

Proposal to Provide
**Facilitation of a Strategic Plan for
City of Fort Bragg**

Submitted by
Strategy Driver, Inc.

March 21, 2024





STRATEGY DRIVER

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March 21, 2024

City of Fort Bragg
Isaac Whippy, City Manager
416 N. Franklin Street
Fort Bragg, CA 95437

RE: Proposal for Facilitation of a Strategic Plan

Dear Mr. Whippy,

Strategy Driver is pleased to present the attached Proposal for **Facilitation of a Strategic Plan** for City of Fort Bragg. We look forward to meeting with you and your leadership team, the City Council, and other key stakeholders to discuss top priorities and opportunities on the horizon. Our team, led by **Ellen Cross**, has extensive experience facilitating strategic planning projects with organizations throughout California including clients such as City of Oakley, Pajaro Valley Water Management Agency, Regional Water Authority, and San Bernardino Valley Water Conservation District.

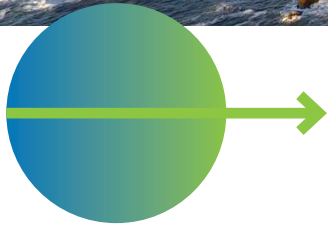
We believe Strategy Driver's collaborative strategic planning approach will greatly benefit the City based on our team's key strengths:

- **Positive stakeholder outcomes are our priority.** We have a solid reputation of leading diverse stakeholders to create common ground and successful outcomes with 100% unanimous approval for our strategic planning projects.
- **Our planning process is data-driven.** We invest time at the beginning of the process to gather and analyze critical data relevant to the City's mission, strengths, opportunities, and challenges. This data drives development of a custom Strategic Planning Workshop so we may successfully collaborate to define the City's goals and objectives.
- **Our approach is efficient and consensus-building.** We solicit formal City Council approval of the plan content as we progress through each step to ensure consensus along the way; maintaining a shared understanding throughout the planning process.

Strategy Driver's approach will result in an actionable Strategic Plan to guide the City, staff, and Council into the future with a shared vision and focused objectives. If you have any questions about our submittal, please do not hesitate to contact me at (510) 316-9657. I can also be reached via email at crosse@strategydriver.com.

Sincerely,

Ellen Cross, President
Strategy Driver, Inc.



Planning Approach

Strategy Driver proposes a strategic planning approach that begins with your identity as it stands today; gathers information from the City Council, Staff, and key stakeholders to identify issues, opportunities, and needs; and results in a plan that provides a vision for the City of Fort Bragg's future with actionable objectives and corresponding metrics.

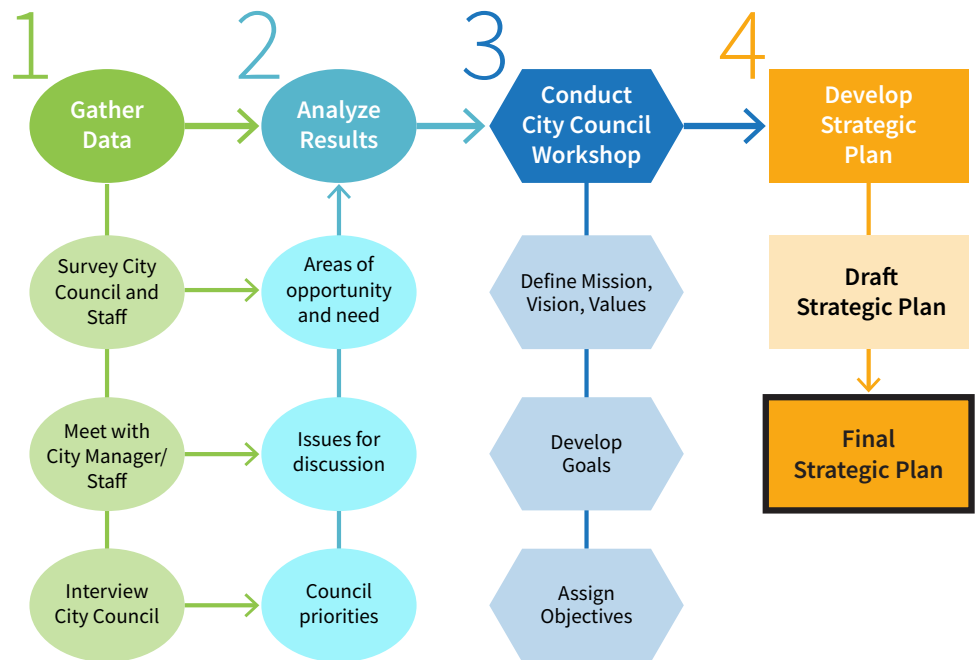
Project Approach

Strategy Driver's approach is based on our previous strategic planning experience as well as the specific circumstances of the City. Our approach is presented in four tasks, as shown in Figure 1 and discussed in detail below.

“ *Strategy Driver was instrumental in leading and facilitating two very important and critical documents for the City of Oakley. Ellen helped develop a Governance Guidelines + Protocols Policy Framework that our City Council still uses to this day. I also had the pleasure of bringing Ellen back after that project to lead our Strategic Planning efforts that culminated in a our Strategic Plan 27+ document that we are currently implementing. Ellen's ability to bring people together to find common ground and her overall professionalism shined throughout both projects and I would highly recommend Ellen and Strategy Driver to anyone looking to obtain her services.*

Joshua McMurray
City Manager, City of Oakley

Figure 1. Strategy Driver Strategic Plan Approach



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Task 1. Gather Data

The first step in all Strategy Driver strategic planning efforts involves data gathering. It is imperative that quality data is collected at the outset of the process to inform the subsequent strategic planning meetings and City Council workshop. At the outset of the project, Strategy Driver will work with the City Manager to conduct an online survey of all strategic planning participants. This survey will provide critical insight that enables Strategy Driver to facilitate quality conversations during strategic planning meetings and interviews with the City Council.

As a part of Task 1, Strategy Driver will:

- Attend a City Council meeting to share the strategic planning process (remote)
- Develop a survey for all strategic planning participants (online)
- Meet with the City Manager and staff to flag issues for discussion (remote)
- Conduct interviews with City Council to identify priorities (via telephone)

Data gathering is conducted remotely for efficiency and as a cost-saving strategy. The City Council Workshop will be conducted in person, unless otherwise directed by the City Manager.

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Task 2. Analyze Results

Task 1 activities will generate a wealth of data for Strategy Driver and the City to consider. Task 2 involves consolidation and sharing of these data with staff.

As a part of Task 2, Strategy Driver will:

- Consolidate and analyze data
- Group data into categories that will begin the framework for the Strategic Plan
- Conduct meetings with staff to report data before and after the City Council Workshop

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Task 3. Conduct City Council Workshop

After the data are analyzed, they will be presented to the City Council at an in-person Workshop. We anticipate this workshop will take one full day.

As a part of Task 3, Strategy Driver will:

- Conduct **City Council Workshop** (in person) to:
 - ➔ Review data results
 - ➔ Consider updating the City's Mission Statement
 - ➔ Define a Vision for the future
 - ➔ Identify today's shared Values
 - ➔ Develop Goals to deliver on the City's Mission and Vision
 - ➔ Develop Objectives to deliver on the Goals

The City Council Workshop produces the essential content for the Strategic Plan document. We are collaboratively writing the plan as we go, confirming buy-in along the way, which is both effective and time-saving.

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Task 4. Develop Strategic Plan

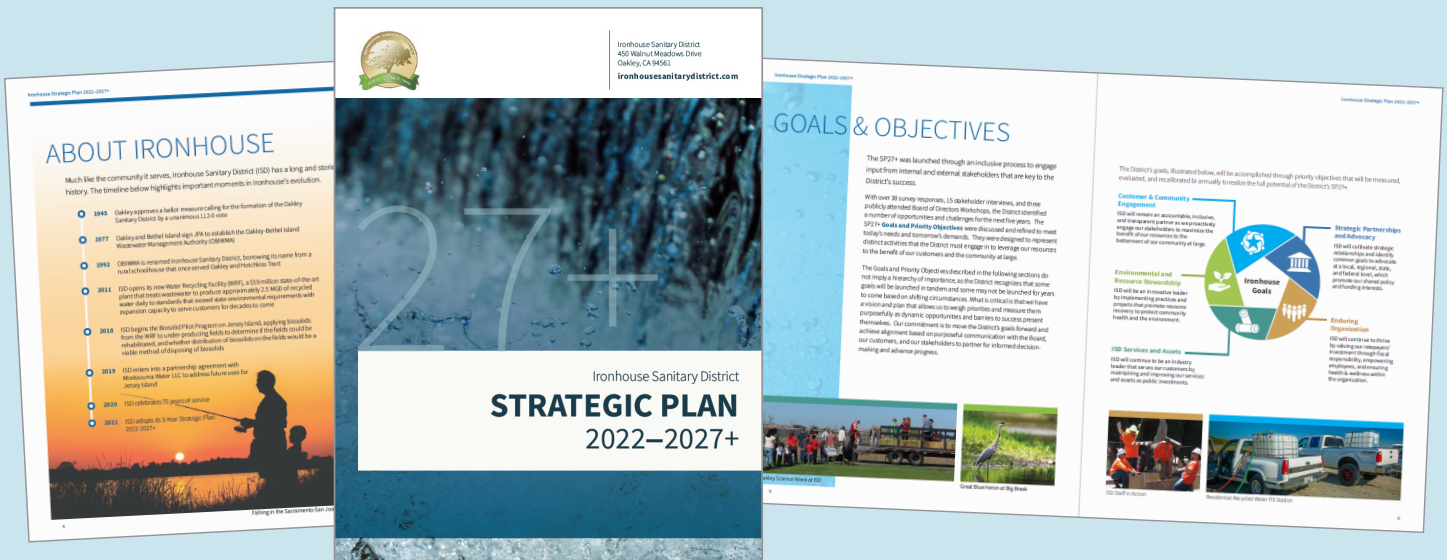
Task 4 results in the final Strategic Plan. As part of Task 4, Strategy Driver will:

- Consolidate City Council Workshop results including Mission, Vision, Values, Goals, and Objectives into a draft Strategic Plan document
- Collaborate with City staff to craft the narrative portions of the document (e.g., introduction, process description, acknowledgments)
- Solicit and incorporate comments from the City Council Members
- Present final plan to the City Council

The final document will be professionally formatted using graphics software with a focus on simplicity and readability.

Task 5. Project Management

A fifth task is reserved for project management activities including monthly remote meetings with the City Manager.



The City's final Strategic Plan document will be professionally designed and easy to read, like the example above from Strategy Driver's engagement with Ironhouse Sanitary District which was recognized with awards from the California Water Environment Association (2021) and the California Association of Sanitation Agencies (2022).

Schedule

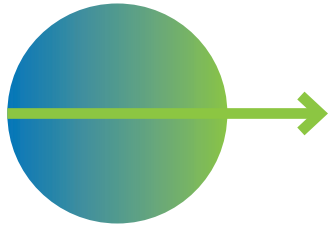
Strategy Driver anticipates that the City may complete the strategic planning process in as little as 4 months, with the final plan delivered at subsequent City Council meetings for review and approval. Below is a preliminary schedule that assumes an expected April 1, 2024 start date. This draft schedule reflects an aggressive approach to complete the process, understanding that dates may be shifted to accommodate the availability of key participants.

	2024				
	APR	MAY	JUN	JUL	AUG
1. Gather Data					
Conduct Survey	9 - 23				
Share process at City Council Meeting	22				
Interview City Council Members	10	8			
2. Analyze Results					
Consolidate and analyze data					
Staff Preparation Meeting 1		20			
Staff Preparation Meeting 2		30			
3. Conduct City Council Workshop					
City Council Workshop			14		
4. Develop Strategic Plan					
Present content to Board for vote				22	
Board Adopts Final Plan					12

Cost Estimate

Estimated costs for the scope described are shown below. The estimates are on a time and materials basis of Ellen Cross' billing rate at \$290/hour and Maria Pascoal at \$225/hour.

Activity	Hours	Cost
Kickoff	7	\$ 1,770
Survey	25	\$ 6,210
Interviews	30	\$ 8,050
Workshop (1 full day)	52	\$ 13,260
Strategic Plan Document	66	\$ 16,605
Project Management	12	\$ 3,155
Travel	16	\$ 4,320
TOTAL	208	\$ 53,370



About Strategy Driver

Strategy Driver, founded by Ellen Cross, provides strategic planning, strategic implementation, and business consulting services. For more than 30 years, Ellen has represented architecture, environmental, and engineering organizations to broaden their client markets with a big picture approach while implementing strategic programs that translate into business growth. Ellen has served as in-house Regional Operations Director, Strategy Officer, and Development Director for several established industry-leading firms prior to incorporating Strategy Driver, where she serves both private industry and public agencies.

For this project, Strategy Driver will be supported by Minds Illustrated.

Minds Illustrated is a strategic communications firm serving engineering and scientific clients in California. Minds Illustrated works with state, regional, and local agencies to successfully communicate with stakeholders and the public. Maria Pascoal operates as Minds Illustrated's sole proprietor, providing graphic design, public outreach, strategic planning, and technical writing.

“*Ellen facilitated the development of a Strategic Plan for our District that exceeded our expectations! She was able to guide staff, the Board of Directors and external stakeholders to create a masterpiece framework. Through her inclusive style, she helped the District strengthen partnerships between the District and our community stakeholders.*”

Tyson Zimmerman,
Assistant General Manager,
Ironhouse Sanitary District

Team Qualifications and Experience



Ellen Cross, Executive Facilitator, has more than 30 years of experience in California creating innovative solutions for visioning, goal setting, and achievement of sustained organizational success. Her understanding of governance, funding, stakeholders, technical and regulatory perspectives in the one-water industry is key to understanding challenges and opportunities. She has successfully

facilitated strategic planning for public agencies and professional associations including the examples below.

- Facilitation of Regional Water Authority’s (RWA) strategic plans over the past 15 years spanning three Executive Directors and supporting 20 Sacramento-area water agencies and Regional San. The most recent [Strategic Plan](#) was published in 2020.
- Facilitation of El Dorado Water Agency’s [Strategic Plan](#) and development of key communication collateral including new website

“As one of five Groundwater Sustainability Agencies (GSAs) in the Paso Robles Groundwater Basin, the County of San Luis Obispo had the opportunity to work with Ellen Cross of Strategy Driver, Inc. on development of a Communication & Engagement (C&E) Plan for the Paso Robles Basin Groundwater Sustainability Plan (GSP). With rapid response, Ellen developed the C&E Plan and swiftly began designing the outreach to “Fast Launch” a series of Sustainable Groundwater Management Act (SGMA) workshops to engage the GSAs and Interested Parties on the GSP development process. Her communication style encouraged a results-driven process to minimize barriers and promote progress towards meeting the SGMA requirements while conveying meaningful benefits to the community at large.

Angela Ruberto,
Water Resources Engineer/
GSA Staff, Department of
Public Works, County of San
Luis Obispo

design and content, brochures, and facilitation of their Inaugural Plenary with more than 30 local, regional, state, and federal thought leaders and partners.

- Facilitated PV Water's Groundwater Sustainability Plan (GSP) Alternative and Paso Robles Groundwater Basin GSP working with stakeholders in developing a strategic approach.
- Facilitation of strategic plans for industry organizations including Delta Stewardship Council’s Science Program, Water Education Foundation, and Association of California Water Agencies.
- Facilitation of City of Oakley’s Governance Guidelines & Protocol Policy Framework followed by a focused [Strategic Plan](#) to align the Board and Staff.

Ellen has facilitated successful outcomes with a track record of **100% unanimous approval** from Council and Board members in her 30-year history of facilitating and developing Strategic Plans.



Maria Pascoal is a visual artist and strategic communications professional with 22 years of experience with communications for engineering and scientific clients. Having designed hundreds of outreach materials such as brochures, annual reports, and presentations, Maria will provide graphic design for the final Strategic Plan. She will also serve as a writer for the plan document which will be informed by her 19 years as a consultant with a

national water resources firm serving clients such as the California Department of Water Resources, Sacramento County, and several Groundwater Sustainability Agencies. Her unique perspective allows her to facilitate meaningful discussion and capture the essence in writing. Maria collaborated previously with Ellen on Strategic Plans for San Bernardino Valley Water Conservation District, Pajaro Valley Water Management Agency, City of Oakley, Calaveras County Water District, and Ironhouse Sanitary District. She and Ellen also worked successfully together on the Paso Robles Subbasin Groundwater Sustainability Plan when Maria provided graphics and writing support.

Recent Experience

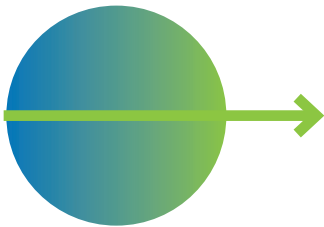
Ellen and Maria offer examples of recent strategic planning work they completed together below.

- Development of a long-term framework in the form of a [Strategic Plan](#) for the City of Oakley’s thoughtful growth, safe and healthy neighborhoods, vibrant open spaces, and collaborative engaged partnerships that will benefit current and future residents and businesses.
- Facilitation of Ironhouse Sanitary District’s [Strategic Plan](#).
- Facilitation of Calaveras County Water District’s (CCWD) [Strategic Plan](#) where they have endured nine General Managers over a 20-year span. Ellen and

Maria facilitated the planning process with their Executive/Management Team and Council of Directors who are responsible for water, wastewater, and hydropower services.

- Recently facilitated the strategic planning process for Pajaro Valley Water Management Agency and received Board approval of the Agency's final [Strategic Plan](#) document.
- Recently completed facilitation of the strategic planning process for San Bernardino Valley Water Conservation District, with the final [Strategic Plan](#) approved in November 2023.

Resumes for Ellen and Maria can be found on the following pages.



“*I recommend Ellen above all others for organizations that need a strategic plan...She is outcome focused and makes it happen, but most importantly, she makes sure the plan works for all of the participants. Ellen does her homework by asking the right questions in stakeholder interviews, a skill which benefits from her long experience in the water sector and successful creation of many strategic plans. She thinks through the details, makes sure she understands where conflict may occur and offers ideas on how to resolve conflict with win-win solutions.*”

Jim Peifer, Executive Director, Regional Water Authority

ELLEN CROSS



SUMMARY OF QUALIFICATIONS

Ellen Cross focuses on communication, strategic planning and facilitating high stakes initiatives in the areas of water scarcity, sustainable groundwater, climate adaptation, flood protection, water resources and natural resources fields. Ellen drives diverse stakeholders forward to develop and realize shared vision and success.

Ellen Cross has more than 30 years of experience in the California water and environmental science industry creating successful innovative solutions through forums for vision, collaboration, and achievement. Ellen brings a large-scale view of proven strategic and tactical approaches to develop outcomes that meet multi-party objectives. Beginning her career on Capitol Hill leading workshops on anti-terrorism, global environmental issues and narco-trafficking under the auspices of the United Nations and United States Information Agency, Ellen has a history of creating neutral forums to work on critical issues where communication and leadership are key to moving complex issues forward.

In the area of emerging challenges, Ellen has successfully facilitated groundwater forums for Sustainable Groundwater Management Act (SGMA) for Paso Robles Groundwater Sustainability Plan (GSP), Sacramento Central Groundwater Authority (SCGA) GSP, Santa Cruz Mid County GSP, Pajaro Valley Water Management Agency (Prop 1) and SCGA (Prop 68) grants. Ellen has facilitated initiatives that envision diverse interested parties success goals and operationalizes the tactics to achieve results holistically on policy, governance, political, funding, institutional and technical goals to ensure sustained success.

PROJECT EXPERIENCE

San Bernardino Valley Water Conservation District (2023-present) Ellen partnered with the District’s new General Manager, staff, and Board to update the organization’s mission, vision, and values to better reflect who they are today. Engaged staff and Board to clarify current opportunities and challenges and collaborated to proactively envision the District’s future in a [Strategic Plan](#). Currently developing Communication & Engagement Plan to support implementation of the Board's strategic priorities.

San Joaquin County Department of Public Works Mokelumne River Integrated Conjunctive Use Project (MICUP) (2023-present) Ellen conducted outreach with partner agencies, surveyed and interviewed key interested parties, and facilitated a workshop for the multi-agency Project Planning Committee, culminating in a Partnership Charter Agreement signed by more than 20 parties as MICUP partners. Ellen is currently developing a Communications & Engagement Plan to provide strategies for continued proactive outreach to interested parties for the duration of the project.

crosse@strategydriver.com
(510) 316-9657

SKILLS

- Governance frameworks for water and flood agencies
- Strategic plan implementation and metric tracking
- Executive facilitation
- Strategic communications
- Strategies for emerging water (SGMA) and flood (Sea Level Rise) initiatives (funding, stakeholder, policy)

EDUCATION

BS, Political Science
University of Oregon

Eagleton Institute of Politics
Rutgers University

EXPERIENCE IN THE INDUSTRY

30+ years

AWARDS

California Association of Sanitation Agencies

California Water Environmental Association

Floodplain Management Association

National Center for Employee Ownership

Society of Marketing Professionals

Pajaro Valley Water Management Agency Strategic Plan (2023) Ellen worked closely with the Board of Directors and executive team to envision a path forward with a [Strategic Plan](#) as the Agency and its General Manager launched construction of one of their largest water resources projects to-date, the College Lake Integrated Resources Management Project.

Sacramento Water Forum (WF) Executive Facilitator for the Water Caucus Renegotiation with the Public, Environmental, and Business Caucuses (2022-present) Ellen is facilitating 22 water agencies who have Purveyor Water Agreements with the WF in renegotiating the 30-year WF Agreement that expires in 2030. This Agreement was initiated after many years of gridlock due to lawsuits and has enabled the interested parties to manage within shared parameters to provide a reliable and safe water supply for the region's economic health and planned development to the year 2030; and preserve the fishery, wildlife, recreational, and aesthetic values of the Lower American River.

City of Oakley Executive Facilitation and Development of a Governance Framework and Strategic Plan (2021-2022) Ellen was contracted by the Interim City Manager to facilitate one of the most challenging local government issues in Northern California. With four City Council Members and five Staff Executives under review from the Fair Political Practices Commission, Ellen was contracted to work with Executive Staff, City Council and the Public to develop a Governance Guidelines and Protocol Policy (GGPP) to return the City to functional governance. Ellen facilitated and developed the GGPP which resulted in unanimous approval. As part of the GGPP implementation, Ellen was contracted to facilitate and develop a unifying [Strategic Plan](#) (SP) to define common goals, create common ground, and define roles and responsibilities in partnership. The SP also was voted on unanimously to provide a path forward and promote trust and transparency.

Mendocino County Water Agency Redevelopment during Drought Emergency Executive Facilitation and Feasibility Report (2022) During one of Mendocino County's driest years, Ellen provided Executive Facilitation and Stakeholder Assessment as an emergency drought response when local residents and businesses were under water restrictions and local

governments were trucking water as far as 60 miles away. Ellen facilitated the Board of Supervisors; County Divisions, Cities, Regional Water Providers, Tribes, Chamber of Commerce, Environmental NGOs, and State and Federal Representatives and Legislators to evaluate value, governance, staffing and financial mechanisms to reinstate a Water Agency for one of the States most disadvantaged counties.

Ironhouse Sanitary District Strategic Plan 2022-2027+ (2021) Collaborated with District management and Board of Directors to develop a [Strategic Plan](#). Hosted a series of workshops that included local stakeholders such as city and county officials, neighboring water districts, and the local fire protection district. Co-authored the final Strategic Plan document that was unanimously adopted by the Board in 2021.

Calaveras County Water District Strategic Plan 2021-2026+ (2020) Collaborated with District management, Board of Directors, and consultant team to develop a refreshed mission and vision for the organization and its [Strategic Plan](#). Assisted with development of core values, goals, and objectives via remote working meetings. In collaboration with the project team, designed and distributed a stakeholder survey to gather information for the Plan. Conducted Board of Directors workshops to ensure Board participation and support resulting in a final Strategic Plan that was unanimously adopted in 2020.

Paso Robles Basin Groundwater Sustainability Plan (GSP) (2018) Ellen was contracted through Montgomery & Associates, Inc. to lead the public engagement and facilitation for the Paso Robles Basin GSP. Ellen supported the five Groundwater Sustainability Agencies (GSA): Paso Basin – County of San Luis Obispo GSA, City of Paso Robles GSA, San Miguel Community Services District GSA, and Shandon–San Juan GSA, Heritage Ranch Community Services District GSA. Ellen co-authored the Communication & Engagement Plan and Survey, facilitated five Informational “Fast Start” and Cooperative Committee meetings within 5 weeks, developed bilingual postcards, and identified disadvantaged community outreach, Native American outreach, as well as an overall engagement to more than 500 Interested Parties.

Sacramento Central Groundwater Authority (SCGA) Executive Facilitation for Strategic Plan 2023+, Prop 68 and GSP (2019 to 2021) Ellen served as Senior Facilitator and Strategist to lead a 16-member Board of Directors representing 9 public agencies, 2 private water purveyors, and agriculture and residential water users through a process to develop a 5-year Strategic Plan. Recognizing that governance, funding and project implementation are key to sustainability, the SCGA embarked on an all-encompassing re-evaluation of their decision-making, priority goals and project implementation strategy. The plan addressed governance in considerations of its Joint Power Authorities developed in 2006 and priority goals. She also facilitated the five GSAs of the South American Subbasin on a Prop 68 grant (awarded) and their one shared GSP.

Various Clients Groundwater and Sustainable Groundwater Management Act (SGMA) Executive Facilitation + Strategic Communications (2005-present) Ellen has served as a Senior Facilitator and Strategic Communications Advisor for private industry consultants that focus on groundwater challenges from a broad range of perspectives including: technical, environmental compliance and permitting, and specific basin stakeholder concerns. Scope has included developing strategy and approach for pursuing groundwater and SGMA related projects for Groundwater Sustainability Plan (GSP) grants and public facilitation including: strategic planning to capture Fox Canyon SGMA, Mid Kaweah, Tulare, Irvine Ranch Water Agency, Kings Canyon, Department of Water Resources, San Luis Obispo, and Sacramento Water Forum.

San Juan Water District (SJWD) Strategic Planning + Executive Facilitation (2017-March 2018) Ellen led SJWD in developing the approach and facilitating SJWD's Board of Directors, Executive Team and Directors in developing their first strategic plan. Ellen led the team, which includes a new General Manager and new Board Director to align priorities and goals to optimize SJWD's existing operations while anticipating state and federal water policy that may impact their retail and wholesale customers. The Strategic Plan 2022 received unanimous approval.

Sacramento Suburban Water District (SSWD) Facilitation for Strategic Plan 2023+ (2018-2019) Ellen facilitated SSWD's 5-year Strategic Plan process working with more than 70 stakeholders on its most robust Strategic Plan in the history of the agency. Working with SSWD's executive team, managers and all staff in addition to its 5 member Board, Ellen facilitated a comprehensive and integrated process to develop SSWD's mission, vision, core values, goals and strategic priorities with an early start on the companion Implementation Plan. This process included 98% participation of the District at all levels to create alignment and ownership for successful execution with unanimous approval by the Board.

Regional Water Authority Strategic Planning and Implementation Support (2005-2020) Ellen lead RWA's 2025+ Strategic Plan and has led two former strategic planning processes (2005, 2013) for 15 years under the direction of three different Executive Directors receiving unanimous approval from a 22 agency-member board. She developed program process, surveys, and facilitation followed by assistance to implement focused objectives including educating members through the creation of *The RWA Forum: An Advanced Discussion on Emerging Water Issues*. The RWA Forum was developed and led by SDI to educate RWA members on relevant water topics. Ellen also supported RWA as Water Resources Team Leader for Sacramento MetroChamber's Cap to Cap, and led discussions with legislators on the priority water issues in Sacramento.

Association of California Water Agencies (ACWA) 2016/17 and 2018/19 Strategic + Business Plan Ellen facilitated both the 2016 and 2018 ACWA Board of Directors to determine the Vision and Priorities for the Strategic and Business Plan. The 36 Directors and Committee Chairs participated in a one-day workshop to review existing priorities and envision new priorities for both policy and organizational goals. Ellen led a process that prioritized critical and bold goals to be implemented over a 2-year period. Ellen also led the participants through an activity that monetized the priorities to create an outcome that could be operationalized for successful implementation.

MARIA PASCOAL



maria@mindsillustrated.com
(916) 834-1166

SUMMARY OF QUALIFICATIONS

Maria Pascoal is founder and owner of Minds Illustrated, a strategic communications firm specializing in public outreach, strategic planning, graphic design, and technical writing. She has 22 years of experience with communications for engineering and scientific clients in the California water resources industry. She combines industry knowledge with technical and creative expertise to produce clear, effective communications for her clients, their stakeholders, and the public.

Maria has produced hundreds of outreach materials such as brochures, guides, infographics, and presentations and has assisted with development of dozens of strategic documents such as Groundwater Sustainability Plans, Strategic Plans, Integrated Regional Water Management Plans, Communication and Engagement Plans, Executive Summaries, and Annual Reports. Ms. Pascoal has expert knowledge in graphics software including Adobe InDesign, Photoshop, and Illustrator. In 2017, she completed a University of California Extension Certificate in Technical Communications, including extensive coursework related to technical documentation, user-centric design, and visual systems.

PROJECT EXPERIENCE

San Bernardino Valley Water Conservation District (2023-present) In partnership with Strategy Driver, Inc. (SDI), assisted with facilitation of workshops with the District's Board of Directors for development of a Strategic Plan. Co-authored and provided graphic design for final Plan document. Currently providing the District with graphics support and partnering with SDI to develop a Communication & Engagement Plan.

San Joaquin County Department of Public Works Mokelumne River Integrated Conjunctive Use Project (MICUP) (2023-present) In partnership with Rincon Consultants, Inc., developed and conducted a survey of interested parties to inform facilitation of a multi-agency workshop that resulted in the Partnership Charter Agreement signed by more than 20 parties as MICUP partners. Currently assisting with development of a Communication & Engagement Plan that will provide strategies for continued proactive outreach to interested parties for the duration of the project.

Pajaro Valley Water Management Agency Strategic Plan (2023) In partnership with SDI, worked closely with the Board of Directors and executive team to envision a path forward as the Agency and its General Manager launched construction of one of their largest water resources projects to-date, the College Lake Integrated Resources Management Project.

SKILLS

- Strategic Communications
- Strategic Planning
- Public Outreach
- Graphic Design
- Technical Writing

EDUCATION

B.F.A., Graphic Design
University of the Pacific

Technical Writing and Communication Certificate
U.C. Santa Cruz Silicon Valley Extension

Facilitation Training,
American Water Resources Association

EXPERIENCE IN THE INDUSTRY

22 years

AWARDS

California Water Environment Association-San Francisco Bay Section, **Community Engagement and Outreach: Project of the Year** for the Ironhouse Sanitary District Strategic Plan

Public Relations Society of America, California Capital Chapter **Influence Award** for California Department of Water Resources Stakeholder Communication and Engagement Guidance Document

City of Oakley Strategic Plan 2027+ (2022) In partnership with SDI, developed a framework for the City's strategic and thoughtful growth, safe and healthy neighborhoods, vibrant open spaces, and collaborative engaged partnerships with a sustainable organization that will benefit current and future residents and businesses. Co-authored and led graphic design for the final Strategic Plan.

Texas Floodplain Management Association newsletter, Texas Flood Today (2021-current) Assisted the TFMA Communications Committee with re-design and publication of the quarterly newsletter. Provided new design template, assisted with technical editing for contributor submissions, and published final document for all 2021 and 2022 newsletters. Work ongoing.

Ironhouse Sanitary District Strategic Plan 2022-2027+ (2021) Collaborated with District management, Board of Directors, and SDI to develop a Strategic Plan. Co-hosted a series of workshops that included local stakeholders such as city and county officials, neighboring water districts, and the local fire protection district. Co-authored and led graphic design for the final Strategic Plan document that was unanimously adopted by the Board in 2021.

Calaveras County Water District Strategic Plan 2021-2026+ (2020) Collaborated with District management, Board of Directors, and consultant team to develop a refreshed mission and vision for the organization and its Strategic Plan. Assisted with development of core values, goals, and objectives via remote working meetings. In collaboration with the project team, designed and distributed a stakeholder survey to gather information for the Plan. Provided materials for and helped conduct Board of Directors workshops to ensure Board participation and support. Provided graphic design for the final Strategic Plan that was unanimously adopted by the Board in 2020.

California Department of Water Resources (DWR) Sustainable Groundwater Management Program Communications Support (2016-2020) Provided communications support including graphic design for DWR's implementation of Sustainable Groundwater Management Act (SGMA). Collaborated with DWR

program team and consultant team to develop graphics communicating SGMA requirements to local agencies and the public. Assisted with development of the best management practices and guidance documents for Groundwater Sustainability Plan (GSP) development, including the Stakeholder Communication and Engagement guidance document. Assisted with development of GSP Emergency Regulations Guide. Created technical and conceptual illustrations used in outreach presentations and printed materials.

Atascadero Basin Groundwater Sustainability Plan (2016-2022) Led development of an on-line communications portal for local agencies to engage their constituents and track public outreach activities supporting GSP development. Authored Communication and Engagement Plan for GSP development and co-authored Executive Summary when GSP was complete. Provided graphics to support successful basin boundary modification request to DWR. Updated website as needed to reflect most recent SGMA activities. Developed stakeholder outreach materials such as FAQ, postcards, and newsletters.

Sacramento County Small Communities Flood Risk Reduction Feasibility Studies (2019) Assisted with public relations materials related to the implementation of Small Communities Flood Risk Reduction grants in the Delta Legacy communities of Courtland, Hood, Locke, Walnut Grove, and Ryde. Designed Small Communities logo to create continuity throughout program implementation. Wrote content for and designed postcards used for public outreach. Assisted with creation of an ArcGIS StoryMap for each community.

Paso Robles Subbasin Groundwater Sustainability Plan (GSP) (2018) Conducted public outreach and community engagement as part of the consultant team for the five Groundwater Sustainability Agencies in the Paso Robles Subbasin responding to SGMA. Co-author of Paso Robles Subbasin Communication and Engagement Plan. Assisted with planning and execution of public meetings and workshops. Developed a variety of outreach materials including presentations, mailers, and handouts.