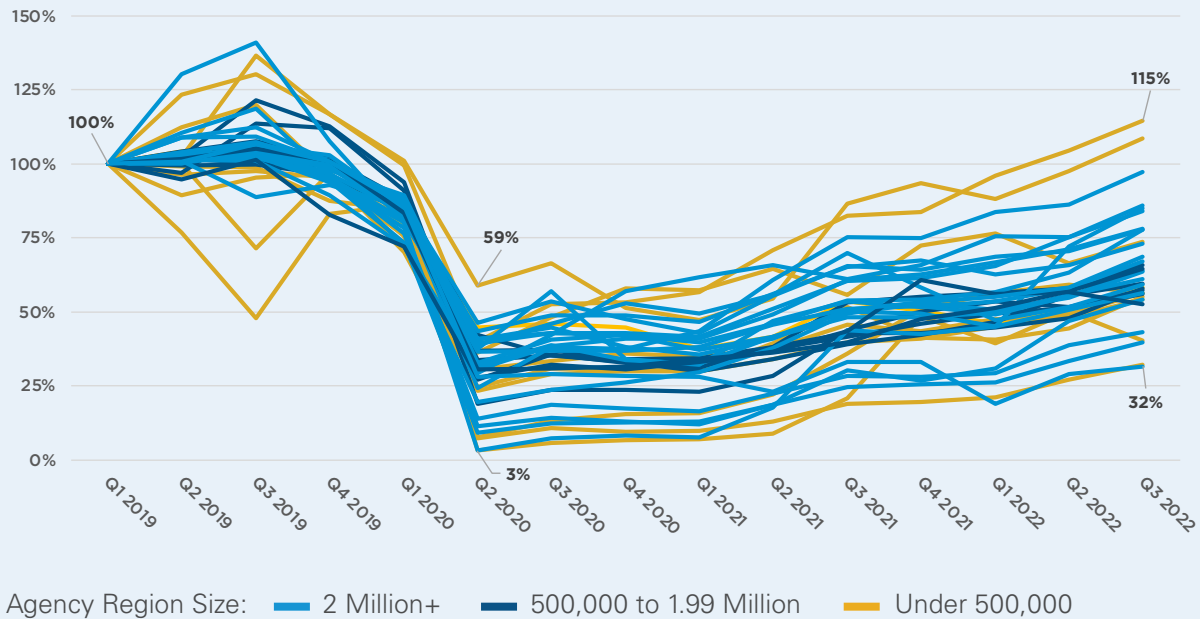
¹² California Transit Association IDEA Task Force, *Actions for a More Inclusive, Diverse and Equitable Association*, May 2021



“Equity in the provision of transportation and the concept of mobility as a human right are at the core of public transit and the mission the California Transit Association’s member organizations embrace and seek to advance. We acknowledge that transportation infrastructure and mobility services have a history that includes discrimination, displacement, the dividing of communities, and the unequal distribution of benefits and impacts.”

IDEA Task Force Report, May 2021

RIDERSHIP LEVELS OF CALIFORNIA TRANSIT AGENCIES - PERCENTAGE COMPARISON WITH Q1 2019



Graph Source: APTA, 2022

As of Q3 2022, California transit ridership is at an average of 66 percent of the total in Q1 2019. Some agencies have returned to pre-pandemic ridership levels and above, while others continue to struggle with ridership counts that are one-third of previous totals.

¹³ TDA Reform Update: Association Task Force Unveils Concept Framework for Possible Revision to the Landmark Funding Law, California Transit, January 2020

current conditions—including that the farebox recovery metric no longer worked as a universal measure among transit agencies to determine performance and/or need for funding support. Prior to the pandemic, the Association's TDA Reform Task Force¹³ reviewed alternative performance metrics and developed a series of recommendations for improving TDA. Many of these recommendations were adopted by the Legislature through a series of pandemic-related budget actions pursued by the Association in 2020 and 2021. In 2023, the TDA Reform Task Force will reconvene to continue its work to reform the TDA, for action during the next legislative session.

The transportation landscape is evolving, with the emergence and growth of mobility technology and ride share companies. Today, many transit agencies are also looking at how to offer similar services, such as micro transit minibuses and vans, which operate on shorter routes and with similar app-based ride hailing technology. Our members are engaging with new technology on our buses and trains as well, by providing options for app-based fare payment and offering service trackers to riders.



Strategic Plan Framework

The California Transit Association’s Strategic Plan is organized according to the framework illustrated and as described on the following pages. Each year, the Executive Committee reviews progress on the Strategic Plan, ongoing responsibilities and priority objectives, with assignments and timelines to ensure implementation.

ELEMENTS OF THE STRATEGIC PLAN



VALUES

Shared beliefs that reflect what the Association considers significant and important.



OBJECTIVES

Specific and measurable statements of action that the Association hopes to achieve.



VISION

The Association’s preferred future—where we strive to be.



PERFORMANCE MEASURES

Specific measurements of progress toward goals and objectives.



MISSION

The purpose and associated responsibilities of the Association.



ACTIONS

A prioritized list of steps needed to accomplish goals and objectives.



GOALS

Statements of direction toward the Association’s desired future.



ACTION PLAN

Identifies a timeframe for completing actions, responsible parties, and required resources.



ONGOING RESPONSIBILITIES

Ongoing and “evergreen” objectives that continue to be part of the work of the Association.

STRATEGIC PLAN FRAMEWORK



Vision

Fully-funded, efficient and effective public transit systems operating in a balanced transportation network.



Mission

Support the needs of California's public transit systems through advocacy and education.



Values

Ethical Behavior: We act with honesty, openness, and fairness.

Honesty: We are truthful and sincere, and we promote trust and mutual respect.

Integrity: We are consistent in acting upon our principles and values.

Accountability: We hold ourselves and each other accountable to do what we say we will do, and we take responsibility for our actions.

Service to the Public: We work to expand access to public transit for the benefit of all Californians.

Informed Participation: We educate and train members and allies to be the best advocates for public transit.

Consensus-Based Decision Making and Inclusiveness:

We include all voices and points of view in our decision making and require consensus from our members to act.

Diversity, Equity, Inclusion, and Access: We commit to racial and social justice, transportation equity, the furtherance of workforce equity, and making our organization more inclusive, diverse and accessible to all.



Goals

1

ADVOCACY

Influence state and federal decision makers to enact policies and funding solutions supporting, expanding, developing, and advancing public transit.

2

MEMBER SERVICES

Provide members with timely services, tools, and opportunities to enhance the strength and effectiveness of their organizations.

3

ORGANIZATIONAL MANAGEMENT AND DEVELOPMENT

Strive for excellence, innovation, and stability across all facets of the Association's leadership, staff, membership, and operations.

4

DIVERSE, EQUITABLE, INCLUSIVE, AND ACCESSIBLE PUBLIC TRANSIT INDUSTRY

Expand efforts within the Association and at member agencies to build a more diverse, equitable, inclusive, and accessible public transit industry.

Note: See Appendix for sample Staff Workplan Template for tracking implementation of the Strategic Plan.



GOAL 1: ADVOCACY

Influence state and federal decision makers to enact policies and funding solutions supporting, expanding, developing, and advancing public transit.



ONGOING RESPONSIBILITIES

- » Protect existing transit operations and capital funds.
- » Secure new sources of funding for transit operations and capital projects.
- » Enhance public awareness of the essential nature of public transit and build support for increased transit funding.
- » Ensure passage of transit legislation and regulations that support transit and defeat of those legislative and regulatory measures which impede transit's ability to meet the public's mobility needs.
- » Ensure the passage of legislation and regulations does not create new unfunded mandates on transit agencies.



PRIORITY OBJECTIVES, 2023 TO 2028

- 1a.** Secure new transit operations funding to address the pandemic-induced looming fiscal cliff and support transit's recovery from the pandemic.
- 1b.** Provide support to public transit agencies in the transition to zero-emission vehicles; address agency needs for recharging/refueling infrastructure, maintenance facilities, etc.
- 1c.** Update the Transportation Development Act (TDA).
- 1d.** Enhance transit industry workforce recruitment and training efforts – for example, through engagement with Community College system State Chancellor and other educational partners to promote driver training and certification programs.
- 1e.** Address driver and passenger safety and security concerns related to inappropriate behavior on transit vehicles and at stations; address the impact of unhoused persons on transit vehicles and at stations.



GOAL 1 PERFORMANCE MEASURES (FOCUS ON ADVOCACY AND FINANCIAL HEALTH)

PM 1.1: Protection of existing transit operations and capital project funding

PM 1.2: Expansion of funding opportunities for transit operations and capital projects

PM 1.3: Number of safety-related measures enacted through the Association's advocacy work

PM 1.4: Enactment of TDA reforms consistent with the Association's priorities

PM 1.5: Number of supportive workforce development measures enacted through the Association's advocacy work

PM 1.6: Increased funding and support for zero emission vehicle technology and integration

PM 1.7: Enactment of action items identified in the Association's annual state and federal legislative programs



GOAL 2: MEMBER SERVICES

Provide members with timely services, tools, and opportunities to enhance the strength and effectiveness of their organizations.



ONGOING RESPONSIBILITIES

- » Identify and address challenges and opportunities that affect Association members.
- » Support members in their efforts to increase ridership and improve the rider experience.
- » Regularly communicate with members to ensure services and activities meet their needs and expectations.
- » Ensure members benefit from education, training, and networking opportunities that incorporate diverse perspectives and encourage innovation.
- » Ensure the success of the Association's Annual Fall Conference & Expo, the premier membership engagement opportunity.
- » Expand member engagement and recruitment activities.
- » Update the Association's data management systems, communication tools, and outreach materials on a periodic basis.



PRIORITY OBJECTIVES, 2023 TO 2028

- 2a.** Ensure that the Association's working committees and task forces are aligned with each of the priority objectives identified in the Strategic Plan.
- 2b.** Establish a business-to-business program development task force to support business members of the Association and to keep them engaged.
- 2c.** Capitalize on the Association's strong brand and identity to attract new members and sponsors; inform small and minority-owned businesses about the advantages of membership.



GOAL 2 PERFORMANCE MEASURES (FOCUS ON MEMBERSHIP)

PM 2.1: Year-over-year attendance at events grows or remains stable

PM 2.2: Stable or increasing membership satisfaction levels (year-over-year)

PM 2.3: Alignment of the Association's committees and task forces with Strategic Plan priorities

PM 2.4: Execute the annual conference on a balanced budget



GOAL 3: ORGANIZATIONAL MANAGEMENT AND DEVELOPMENT

Strive for excellence, innovation, and stability across all facets of the Association's leadership, staff, membership, and operations.



ONGOING RESPONSIBILITIES

- » Increase the Association's membership levels.
- » Maintain the Association's financial stability and accountability.
- » Work with skilled and experienced contract staff and vendors who can meet the organization's needs.
- » Maintain a consistent review process for communication and analytical capabilities.
- » Increase the Association's operational efficiency by Incorporation of new and innovative technology.



PRIORITY OBJECTIVES, 2023 TO 2028

- 3a.** Increase the number of business members and encourage their active participation in Association-sponsored events and seminars, and on committees and task forces.
- 3b.** Enhance our expo hall to better respond to business member priorities such as networking.
- 3c.** Expand opportunities for the Association staff to participate in conferences and external educational programming for purposes of continuing education, business development, and brand awareness.



GOAL 3 PERFORMANCE MEASURES (FOCUS ON ORGANIZATION)

PM 3.1: Retention rate of existing members

PM 3.2: Increase in the number of new members

PM 3.3: Increase in the number of business members

PM 3.4: Increase in revenues from dues derived through membership growth

PM 3.5: Balanced annual operating budget and year-end reconciliation

PM 3.6: Positive results in annual member satisfaction survey

PM 3.7: Positive annual management firm performance evaluation



GOAL 4: DIVERSE, EQUITABLE, INCLUSIVE, AND ACCESSIBLE PUBLIC TRANSIT INDUSTRY

Expand efforts within the Association and at member agencies to build a more diverse, equitable, inclusive, and accessible public transit industry.



ONGOING RESPONSIBILITIES

- » Ensure that committee and task force membership is demographically diverse and inclusive of a broad range of perspectives.
- » Ensure that the development of conference programs, educational offerings and other member services is informed by a diverse body of Association members.
- » Ensure that member participation in conferences, on committees, in policy development, and in the Association's organizational leadership is inclusive, accessible, and reflective of the Association's diverse membership.



PRIORITY OBJECTIVES, 2023 TO 2028

- 4a.** Adopt and utilize an equity assessment tool to evaluate legislative proposals introduced at local, State and federal levels to determine the degree to which they reflect and advance transportation equity and racial justice principles.
- 4b.** Build relationships with racial and social justice and transportation equity organizations to develop policies that expand access to public transportation and improve quality of life for all riders.
- 4c.** Prioritize racial and social justice, transportation equity, and the furtherance of workforce equity in the Association's Educational Content Delivery Plan, which informs development of the Association's Annual Fall Conference & Expo, Spring Legislative Conference, Transit California e-magazine, and the Association's annual program of webinar offerings.
- 4d.** Establish a mechanism for identifying and highlighting "best practices" in policies and programs implemented by Association members that advance diversity, equity, inclusion, and accessibility.
- 4e.** Elevate best practices in recruitment and hiring, drawing on the IDEA task force report recommendations.
- 4f.** Facilitate development of internship programs and partnerships with career, technical, and vocational programs that promote job opportunities to increase diversity within the transit industry.
- 4g.** Partner with DEIA-focused organizations to learn and apply best practices.
- 4h.** Continue IDEA Task Force meetings on a quarterly basis to review work and progress on DEIA objectives.



GOAL 4 PERFORMANCE MEASURES (FOCUS ON THE ASSOCIATION AND INDUSTRY-WIDE DEIA PRINCIPLES)

PM 4.1: Increase in the Association's budget capacity to pursue DEIA initiatives

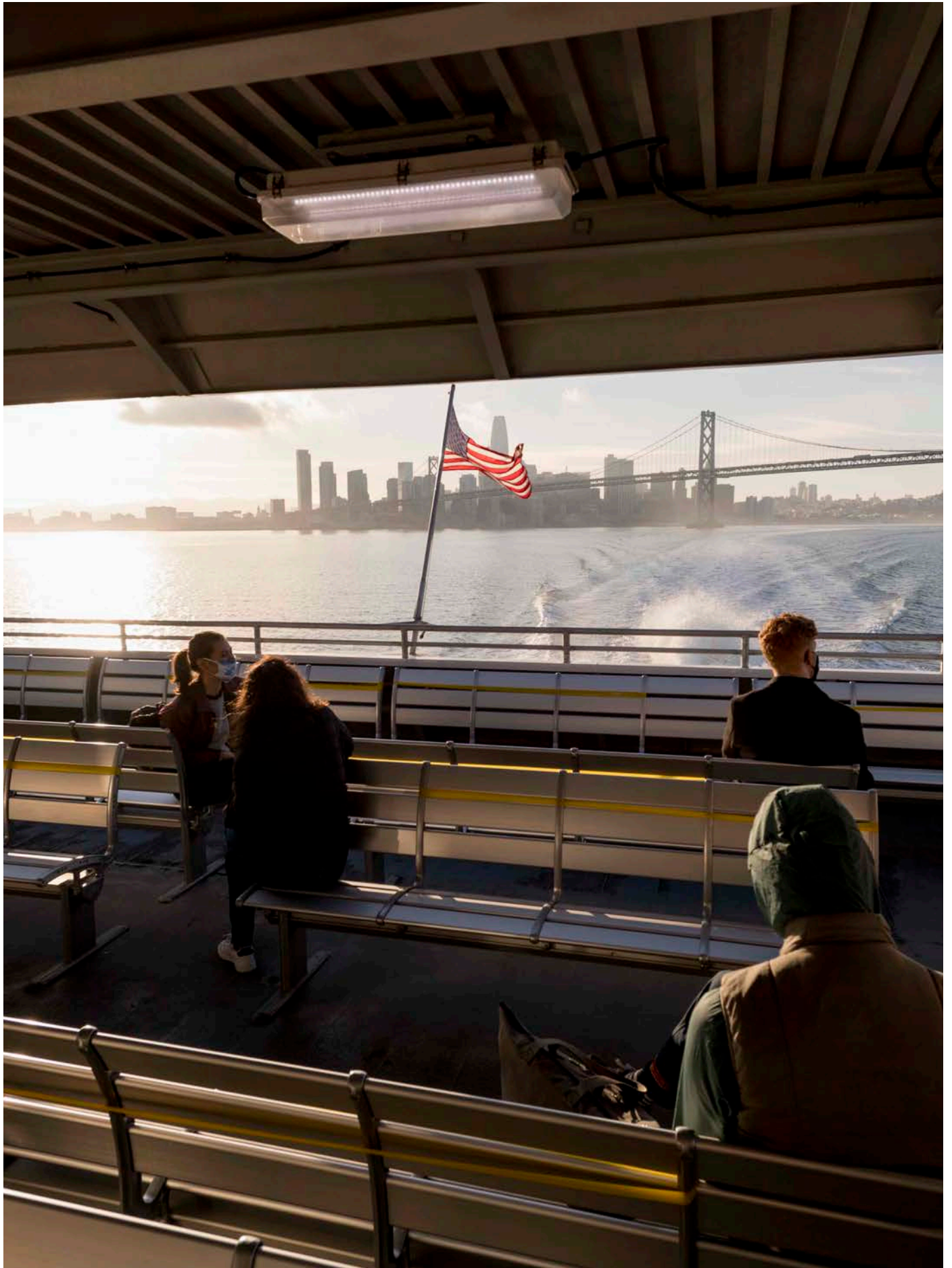
PM 4.2: Increase in the level of diversity within the Association in leadership positions, committee membership, etc.)

PM 4.3: Greater awareness of the level of diversity within member agencies (including leadership positions, member boards, etc.)

PM 4.4: Incorporation of DEIA principles in policy positions and advocacy efforts



Appendix: Sample Staff Workplan Template for Tracking Strategic Plan Implementation



EXAMPLE WORKPLAN TEMPLATE

For each of the objectives under each of the four goals, Association staff will prepare workplans using the format shown below or something similar.

GOAL 1: ADVOCACY

Objective: 1.1

Influence state and federal decision makers to enact policies and funding solutions supporting, expanding, developing, and advancing public transit.

ACTIONS/TACTICS		TIMELINE			LEAD	SUPPORT	RESOURCES ALLOCATED
		Short 0-2 yrs	Med 2-5 yrs	Long 5+ yrs			
1.1a	Leseritaque velenecus, explabor antiunt quiatur alibusdam quia						
1.1b	Etur adipsundi tem quiam eiciur, quod molum hiligna tiatis nosaerchicia						
1.1c	Sed minvel incias dipsani hilisci liquam, etur adipsundi tem						
1.1d	Expersp erupta num quas estore excestrum suntem quate lanis ex enet						

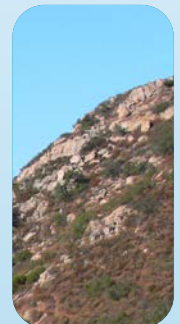


SWEETWATER AUTHORITY

STRATEGIC PLAN



2022





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STRATEGIC PLAN 2022

GOVERNING BOARD

ALEJANDRA SOTELO-SOLIS, CHAIR

PAULINA MARTINEZ-PEREZ, VICE CHAIR

JOSIE CALDERON-SCOTT

STEVE CASTANEDA

HECTOR MARTINEZ

JOSE PRECIADO

MONA RIOS

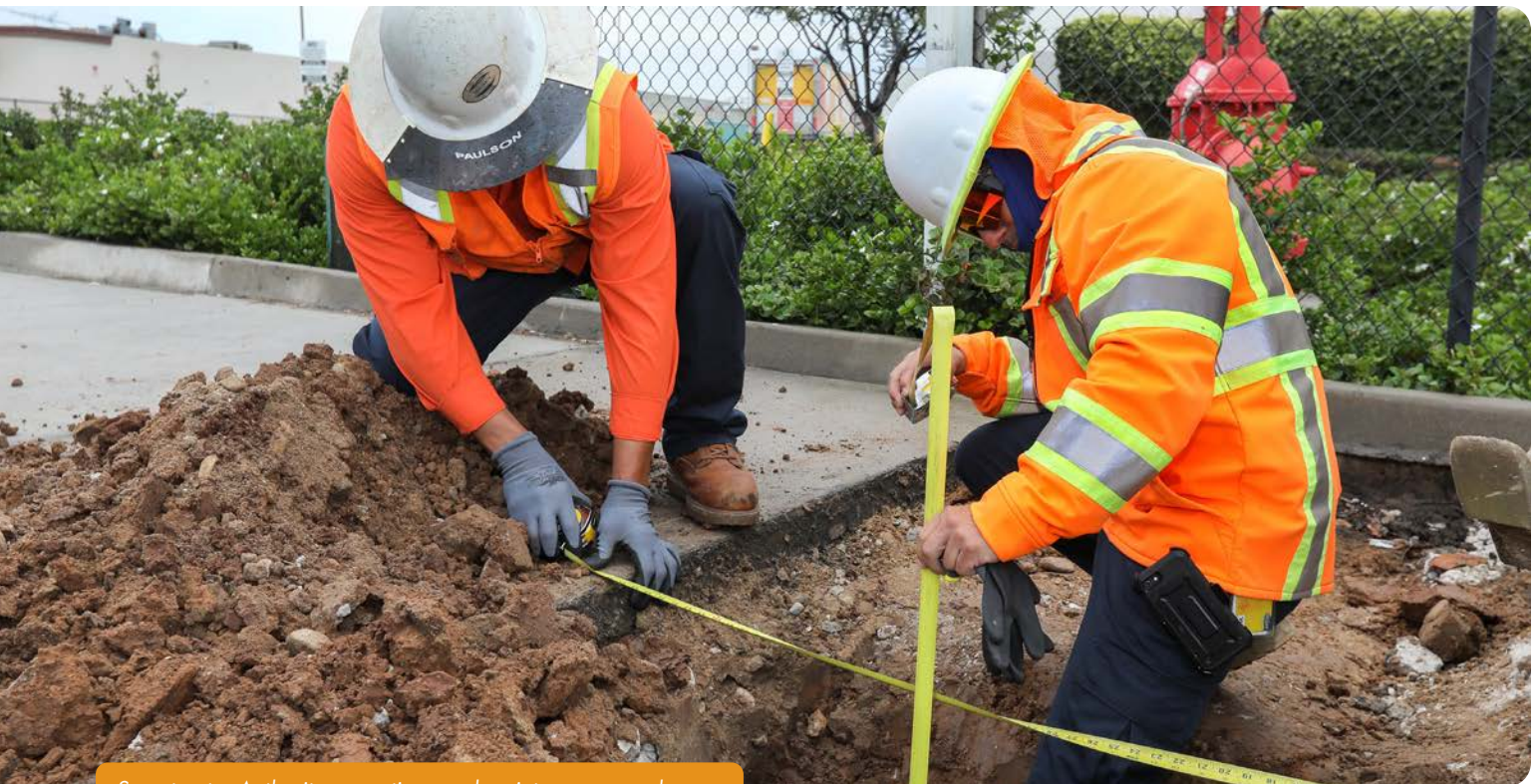
MANAGEMENT

CARLOS QUINTERO,
GENERAL MANAGER

JENNIFER H. SABINE,
ASSISTANT GENERAL MANAGER



INTRODUCTION



Sweetwater Authority operations and maintenance employees

OVERVIEW OF SWEETWATER AUTHORITY

Sweetwater Authority (Authority) provides safe, reliable water service to approximately 200,000 people across a 36-square mile area in the South Bay region of San Diego County, California. The Authority's customers are located in the unincorporated community of Bonita, the City of National City, and the western and central portions of the City of Chula Vista. This includes residential, business, government and industrial water users, in an area covering more than 20,480 acres.

The Authority is a special district, joint powers water agency, with policies and procedures established by a seven-member Governing Board of Directors. Five directors are elected by the citizens of the South Bay Irrigation District (SBID) and two directors are appointed by the Mayor of National City, subject to City Council confirmation.

A BRIEF HISTORY

The elements of the Authority's water sources and delivery system are rooted in a long history. In May 1869, the Kimball Brothers Water Company began service to 35 local residents with water drawn from wells and the Sweetwater River, followed by construction of the Sweetwater Dam and Reservoir in 1888. Significant population growth and urban development over the decades led to expansion of the system. Yet, as a privately-held entity, infrastructure maintenance and replacement favored maximizing profits rather than supporting the long-term integrity of the system.

Formed as a public agency in 1972, the Authority operated as a financing vehicle to enable public acquisition of the water system from the California American Water Company. In 1977, the Authority began operating the water utility with 56 employees and a new focus on maintaining and strengthening the integrity of the water treatment and distribution system, including hundreds of miles of original (1888) pipe. At that time, a public vote approved authorization of bonds, the SBID purchased the system,

and the Authority began operating the water utility with a commitment to retire the SBID debt and assume ownership. In 1990, the Authority financed and assumed ownership of the SBID water system by issuing revenue bonds.

Since taking over operations in 1977, the Authority reduced water main leaks from over 200 per year to less than 10 per year, improved water pressure, and developed new and unique local water supplies and supporting facilities. The Authority and its customers reap the benefits of local supply, with local water sources contributing 45 to 100 percent of the Authority's annual water demands. Local surface water supply is highly variable depending on the amount of runoff from precipitation. Today, with a contingent of 136 employees, the Authority is empowered to acquire, own, operate, manage, maintain and improve its pioneering water system.

SERVICE AREA PROFILE

The Authority's service area enjoys mild temperatures year-round with a characteristically semi-arid Mediterranean climate along the coast. The majority of the service area is within two miles of the San Diego Bay, including the City of National City and the western and central portions of the City of Chula Vista. The Bonita area and the Authority's two reservoirs are located farther inland, and experience slightly hotter summers and colder winters. More than 80 percent of the region's rainfall occurs from December through March, with an average annual rainfall of 11.3 inches at the Sweetwater Reservoir.

The Authority engages in significant strategic and master planning efforts to ensure adequate water supply to meet the demands of its 200,000+ customers. While conservation efforts have reduced water demand since its peak in 2000, the population of the service area is expected to grow 16% by 2045. The Authority is prepared to meet these demands so that future generations have the water they need to support their community, economy and health for decades to come.

Much of this growth is planned to occur in redeveloped urban core areas of Chula Vista and National City, converting predominantly commercial and retail uses to mixed-use and residential uses. Additionally, the vacant Chula Vista Bayfront is planned to become newly developed. Overall, while this growth will increase water demands, higher efficiency buildings and water-delivery elements (e.g., low-flow fixtures and landscaping) are projected to reduce per capita water usage, in an effort to minimize the impact of future demands.



WATER SUPPLY SOURCES

The Authority's diversity of water supply sources and proportion of local resources provides it with a greater degree of local control for an agency of its size in Southern California. A range of sources contribute to the local supply of water.

Sweetwater River

The Sweetwater River delivers the majority of the Authority's water, when local supplies are available, via the 230-square mile watershed stretching from the Cleveland National Forest in the east to the San Diego Bay.

Sweetwater Reservoir

Located in Spring Valley, Sweetwater Reservoir has a capacity of 28,079 acre-feet. At the time of its completion in 1888, Sweetwater Dam was the country's largest masonry arch dam. In recent decades, frequent safety inspections have identified opportunities to strengthen the dam's integrity and lifespan. The Authority will be constructing improvements to the dam to safely direct water and prevent erosion during extreme weather events. While the reservoir area offers riding and hiking trails, and shoreline fishing to the public, critical animal and plant species are also preserved through a habitat management program.

Loveland Reservoir

Loveland Reservoir, near Alpine, has a capacity of 25,400 acre-feet. Its dam, completed in 1945, is 203 feet high and 765 feet wide. Loveland Reservoir serves as a holding area for water which can be transferred to the Sweetwater Reservoir. Additionally, public fishing access is provided at the seven days a week and free of charge. Combined, the Authority's two reservoirs (when full) can store 17 billion gallons of water, enough to supply the Authority's customers for about 24 months.

Groundwater

Groundwater is pumped from the San Diego Formation at two locations. One is the National City Wells consisting of three wells that have produced an annual average of 1,810 acre-feet since 1954. The second location is the Richard A. Reynolds Groundwater Desalination Facility (Reynolds Facility) consisting of eleven wells that have produced an annual average of approximately 7,200 acre-feet since 2018, with the most recent fiscal year production being nearly 7,000 acre-feet. The Authority can pump and treat a combined total of nearly 10 million gallons of drinking water per day from this groundwater aquifer.

Sweetwater Authority Watershed & Facilities

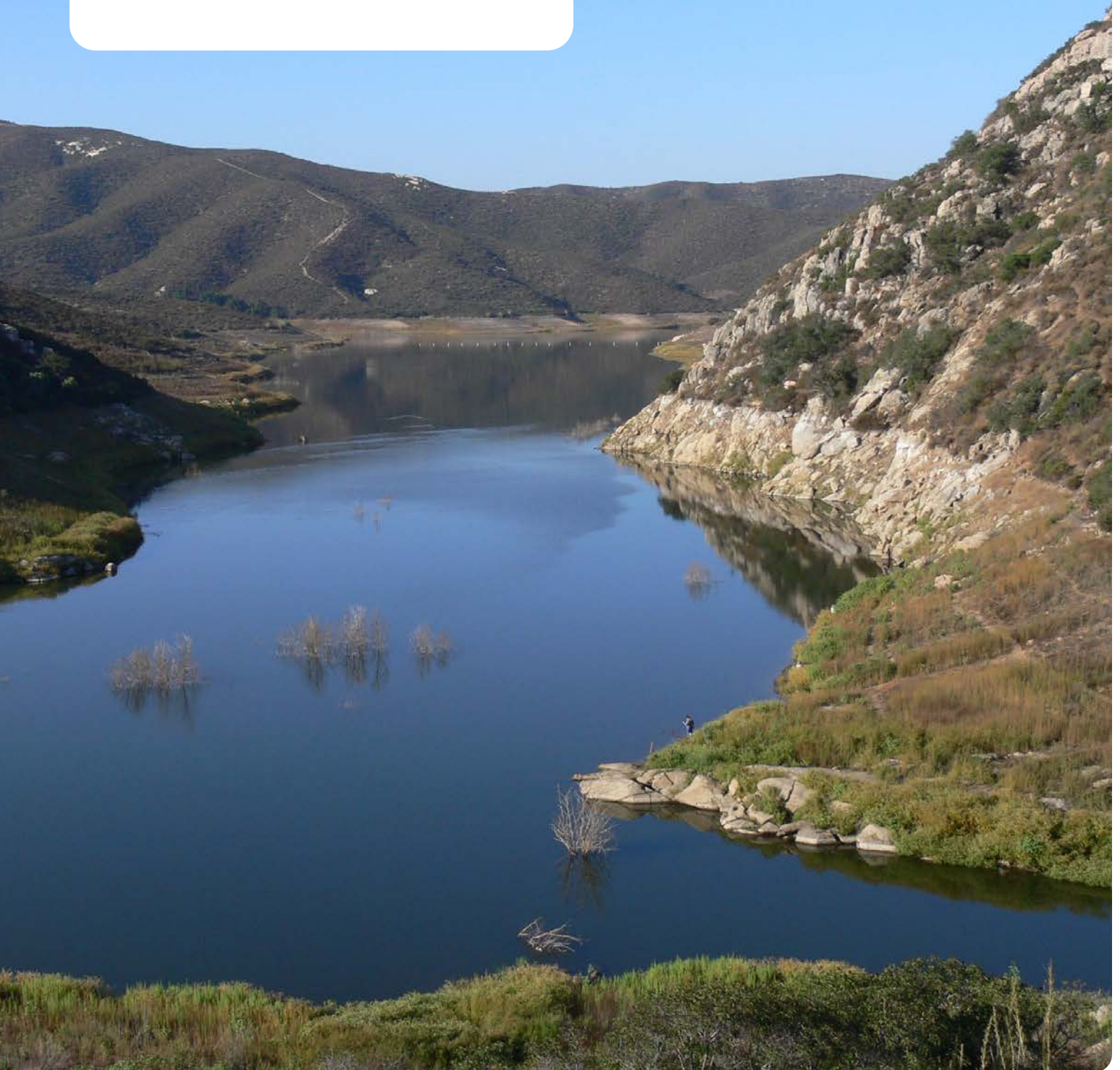


Illustration of the 230-square mile Sweetwater River Watershed

Imported Water

When local supply is not enough to meet customer demand, the Authority must buy imported water from the regional wholesaler, the San Diego County Water Authority. Imported water is transported by massive aqueduct systems from the Colorado River, 242 miles away, or the State Water Project, which carries water about 700 miles from the Sierra-Nevada Mountains through the Sacramento-San Joaquin Bay Delta. The amount of imported water varies due to local rainfall, with higher than average amount resulting in no imported water needed. Comparatively, under normal conditions, most of the rest of San Diego County receives about 80 percent of its water from imported sources.

The Sweetwater River delivers water via the 230-square mile watershed stretching from the Cleveland National Forest in the east to the San Diego Bay.



FACILITIES

In addition to owning the Sweetwater and Loveland Reservoirs, the Authority owns and operates facilities and infrastructure that support the water pumping, treatment and delivery processes.

Robert A. Perdue Water Treatment Plant

Located at the Sweetwater Reservoir in Spring Valley, the Robert A. Perdue Treatment Plant (Perdue Plant) can process 30 million gallons of water each day. The four-step cleaning process purifies water from the reservoir or from the untreated CWA aqueduct to meet state and federal requirements for potable water. The Perdue Plant includes four filters, chemical storage and feed equipment, pretreatment facilities, and a 10 million-gallon reservoir that serves as clearwell storage and the point of delivery into the Authority's 394 miles of pipelines.

Richard A. Reynolds Groundwater Desalination Facility

Completed in 1999, the Reynolds Facility treats "brackish," or saline, groundwater, producing up to five million gallons of drinking water per day from the San Diego Formation. This facility uses reverse osmosis technology to remove dissolved salts and microscopic particles, coupled with additional treatments to remove iron and manganese and ensure disinfection. In 2017, the Authority expanded of the Reynolds Facility to add an additional five millions gallons per day (MGD) of production capacity. The project included the drilling of five new brackish groundwater wells, then connecting the wells to 19,700 feet of new pipeline to convey the groundwater supply to the Reynolds Facility for treatment. The project also included upgrades at the Reynolds Facility to the reverse osmosis system, and a new iron and manganese treatment system, among other system upgrades.

Urban Runoff Diversion System

Located adjacent to the Sweetwater Reservoir, the Urban Runoff Diversion System (URDS) captures first flush storm flows and low flow runoff before the water enters the reservoir. Depending upon the quality of the runoff water, the system will route the water into the reservoir for treatment at the Perdue Plant, or around Sweetwater Dam and into the Sweetwater River. This system provides the Authority with a high level of control of the reservoir's water quality, facilitating a more consistent, predictable, and cost-effective treatment process. In an average year, the system removes 334 tons of salts that would have otherwise been sent to Sweetwater Reservoir and recharges 45 million gallons of water to the lower river basin.

National City Wells

The National City Wells consist of three wells that extract freshwater from an underground aquifer. The Authority has produced an average of 1,900 AF per year (AFY) from the National City Wells between 2010 and 2020. The Authority is currently in process of adding an Iron and Manganese Removal facility to these wells to improve water quality.

Storage and Distribution

The Authority manages and maintains an extensive storage and distribution system, including the following components:

- Storage tanks: 21 tanks accommodate 43.5 million gallons of treated water, including a major buried reservoir with a capacity of 18 million gallons
- Pumping stations: 23 pumping stations including four hydro pump stations with a total capacity of 36,000 gallons per minute
- Pipeline: 394 miles with sizes ranging from 2-inch to 48-inch in diameter
- Service connections: 34,836
- Valves: 6,000
- Public fire hydrants: 2,654



Loveland Dam

FUTURE PROJECTS

To ensure a reliable water supply for the future, including sustaining the current infrastructure, the Authority has several planned major Capital Improvement Projects as follows:

- Assure Sweetwater Dam can safely pass the Probable Maximum Flood and comply with any potential additional DSOD requirements as they pertain to Sweetwater Dam
- Replace the valves on the outlet works conduit of Loveland Dam and replace the stairway that provides access to the valve house
- Install an iron and manganese removal system at the National City Wells Facility
- Install an aeration/destratification system in Sweetwater Reservoir
- Construct the Central-Wheeler Tank and related system improvements
- Replace the clearwell effluent meter at the Perdue Plant
- Replace/install the highest priority pipelines identified in the 2020 Water Distribution System Master Plan



STRATEGIC PLANNING PROCESS



Richard A. Reynolds Desalination Facility



Sweetwater Authority Administration Building

As directed by the Governing Board, the process for developing the 2022 Strategic Plan focused on reviewing and updating the framework from the 2017 Strategic Plan, which served the Authority well in guiding decision-making and providing adequate flexibility to address unforeseen circumstances. The concise yet thorough process to develop the 2022 Strategic Plan included the following:

- Citizen Advisory Committee (CAC) Interviews: Each CAC member participated in a one-on-one interview to share their perspectives on the Authority's strengths, key issues and challenges, opportunities, and priorities for the future.
- Department Heads Strategy Session: The General Manager, Assistant General Manager and department heads convened in a strategy session to review accomplishments, key issues, and potential updates to the strategic framework for the Governing Board's consideration.
- Governing Board: In a special public workshop the Governing Board received a report of outcomes from the CAC interviews and Department Heads Strategy Session, and identified additional accomplishments and key issues. The Governing Board also directed the General Manager on specific revisions to the strategic framework, including vision, values and objectives.



STRATEGIC ISSUES



Water Quality Lab

The Authority strategic planning participants identified the major issues and challenges which must be addressed in light of current and projected future environmental and economic conditions.

ENSURING A RELIABLE WATER SUPPLY

Water supply and reliability continue to be one of the Authority's top priorities. Impacts from climatic conditions, environmental constraints, and statewide water supply constraints and regulations are growing and require close attention and preparation. Similarly, reduced usage and drought restrictions can burden the water quality and distribution system. Innovative measures to reduce water demand will also need to be considered including: stormwater capture and treatment, water-saving landscapes, and recycled water, among others.

MAINTAINING FAIR AND AFFORDABLE WATER RATES FOR ALL CUSTOMERS

Residential and business customers alike demand that the Authority deliver water in a highly efficient and cost effective manner. All customers want to know that the rates they are being charged are fair and reasonable based on their usage and prevailing market conditions. Low income households are especially at risk.

UPGRADING MAJOR INFRASTRUCTURE

System reliability is supported by well-maintained, secure infrastructure. Major upgrades to Sweetwater and Loveland dams and on-going maintenance are necessary to prevent system failures. Inter-governmental coordination and cooperation will be necessary to implement these improvements.

MAINTAINING LONG-TERM FINANCIAL HEALTH

While the Authority has consistently maintained financial health, water supply costs and revenue levels do fluctuate and strain financial stability. The Authority must continue to plan ahead and explore new ways to ensure sufficient capital and operating revenues and reserves to cover all anticipated and unanticipated future costs.

INCREASING COMMUNITY AWARENESS AND UNDERSTANDING OF OUR WATER DELIVERY SYSTEM

Customers and community partners need to know where their water comes from, how the system works, and how revenues and billing rates support the system. The Authority must continue to provide information on how the water delivery system functions so that ratepayers are kept abreast of the issues and trade-offs the Authority is likely to face in the future.

DEVELOPING AND RECRUITING A TRAINED WORKFORCE

With half of the current workforce eligible for retirement within five years, the Authority must implement measures to ensure that experienced and capable staff members are always in place. Initiatives for recruiting new staff, developing skills, enhancing adaptability, and retaining staff must be linked to operational needs and continued innovation, effectiveness and efficiency. New efforts with local education and workforce development partners should be explored to develop skills and provide job opportunities to those living in or near the Authority's service area.

LEVERAGING SWEETWATER FACILITIES TO MAXIMIZE COMMUNITY BENEFITS

The lands and spaces within the watershed are desirable and valuable to the broader region for many reasons. Expanding recreation uses and public access within

certain Sweetwater facilities could support community recreational needs and build public appreciation for the watershed's importance as a critical resource. Mining sand from reservoirs could increase water storage capacity and be a potential revenue source for the Authority. However, expanded use of these facilities cannot compromise water quality, water system reliability, safety and security.

EXPANDING COMMUNITY ENGAGEMENT PROGRAMS

From water quality to billing rates to conservation, there are diverse issues and information needs across the Authority's customer base. With the Citizens Advisory Committee now in place and additional engagement methods available, the Authority can be more proactive in reaching specific audiences to address their needs and provide direct assistance. This is particularly important from an equity perspective in reaching a sizable portion of the service area that is low income and may not have easy access to the Authority's traditional communication methods.

BEING STEWARDS OF THE ENVIRONMENT

The Authority is responsible for managing critical natural resources. As climatic conditions and environmental regulations continue to evolve, the Authority's management of habitats, conservation measures, groundwater resources, and greenhouse gas emissions will become more critical. Maintaining strong working relationships with resource compliance agencies will increase the Authority's ability to effectively balance the needs of the water system with environmental resource protection.



STRATEGIC PLAN FRAMEWORK



Solar panels at Richard A. Reynolds Desalination Facility.

OVERVIEW

The Strategic Plan provides decision-making guidance for the Authority. It provides the over-arching organizational structure for the Authority in tracking and advancing policies, plans, and programs, to reflect a disciplined effort in making fundamental decisions for a rational course of action.

The Strategic Plan identifies its mission statement, vision statement, values, guiding principles, goals, objectives, and performance measures. Together, these elements are necessary for continued success in Authority operations and management of its resources and assets. The Strategic Plan Framework diagram at the end of this chapter illustrates the relationship among the Strategic Plan elements.

MISSION STATEMENT

The Mission statement describes the Authority's fundamental purpose, reason for existence, and primary roles and functions.

The mission of Sweetwater Authority is to provide its current and future customers with a safe and reliable water supply through the use of the best available technology, sound management practices, public participation and a balanced approach to human and environmental needs.

VISION STATEMENT

The Vision statement describes the Authority's desired future condition.

Sweetwater Authority will remain a premier water agency. We partner with the public and private sectors to maximize value for our rate payers. Our water system infrastructure is innovative, yet functional, practical, and cost-effective. We provide a reliable and sustainable source of water. We consistently deliver industry-leading service to our customers.

VALUES

Values are shared beliefs that reflect what the Authority considers significant or important.

- Stewardship: We produce quality water and care for natural and social environments
- Respect: We conduct our work with respect for our customers, our partners, the environment, and each other
- Excellence: We strive to meet or exceed the highest professional standards in all that we do
- Teamwork: We work together and with community partners to provide the best possible service to our customers
- Creativity: We pursue innovative, yet practical solutions to address challenges
- Integrity: We are ethical in everything we do
- Honesty: Our activities and decisions are transparent
- Equity: We respect the broad range of backgrounds, perspectives, and needs represented by our community and employees

GUIDING PRINCIPLES

Guiding Principles are the rules of conduct that guide day-to-day operations and decision-making.

- Put the customer first
- Be flexible, responding proactively to challenges and opportunities
- Design cost-effective solutions
- Operate with openness and authenticity
- Be fiscally responsible in decisions

- Be accountable to our customers for our actions
- Be a model agency for innovation and results

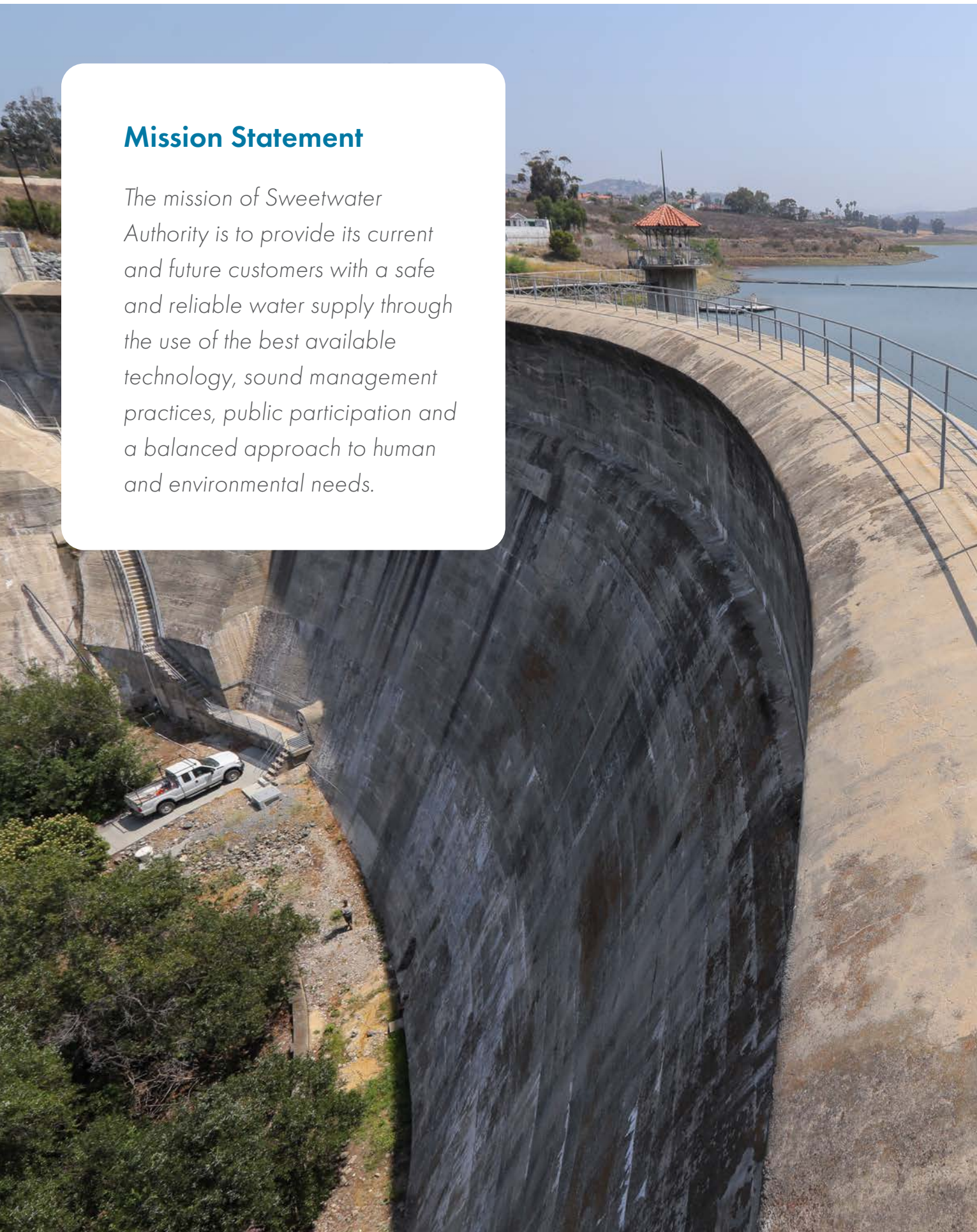
GOALS AND OBJECTIVES

Goals are statements of long-term direction and intent, each of which includes objectives that are specific results describing an end product and completion date. The Authority's strategic planning focuses on seven goal areas that provide direction for achieving the Vision and Mission. Objectives and detailed actions are identified for each goal area.

- Water Quality: Provide high quality water that meets regulatory requirements
- System and Water Supply Reliability: Achieve an uninterrupted, long-term water supply through investment, maintenance and innovation and developing local water resources
- Financial Viability: Ensure long-term financial viability of the agency through best practices, operational efficiency, and maximizing assets
- Customer Service, Citizen Engagement and Community Relations: Provide high-quality customer service based on customer feedback and serve the community through education, outreach, and partnerships
- Workforce Development and Constructive Labor Relations: Attract, retain and develop a highly-skilled, adaptable workforce; equip employees to effectively and safely perform their jobs and prepare for career advancement; and promote constructive labor relations
- Administrative Effectiveness: Provide efficient and effective administrative systems and procedures in accordance with best management practices
- Environmental Stewardship: Provide core services while maintaining a balanced approach to human and environmental needs

Mission Statement

The mission of Sweetwater Authority is to provide its current and future customers with a safe and reliable water supply through the use of the best available technology, sound management practices, public participation and a balanced approach to human and environmental needs.



PERFORMANCE MEASURES

Performance Measures are the basis for assessing progress toward achieving the Authority's goals. While the Authority measures performance at a detailed level within each of its departments and for each employee, the following measures provide an over-arching perspective related to the Authority's mission.

Water Quality: Provide high quality water that meets regulatory requirements.

Water quality measures are linked to federal, state, and other water quality standards and include:

- Regulatory compliance for turbidity and disinfection
- Taste and odor
- Public notifications

The Authority strives to meet regulatory standards in a cost-effective and efficient manner.

System and Water Supply Reliability: Achieve an uninterrupted, long-term water supply through investment, maintenance and innovation and developing local water resources.

The following measures focus on maintaining a constant flow of water to the Authority's ratepayers:

- Infrastructure integrity (leaks)
- System up time
- Adequate pressure under fire flow conditions

In addition to normal conditions, the Authority applies these measures to unforeseen circumstances beyond its control and emergency conditions, when possible.

Financial Viability: Ensure long-term financial viability of the agency through best practices, operational efficiency, and maximizing assets.

Sound financial management is a high priority for the Governing Board. The Authority ensures near- and long-term financial health for informed and prudent decision-making, operational effectiveness and efficiency, and key performance measures by maintaining:

- Fiscal solvency (balanced budget)
- Reserve funds
- Local Purchasing
- Nonrevenue water loss

Customer Service, Citizen Engagement and Community Relations: Provide high-quality customer service based on customer feedback and serve the community through education, outreach, and partnerships.

Serving customers with a wide range of service needs and expectations requires the Authority to solicit customer feedback through many methods. Developing expanded customer feedback measures and methods will ensure the Authority responds to customers, including the following.

- Customer contact data
- Customer payment data
- Billing accuracy

Workforce Development and Constructive Labor

Relations: Attract, retain and develop a highly-skilled, adaptable workforce; equip employees to effectively and safely perform their jobs and prepare for career advancement; and promote constructive labor relations.

Staff development efforts must expand the Authority's overall skill base, leadership capacity, and safety, meeting or exceeding state and federal regulatory standards as measured by:

- Certifications

- Accident/injury rate
- Training hours per employee

Administrative Effectiveness: Provide efficient and effective administrative systems and procedures in accordance with best management practices.

Key performance measures of administrative effectiveness include:

- Organizational best practices benchmark
- Strategic Plan implementation
- Staffing efficiency

Environmental Stewardship: Provide core services while maintaining a balanced approach to human and environmental needs.

Key performance measures of environmental stewardship include:

- Triple Bottom Line (an indication of a utility's sustainability efforts)

- Resource usage (energy and water)
- Water efficiency incentives and rebates issued
- Water reduction and management efforts

The Strategic Plan provides the Authority's overall guidance in implementing its mission and achieving its vision, which are the overarching measures of the Authority's effectiveness.

PERFORMANCE MONITORING AND REPORTING

The performance measures described above provide a framework for the Authority to monitor and report on its performance. Performance monitoring will take place in the form of:

- Quarterly Performance Measurement Reports: Progress on the performance measures and results achieved will be documented and reported in quarterly reports prepared by the Authority's Management Team.



Sweetwater Dam

STRATEGIC PLAN FRAMEWORK

MISSION

The mission of Sweetwater Authority is to provide its current and future customers with a safe and reliable water supply through the use of the best available technology, sound management practices, public participation and a balanced approach to human and environmental needs.

VISION

Sweetwater Authority will remain a premier water agency. We partner with the public and private sectors to maximize value for our rate payers. Our water system infrastructure is innovative, yet functional, practical, and cost-effective. We provide a reliable and sustainable source of water. We consistently deliver industry-leading service to our customers.

VALUES

STEWARDSHIP

RESPECT

EXCELLENCE

TEAMWORK

INTEGRITY

HONESTY

CREATIVITY

EQUITY

GUIDING PRINCIPLES

Put the customer first.

Be flexible responding proactively to challenges & opportunities.

Design cost-effective solutions.

Operate with openness & authenticity.

Be fiscally responsible in decisions.

Be accountable to our customers for our actions.

Be a model agency for innovation & results.

GOALS

WATER QUALITY

SYSTEM & WATER SUPPLY RELIABILITY

FINANCIAL VIABILITY

CUSTOMER SERVICE, CITIZEN ENGAGEMENT & COMM. RELATIONS

WORKFORCE DEVELOPMENT & CONSTRUCTIVE LABOR RELATIONS

ADMINISTRATIVE EFFECTIVENESS

ENVIRONMENTAL STEWARDSHIP

PERFORMANCE MEASURES

Regulatory compliance for turbidity & disinfection

Taste & odor

Public notifications

See Page 25

Infrastructure integrity (leaks)

System up time

Adequate pressure under fire flow conditions

See Pages 26 & 27

Fiscal solvency (balanced budget)

Reserve funds

Local purchase

Nonrevenue water loss

See Page 28

Customer contact data

Customer payment data

Billing accuracy

See Page 29

Certifications

Accident/injury rate

Training hours per employee

See Page 30

Strategic plan implementation

Staffing efficiency

Organizational best practices

See Page 31

Triple bottom line

Resource usage

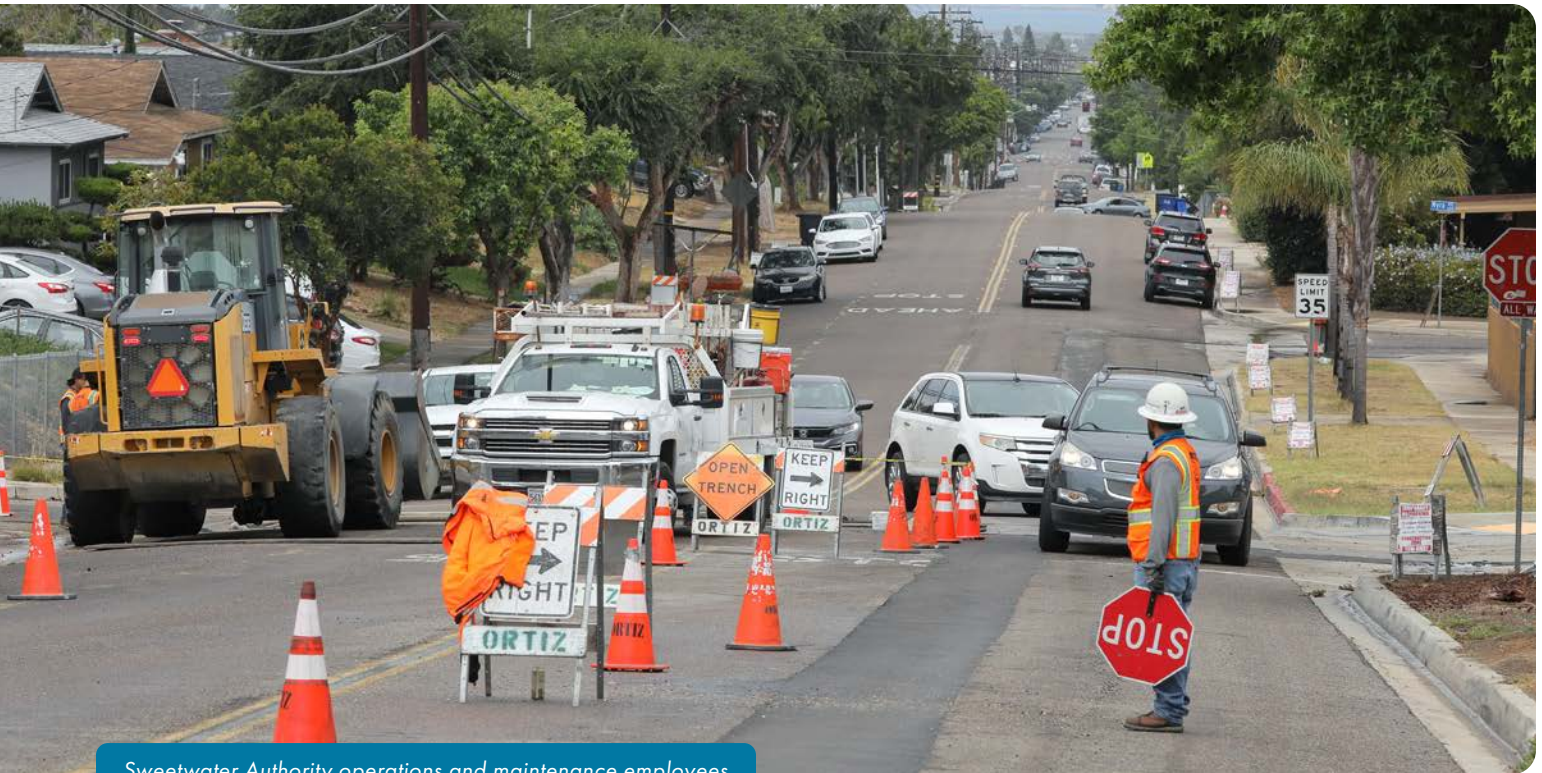
Water efficiency incentives & rebates issued

Water reduction & management efforts

See Page 32



GOALS AND OBJECTIVES



Sweetwater Authority operations and maintenance employees

GOALS AND OBJECTIVES

The following section describes each of the seven goal areas and their related objectives. Detailed Work Plans, produced annually, provide the specific activities required to implement the goals and objectives.

The goals are:

GOAL #1 WATER QUALITY

Provide high quality water that meets regulatory requirements.

GOAL #2 SYSTEM AND WATER SUPPLY RELIABILITY

Achieve an uninterrupted, long-term water supply through investment, maintenance and innovation and developing local water resources.

GOAL #3 FINANCIAL VIABILITY

Ensure long-term financial viability of the agency through best practices, operational efficiency, and maximizing assets.

GOAL #4 CUSTOMER SERVICE, CITIZEN ENGAGEMENT AND COMMUNITY RELATIONS

Provide high-quality customer service based on customer feedback and serve the community through education, outreach, and partnerships.

GOAL #5 WORKFORCE DEVELOPMENT AND CONSTRUCTIVE LABOR RELATIONS

Attract, retain and develop a highly-skilled, adaptable workforce; equip employees to effectively and safely perform their jobs and prepare for career advancement; and promote constructive labor relations.

GOAL #6 ADMINISTRATIVE EFFECTIVENESS

Provide efficient and effective administrative systems and procedures in accordance with best management practices.

GOAL #7 ENVIRONMENTAL STEWARDSHIP

Provide core services while maintaining a balanced approach to human and environmental needs.

GOAL #1 WATER QUALITY (WQ)

Provide high quality water that meets regulatory requirements.

Department	Action Steps	Topic
Water Quality	Objective WQ1 (2012): Meet all primary and secondary water quality standards (Source: EPA National Primary Drinking Water Regulation Secondary Standards)	Water Quality
Water Quality	Objective WQ2 (2012): Maintain water quality in distribution system through a systematic and programmed flushing program, utilizing no-discharge technology (Source: AWWA Partnership for Safe Drinking Water)	Distribution-Flushing
Water Quality	Objective WQ3 (2012): Track development and manage watershed activities for the beneficial use of the Authority operations and protection of environmental resources (Source: Cal. Administrative Code, Title 22; Sweetwater Authority Board Resolution 84-8)	Watershed Protection
Admin Services	Objective WQ4 (2018): Administer the Authority's Standard Specifications Section 17 Cross-Connection and Backflow Prevention Ordinance to protect the public water supply from contamination (Source: Cal. Administrative Code, Title 17; Cal. Safe Drinking Water Act; AWWA)	Cross Contamination and Backflow Prevention
Water Quality	Objective WQ5 (2012): Maintain and improve the Supervisory Control and Data Acquisition (SCADA) system for all treatment and distribution facilities in accordance with the SCADA Master Plan	SCADA
Water Quality	Objective WQ6 (2019): Ensure long-term sustainable health of Sweetwater Reservoir	Reservoir Maintenance
Water Quality	Objective WQ7 (2021): Implement process and water treatment improvements to enhance water quality (e.g., taste, color, odor)	Taste, Color, Odor
Water Quality	Objective WQ8 (2020): Bring Laboratory Quality Systems, SOPs and Policies and Procedures in compliance with the NELAC Institute (TNI) Accreditation Standards, which are being adopted by SWRCB-DDW (Compliance required by January 1, 2024)	Laboratory Standards

GOAL #2 SYSTEM AND WATER SUPPLY RELIABILITY (SR)

Achieve an uninterrupted, long-term water supply through investment, maintenance, innovation and developing local water resources.

Department	Action Steps	Topic
Engineering	Objective SR1 (2012): Implement the current Water Distribution Master Plan to include: pipeline replacements; new pipelines for capacity, reliability and redundancy; additional water storage capacity in deficient zones; and additional valve installation (Source: 2020 Water Distribution Master Plan)	Distribution-Pipelines
Engineering	Objective SR2 (2012): Minimize corrosion and extend service life by providing appropriate cathodic protection for metallic mains and steel storage tanks (Source: 2020 Water Distribution Master Plan)	Cathodic Protection
Distribution	Objective SR3 (2012): Develop and implement specific infrastructure preventive maintenance programs that ensure all transmission and distribution system appurtenances are functional and effective	Preventative Maintenance Programs
Distribution	Objective SR4 (2012): Maintain and replace fleet vehicles and equipment in accordance with manufacturers' recognized standards and practices, and the Board-approved Green Fleet Plan and Vehicle and Equipment Replacement Assessment Policy	Fleet Maintenance
Engineering	Objective SR5 (2012): Maintain Sweetwater Authority Dams in compliance with requirements of Division of Safety of Dams (DSOD) and other necessary improvements to ensure the integrity and reliability of the infrastructure	Dam Safety
Engineering	Objective SR6 (2012): Review street improvement plans submitted by Chula Vista, National City, and County of San Diego to identify potential conflicts with Authority facilities and develop cost-effective modifications/relocations to address conflicts (Source: 1953 Agreement with City of Chula Vista; 1962 Agreement with County of SD; National City incorporated prior to Kimball Bros. Easement)	Public Development
Engineering	Objective SR7 (2012) : Review proposed development plans and install necessary infrastructure to ensure the facilities meet the required demand, achieve code compliance, avoid cross-connections, and have minimal-to-zero financial impacts to the Authority's ratepayers (Authority Policies and Rates and Rules)	Private Development
Administrative Services (Programs)	Objective SR8 (2014): Provide adequate security to safeguard Authority property and infrastructure against theft, damage, illegal entry, vandalism, abuse, terrorism, cyberthreats and contamination; and to protect Authority personnel during the course of their duties (Source: Various projects as identified in Departmental Work Plans and annual budget)	Security/Safety

GOAL #2 SYSTEM AND WATER SUPPLY RELIABILITY (SR) - CONTINUED

Achieve an uninterrupted, long-term water supply through investment, maintenance, innovation and developing local water resources.

Department	Action Steps	Topic
All	Objective SR9 (2014): Cost-effectively maintain facilities and infrastructure to optimize their useful life and performance. (Source: Various projects as identified in Departmental Work Plans and annual budget)	Infrastructure Maintenance
Engineering	Objective SR10 (2014): Inspect and maintain the Authority's easements throughout the service area to ensure access and minimize negative impacts to water system facilities	Easements
Management/ Engineering	Objective SR11 (2018): Ensure future reliability of cost-effective water supplies, by exploring options for new water sources including but not limited to: conservation, recycled water, potable reuse, stormwater retention, and groundwater/desalination	Water Supply/ Sources
Water Quality/ Engineering	Objective SR12 (2016): Develop and Implement Comprehensive Property Operations and Maintenance Plan for Sweetwater and Loveland Reservoirs and other Authority properties and obtain permits from Regulatory Agencies in order to allow the Authority greater certainty in the operations of its assets including water transfers between Loveland and Sweetwater reservoirs (see also ES6)	Operational Regulatory Requirements

GOAL #3 FINANCIAL VIABILITY (FV)

Ensure long-term financial viability of the agency through best practices, operational efficiency, and maximizing assets.

Department	Action Steps	Topic
All	Objective FV1 (2012): Implement short-term (i.e., annual) and long-term (i.e., five-year) financial plans that demonstrate continued financial sustainability for the Authority, operate cost-effectively, and guide rate setting decision-making.	Budget
Finance	Objective FV2 (NEW!): Develop a rate structure that covers the costs to provide safe and reliability water to Authority customers, meets all legal requirements, promotes water conservation, and fairly apportions cost centers to meter and commodity prices; utilize a rate stabilization reserve to regulate cost impacts associated with fluctuating water supplies	Rate Structure
Management	Objective FV3 (2012): Develop strategies at both the State and Federal levels to identify and pursue grant funds for high priority projects and programs and advocate for legislative priorities	Gov't Affairs
Administrative Services	Objective FV4 (2012): Conduct a program to replace water meters at the point a meter becomes operationally inefficient based on industry standards. (Source: AWWA M6 Manual: Water Meters- Selection, Installation, Testing, and Maintenance)	Meters
Administration	Objective FV5 (2012): Implement nonrevenue water program to maximize beneficial and authorized use of water and minimize wasteful and unauthorized loss (Source: California Water Audits and Water Loss Control Reporting regulations)	Nonrevenue Water
Management	Objective FV6 (2019): Explore innovative opportunities for leveraging Authority assets (e.g., reservoirs, property) to reduce financial burden on Authority ratepayers	Leverage Assets

GOAL #4 CUSTOMER SERVICE, CITIZEN ENGAGEMENT AND COMMUNITY RELATIONS (CS)

Provide high-quality customer service based on customer feedback and serve the community through education, outreach, and partnerships.

Department	Action Steps	Topic
Administration	Objective CS1 (2012): Develop an outreach program that includes a multi-faceted approach to communications and customer outreach- including, but not limited to, press releases, web-based communications, social media, community presentations, community events, educational opportunities, and periodically surveying customer opinion	Outreach
Administration	Objective CS2 (2012): Continue to evaluate implementation of automated meter reading and new tools for customer access to water use data, considering advancements in technology and financial feasibility	AMI
Engineering	Objective CS3 (2019): Explore and implement process improvements to better serve developer customers.	Developer Customers
Finance	Objective CS4 (2020): Facilitate procurement opportunities for local, small, and disadvantaged businesses in the community	Administration - Local Business
Various	Objective CS5 (2021): Implement projects to improve the appearance of Authority facilities	Facility Appearance
Administration	Objective CS6 (2017): Develop programs to facilitate payment of water bills for customers	Customer Payments
Management	Objective CS7 (NEW!): Promote citizen engagement and operational improvements/efficiencies through the use of a Citizens Advisory Committee	Citizen Engagement
All	Objective CS8 (NEW!): Support limited recreational activities around Sweetwater Authority reservoirs, such as fishing and trails, that are compatible with Authority operations, protects water quality, and minimizes cost impacts to ratepayers	Recreation Programs
Administration	Objective CS9 (NEW!): Develop marketing and education programs that encourage customers to trust and drink tap water	Drink Tap Water

GOAL #5 WORKFORCE DEVELOPMENT AND CONSTRUCTIVE LABOR RELATIONS (WD)

Attract, retain and develop a highly-skilled, adaptable workforce; Equip employees to effectively and safely perform their jobs and prepare for career advancement; Promote constructive labor relations.

Department	Action Steps	Topic
Administrative Services	Objective WD1 (2012): Achieve professional and regulatory certifications as required by job classifications to perform assigned duties (Source: OSHA, Division of Drinking Water, DMV, and others depending on certification)	Certifications
Administrative Services	Objective WD2 (2012): Identify and implement expanded risk management and safety protocols to reduce experience modification and incident rates at or below industry standards (Source: Joint Powers Insurance Agency; OSHA)	Risk Management
All	Objective WD3 (2014): Properly equip staff to effectively, efficiently, and safely perform their assigned duties (Source: OSHA; Cal-OSHA)	Safety
Management/ Administrative Services	Objective WD4 (2019): Develop programs to attract and retain quality employees, such as an employee life-cycle program, training programs, telecommuting opportunities, employee engagement teams and recognition programs.	Employee Development/ Retention
Management	Objective WD5 (2020): Promote constructive labor relations	Labor Relations
All	Objective WD6 (2021): Promote diversity and inclusion among Authority employees	Diversity and Inclusion
Management/ Administrative Services	Objective WD7 (NEW!): Develop programs and strategies for succession planning and to cultivate the next generational workforce, to include internships, fellowships, mentorships, job fairs, educational programs, job sharing and shadowing, knowledge capture (e.g., SOPs) and partnerships with school districts and community colleges	Succession Planning/ Workforce Development

GOAL #6 ADMINISTRATIVE EFFECTIVENESS (AE)

Provide efficient and effective administrative systems and procedures in accordance with best management practices.

Department	Action Steps	Topic
Administrative Services	Objective AE1 (2012): Maintain a ready state of Emergency preparedness, response, and recovery, capable of effectively responding to emergencies as they arise (Source: America's Water Infrastructure Act of 2018)	Emergency Preparedness
All	Objective AE2 (2017): Conduct master planning of major infrastructure to promote innovation, ensure sustainability, and reliably and effectively plan and allocate Authority resources	Master Planning
Information Systems	Objective AE3 (2021): Implement a document management system to include a Board agenda management system	Records Management
Information Systems	Objective AE4 (NEW!): Maintain the Authority's extensive Information Systems infrastructure and provide technological solutions to efficiently and effectively support staff operations.	Information Systems
Board/ Management	Objective AE5 (NEW!): Form strategic partnerships with other water and municipal agencies and community-based organizations to collaborate and address various water issues throughout the region	Strategic Partnerships

GOAL #7 ENVIRONMENTAL STEWARDSHIP (ES)

Provide core services while maintaining a balanced approach to human and environmental needs.

Department	Action Steps	Topic
Administration	Objective ES1 (2012): Increase conserved water supplies through water efficiency education and assistance programs and outreach efforts, new technology, strategic partnerships with public and private agencies, and developing effective rate setting strategies (Source: State Water Resources Control Board Regulations)	Water Efficiency
Administrative Services	Objective ES2 (NEW!): Develop strategies to achieve carbon neutrality	Energy Efficiency
Distribution	Objective ES3 (2012): Comply with Heavy Equipment Replacement policies from the regulatory agencies (EPA Emissions Standards; CalEPA Air Resources Board Diesel Truck Regulations)	Air Quality
Water Quality	Objective ES4 (2012): Continue to implement the Sweetwater Authority Habitat and Mitigation Preserves, including the Sweetwater Reservoir Habitat Management Plan (HMP) area, the Skelton Habitat Mitigation Area (HMA), and Sweetwater Reservoir Vernal Pool and Otay Tarplant Habitat Conservation Area (HCA). Implement adaptive management recommendations for their continued stewardship, improvement, and compliance, as well as apply identify opportunities for current and future mitigation in support of Authority projects and operations	Habitat Management Program
Engineering	Objective ES5 (2018): Increase knowledge of groundwater basin to ensure sustainable management of groundwater resources and comply with potential future legal requirements for the Coastal Plain of San Diego Groundwater Basin, pertaining to the Sustainable Groundwater Management Act.	Groundwater Management
Water Quality/Engineering	Objective ES6 (2016): Develop and Implement Comprehensive Property Operations and Maintenance Plan for Sweetwater and Loveland Reservoirs and other Authority properties and obtain permits from Regulatory Agencies in order to allow the Authority greater certainty in the operations of its assets including water transfers between Loveland and Sweetwater reservoirs (see also SR12)	Operational Regulatory Requirements
Management	Objective ES7 (2020): Explore acquisition of property within the Sweetwater River Watershed when properties become available for sale for the protection of the watershed and water quality	Land Acquisition
Distribution	Objective ES8 (NEW!): Implement the “Green Fleet Plan” and continue to explore emerging technologies for vehicles and equipment that reduce/eliminate greenhouse gas emissions and meet operational needs.	Green Fleet



PLAN IMPLEMENTATION, MONITORING AND REPORTING



Sweetwater Reservoir and Dam

Implementation of the Strategic Plan is directed by the Authority's General Manager through the Management Team consisting of the Assistant General Manager and Department Heads. The Management Team is responsible for implementing the goals and objectives as shown in Chapter 5- Goals and Objectives.

Each year, the Governing Board holds a public workshop to review the goals and objectives of the Strategic Plan. Following that workshop, staff develops a Detailed Work Plan in conjunction with the development of the Annual Budget. The Detailed Work Plan identifies specific tasks and deadlines for progressing the goals and objectives of the Strategic Plan. The Strategic Plan and corresponding Detailed Work Plan are designed to be highly correlated and integrated with the Annual Budget.

The Governing Board has approved the following reporting mechanisms to demonstrate progress in implementation of the Strategic Plan:

- Quarterly Performance Measures Report – The Quarterly Performance Measure Report provides metrics and benchmarks related to the seven goal areas of the Strategic Plan. When practical, industry

benchmarks are used to show the Authority's position relative to other agencies.

- Detailed Work Plan Status Report – Semi-annually, once at mid-year and once at the close of the fiscal year, staff provides a status report on the Detailed Work Plan, providing updates on each of the tasks identified in the Work Plan and making any necessary adjustments.
- Year-End Annual Performance Report – At the close of the fiscal year, staff provides a comprehensive annual performance report on the Strategic Plan, highlighting achievements from the year and summarizing the performance data reported during the year. This document serves as an outreach and communication tool for the Authority's customers and other stakeholders.

The Strategic Plan is a living document, that is updated as circumstances warrant, but generally no less frequently than every five years to ensure that the plan is current, relevant and meaningful in guiding the Authority's operations.



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