

**Midway Heights
County Water District**

Strategic Planning Services

PROPOSAL

May 6, 2022

HEC No. 210349

May 6, 2022

Mr. Jason Tiffany, General Manager
Midway Heights County Water District
P.O. Box 596
Meadow Vista, CA 85722

Subject: Strategic Plan Proposal

Dear Mr. Tiffany:

Thank you for the opportunity to submit a proposal to you and the Midway Heights County Water District (MHCWD or District) Board of Directors (Board) to prepare a strategic plan. Hansford Economic Consulting LLC (HEC) and its Principal, Catherine Hansford, bring more than 25 years of experience in municipal finance and economic consulting with specialization in the water industry. In addition to utility fee consulting, HEC has both led and participated in strategic planning efforts to help agencies and communities define their goals and set achievable action items.

Key personnel crafting the Strategic Plan with HEC includes Schaelene Rollins. Schaelene will spearhead many of the tasks included in our proposal. She has extensive experience preparing strategic plans and communications plans for special districts, municipalities, and agencies, as you will find in her resume in the enclosed proposal.

Both Catherine and Schaelene typically work with small communities. Examples of strategic planning work completed in the last five years include: Truckee Donner Recreation and Parks District Strategic Plan, Somerset Homeowners Association Amenities Strategic Plan, ArrowCreek Owners Association Strategic Plan, Wingfield Springs Owners Association Reclaimed Water Strategic Plan, Spring Creek Owners Association Governance, Funding, and Strategic Plan, and Pershing County Economic Development Authority Strategic Plan.

As seasoned consultants, we know that a strategic plan is only as good as the effort and honesty put forth into its development. Catch phrases, lofty goals and multi-syllable words do not make an actionable strategic plan. It has been our experience that strategic plans successfully implemented over the designated time period are based on analysis and understanding of operational and financial constraints, as well as the desires and vision of customers and stakeholders. These plans are successful because they are grounded on achievable goals. Further, a strategic plan should demonstrate that actions implemented are based not only on District Board and staff direction, but with customer input and the community's best interests in mind.

Why we are Best Qualified

HEC works with clients to find the best paths forward for their own unique circumstances, and we primarily work for smaller and more rural communities. We listen to and collaborate with our clients to ensure work products have maximum input, and we appreciate much of the work that we do is sensitive. HEC has earned a reputation for being open-minded, patient, thorough, and excellent at communications with decision makers. The team has first-hand experience of working

with special districts and utility providers and understands that each has its own unique community dynamics; this is what sets HEC apart from our competition.

We carry these core strengths:

- More than 20 years of experience in municipal finance, planning, and economic services.
- Specialization in water utilities organization, management and public finance.
- Small project team; hands-on and readily accessible.

Quality Assurance

HEC has a reputation for delivering projects on schedule in a professional manner and we are committed to performing the work within the allotted time. There will be no replacement of personnel. Catherine Hansford and Schaelene Rollins have all the necessary professional skills and knowledge to complete the project. Catherine will lead the project, provide overall project management, and present work products. Schaelene will lead the meetings, workshops and prepare draft deliverables for the mission, vision, action items, and strategic plan.

HEC will strive to help the District develop a clear, concise, and actionable strategic plan that will provide a roadmap to achieving set objectives over the next several years. We look forward to having the opportunity to discuss our qualifications and proposal further.

The enclosed offer is firm and irrevocable for the project period. You can reach Catherine at (530) 412-3676 or catherine@hansfordecon.com with any questions about this proposal.

Sincerely,



Catherine R. Hansford, Principal
HANSFORD ECONOMIC CONSULTING LLC

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Section 1. Approach

Project Understanding and Objectives

Midway Heights County Water District (MHCWD or District) is a 68-year plus special district that serves a rural community network in the unincorporated area of northern Meadow Vista and western Weimar. The District provides irrigation water purchased from Placer County Water Agency and potable water from Weimar Water Company to its customers. The District operates on a fiscal year beginning July 1 and maintains a general fund operational balance of just over \$700,00 that is accumulated through water service charges, taxes and investment income.

The District is seeking a consultant to develop a strategic planning document that will serve as a roadmap for decision-making over the next three-to-five years. The District requests a comprehensive, organized strategic plan free of jargon that outlines tasks, benchmarks and contingency plans to ensure steady progress is made each year in accomplishing identified goals.

Key plan components will include:

- Develop Mission and Vision
- Establish District Values and Priorities
- Complete SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats)
- Identify Strategies, Actions, Priorities, Benchmarks and Responsible Parties
- Create Implementation Timeline and Funding Ability

Roles and Responsibilities

The role of the consultant is to conduct the Study, to seek input from the Ad-Hoc Committee on direction of the Study, create a Strategic Plan that is grounded in an understanding of local circumstances and produces achievable actions, and support District staff in preparation of administrative steps required to implement the plan.

The role of the District Board and staff is to support the consultant's efforts by cooperating with setting up of meetings and timely responses to consultant requests for information and input. This effort may need one or two special Board meetings to complete on the desired schedule.

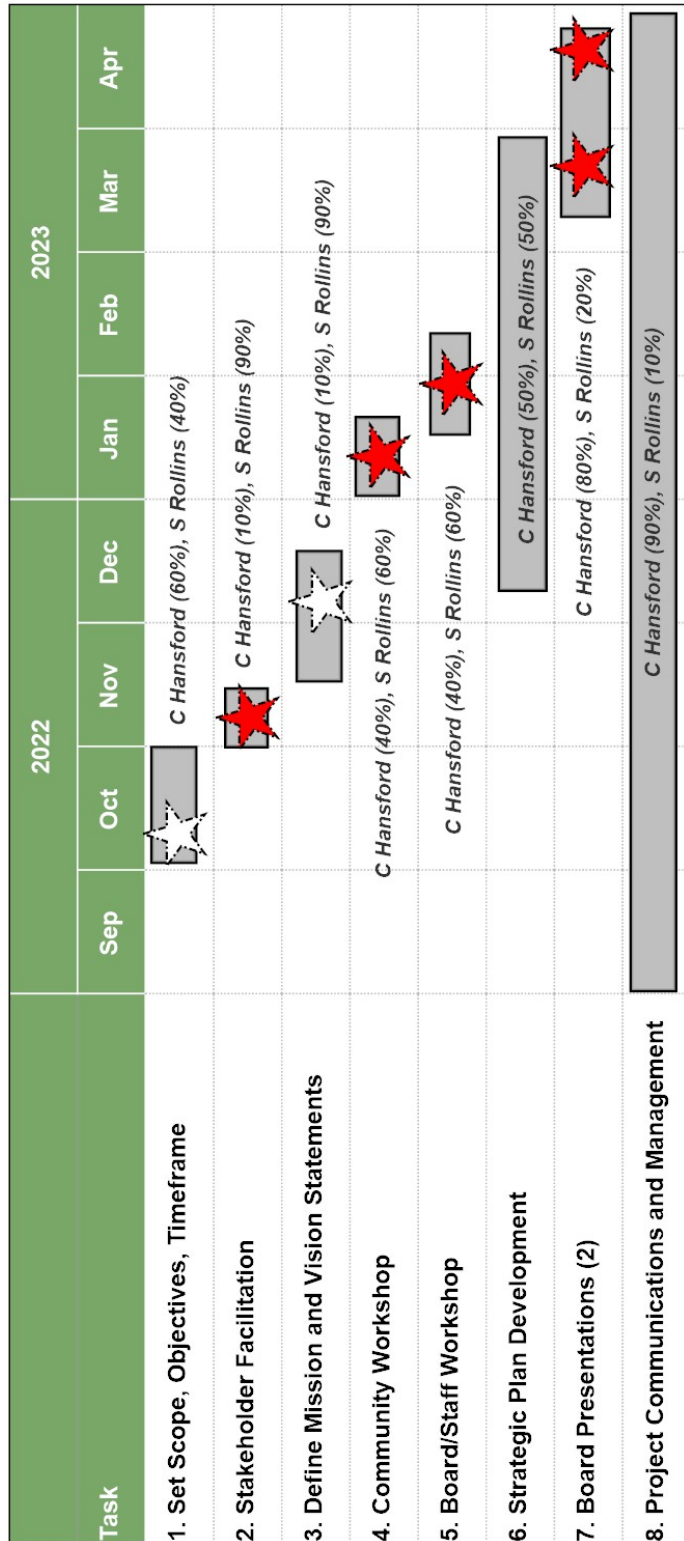
Schedule

The project schedule, with milestone in-person meetings (shown as white and red stars), is depicted in **Figure 1**. The preliminary schedule assumes that the process goes smoothly, allowing for the Draft Strategic Plan to be complete by the end of March, 2023. If it is difficult to arrange meetings, or any unforeseen items delay the Draft Strategic Plan, the timeline could shift. HEC is flexible to changes in schedule. In addition to the milestone meetings, we will provide teleconference and email communication throughout the five-to-six-month process.

Milestone meetings include:

- Kick-off meeting
- Stakeholder meeting
- Mission and Vision workshop
- Community workshop
- Board/Staff planning workshop
- Two board meetings to present the draft plan and final plan

Figure 1
Estimated Schedule



Public meeting



Ad-Hoc committee meeting

Section 2. Proposed Scope of Services

A strategic plan will provide a tangible, targeted framework to establish District goals that support Board, staff and customer needs, and establish measurable benchmarks. The plan will outline a list of actionable tasks that align with need, financial capabilities and beneficial outcomes that secure the District as a solid, stable water provider. HEC proposes to accomplish this by completing the following eight tasks.

TASK	ACTIONS
<p>1: Set scope, objectives, timeframe</p>	<p>Hold a kick-off meeting with the Project’s Ad-Hoc committee members.</p> <ul style="list-style-type: none"> • Determine strategic plan objectives, information needs, and timeframe • Create list of community influencers and stakeholders • Establish priority index of contributors to the strategic plan
<p>2: Stakeholder Facilitation Meeting</p>	<p>Hold round table discussion with identified community influencers and stakeholders to set the stage for establishing the expectation from stakeholders for the District to be well-managed and provide affordable, high quality water services.</p> <ul style="list-style-type: none"> • Develop interview questions that align with strategic plan objectives as identified by the Ad-Hoc committee. • Facilitate the meeting. • Create summary memorandum with a matrix of identified perceptions, priorities, strengths, and weaknesses of the District.
<p>3: Define Mission and Vision Statements</p>	<p>A key in establishing a strategic plan is to develop a mission statement (the District’s purpose now) and a vision statement (the District’s future desires). This will be accomplished by facilitating a workshop with the MHCWD Board and staff.</p> <p>The workshop would likely be a half-day process at which we will:</p> <ul style="list-style-type: none"> • Develop a Mission Statement. A Mission Statement should be a concise sentence that depicts the very heart

	<p>of the District’s primary objective and fosters an understanding and commitment to District values.</p> <ul style="list-style-type: none"> • Discuss the future of the District: Align short- and long-term goals, review costs of capital needs and ability to finance, identify potential obstacles, identify benchmarks and frequency of review of priorities. This also includes contingency plans as the need or resources of the District change within the planning period. • Create a Vision Statement that is in-line with the mission, overall District objectives, and in-line with customers’ needs. The process of developing a Vision Statement will supply the context for the other elements of the strategic plan. The visioning process is an important part of the strategic plan because it anticipates what is on the horizon for the District. <ul style="list-style-type: none"> ❖ Creating a Vision Statement requires an external scan (potential changes in the regulatory environment, changes in demographics, future financial landscape, construction costs) and internal scan of the District (needs of existing users and employees, service improvements, internal policies, organizational changes).
<p>4: Community Workshop</p>	<p>A community workshop will allow the District to collect ideas, understand customers’ educational needs about the District, and hear about what priorities the public places on District services, and their desired level of involvement in District matters. This will help determine the actions and priorities for the strategic plan.</p> <ul style="list-style-type: none"> • Prepare materials for the workshop that will allow for the greatest interaction. This may be done through charettes, ranking exercises, small group topic-specific workstations and similar. • Conduct workshop and provide a summary memorandum similar to the stakeholder summary memorandum.

<p>5: Board/Staff Workshop <i>(may be conducted during a regular board meeting)</i></p>	<p>Another workshop will be held with staff and the District Board to tie together the stakeholder meeting and community workshop findings with the District’s mission and vision.</p> <ul style="list-style-type: none"> • Facilitate a workshop using ranking exercises to bring together the framework of the strategic plan. • Identify strategies and actions – outline what the District desires to accomplish given the input from stakeholders/community and how it aligns with its mission/vision. • Chart priorities, achievable timeline, and responsible parties for keeping strategic plan elements on track. An annual review of action items is recommended to account for unforeseeable issues that may require adjustments to the priorities. Consideration needs to be given to staff since additional tasks will be added to their day-to-day job responsibilities.
<p>6: Strategic Plan Development</p>	<p>Information gathered from Tasks 1 through 5 will be consolidated into a strategic plan that will serve as the guiding document for the District. The Plan will outline:</p> <p>Critical success factors – Identifying critical success factors and outlining benchmarks for measurement is the heart of a strategic plan.</p> <p>Strategies and actions - These create the “to-do” list of implementing the plan and identifies responsible parties.</p> <p>Prioritize tasks, identify funding, and set implementation schedule – This is established mostly from Task 6 and is the most fluid part of the strategic plan. Many factors may influence the ability to accomplish set actions in a given timeframe, including financial factors. Mid-year assessments will allow the District to change direction and redirect efforts as needed to achieve critical success factors.</p>
<p>7. Board Presentations</p>	<p>The first draft of the strategic plan will be reviewed via teleconference. The second draft will be presented during at a Board meeting where additional comments and changes will be discussed. The final Strategic Plan will be presented at a Board meeting for approval.</p>

8. Project Communications/Management	Task 8 includes time for Catherine Hansford to manage, track, and report on project progress every month. It entails review of work status/progress, invoicing/determination of remaining budget, and coordination with District staff.
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The HEC team is proposing these deliverables during plan development through final strategic plan approval:

- PowerPoint and other materials for Ad-Hoc committee meetings, public workshops, and Board meetings
- Strategic Plan – Draft 1
- Strategic Plan – Draft 2
- Final Strategic Plan

Section 3. Budget

Fee Schedule

HEC's current billing rates are shown below. These rates will be held for the duration of the Project or twelve months, whichever is soonest.

<u>Staff</u>	<u>Position</u>	<u>Rate per Hour</u>
Catherine Hansford	Principal	\$190
	Administrative & Clerical	\$85
Schaelene Rollins	Communications Specialist	\$130
	Designer	\$80

Direct Costs are billed separately at cost (no markup).

Budget

HEC understands that the District has a grant of \$20,000 for this effort. We believe that this provides sufficient budget for the proposed tasks. The budget excludes any direct costs associated with implementation and public outreach. These direct costs must be paid for directly by the District. Additionally, meetings not scoped would require a budget amendment. The budget includes reimbursement for travel by vehicle at the Federal IRS mileage reimbursement rate; however, HEC will accept reimbursement for travel at the prevailing rate for District employees.

A detailed budget breakdown with estimated number of hours by staff is provided in **Table 1**.

Table 1
Estimated Budget

Task/Item Description <i>Hourly Billing Rates</i>	Travel Trips	Hansford \$190	Rollins \$130	Clerical \$85	Designer \$80	Estimated Total
1 Set Scope, Objectives, Timeframe	1	4	6	0	0	\$1,540
2 Stakeholder Facilitation	1	4	12	0	0	\$2,320
3 Define Mission and Vision Statements	1	4	8	0	0	\$1,800
4 Community Workshop	1	3	6	0	0	\$1,350
5 Board/Staff Workshop	1	5	9	0	0	\$2,120
6 Strategic Plan Development		8	25	9	0	\$5,535
7 Board Presentations (2)	2	6	8	0	0	\$2,180
8 Project Communications & Management		5	5	9	0	\$2,365
Subtotal Staff Costs		39	79	18	0	\$19,210
Direct Costs Estimate						\$790
Total Estimated Costs						\$20,000

HEC only bills for the work completed up to the authorized budget amount; however, HEC reserves the right to move budget between tasks, should one task be completed under the estimated amount, and another task be completed over the estimated amount.

Monthly invoices are prepared with a brief description of services performed in the period. If additional work is requested that is beyond the authorized scope of services, HEC will request authorization for increased budget. No work beyond that expressly included in the authorized scope of services and budget will be conducted without prior authorization.

Section 4. Experience and References

About Hansford Economic Consulting LLC

Hansford Economic Consulting LLC (HEC) provides planning, economic, and financial services for public and private clients in the Western United States. The company is owned and managed by Catherine Hansford, an experienced applied economist who specializes in water utilities management and public finance. HEC clients include regional agencies, counties and cities, special districts, non-profits, private entities, and homeowner associations. Our high-quality work products span a breadth of land and water resource related topics that touch human communities and environments. HEC endorses progressive and adaptive planning, understanding that plans are useful only if they are comprehensive, relevant to the specific local conditions, and lead to implementation.

HEC has helped communities identify next steps with strategic plans and feasibility studies, and has helped communities apply for infrastructure funding to get the ball rolling. Here are some examples of working with public and private organizations to develop long term plans (including facility needs):

- ✓ *Pershing County* – Economic and Demographic Profile and Strategic Planning
- ✓ *Spring Creek Homeowners Association* – Governance Alternatives and Feasibility Analysis
- ✓ *ArrowCreek Homeowners Association* – Strategic Planning Services
- ✓ *Somerset Owners Association* – Amenities Action Plan
- ✓ *Truckee Donner Recreation and Parks District* – Five-Year Strategic Plan

Experience Conducting Survey Research/Stakeholder Interviews/Focus Groups/Public Meetings

HEC has many years of experience in conducting survey research, stakeholder interviews, focus groups, and conducting public meetings. Selected (non-exhaustive list of) examples of work include: telephone survey of employee generation by business type for rural Placer County; stakeholder interviews in Tahoe City and Kings Beach for Placer County's Redevelopment Market Plan; stakeholder interviews and online surveys conducted for ArrowCreek HOA's strategic plan; focus group facilitation for Somerset HOA's Amenities Action Plan; public workshop for Truckee Donner Recreation and Parks District five-year strategic plan; presentation of economic and demographic analysis to Pershing County Economic Development Authority; public workshops for governance structures in the future for Spring Creek HOA; public presentations to Southern Nevada Strong and the Truckee Meadows Regional Planning Agency regarding governance structures; strategic planning sessions for utility rate increases in Fernley, the City of Live Oak, and many other small cities in California; door-to-door and mail-in surveys for income determination in Sheridan for CDBG funding; and mail in surveys for income determination in Heather Glen for USDA rural utilities funding.

Select Client References

Organizational Assessment Report – Somerset Owners Association

Project Dates: October 2014 – February 2015

Contact: Don Grabarz, Member, Somerset Owners Association
(801) 560-9477 *dfgrabarz@irclc.com*

HEC was retained by Somerset Owners Association (SOA) in Reno to offer the SOA Strategic Planning Committee and Board of Directors a solid set of data and fresh thinking to help kick-off the development of an Amenities Action Plan. The report provided recommendations for next step planning efforts, communications and public engagement efforts, and operations/organizational changes. The recommendations contained in the report were meant to stimulate new thinking and engage members in future planning of amenities as well as other areas critical to having a healthy community with an engaged homeowners association that delivers excellent services to its members.

Truckee Donner Recreation and Park District Strategic Plan

Project Dates: January 2014 – October 2014

Contact: Steve Randall, General Manager, Truckee Donner RPD
(530) 582-7720 *steve@tdrpd.org*

HEC was hired as a sub-consultant to Freshtracks Communications to guide the Truckee Donner Recreation and Park District (TDRPD) through a visioning process and creation of a five-year strategic plan. To ground the strategic planning process in reality, Freshtracks asked HEC to participate by describing historic and current financial health, project programming, revenues and expenses and strategies for maintaining financial health for the next five years. Freshtracks reached out to business community, recreational entities, other special districts, public agencies and community members to help the District understand recreational assets, opportunities, trends and threats. The team used community and employee feedback to define a road map for the District.

Strategic Plan for the Arrowcreek Owners Association

Project Dates: November 2016 – June 2017

Contact: Paul Burkett, ACHOA Board Member
(775) 742-8829..... *paulwburkett@sbcglobal.net*

The ArrowCreek Homeowners' Association (ACHOA) retained Hansford Economic Consulting and Freshtracks (the Consultant Team) to provide strategic planning assistance. The first step in the

strategic planning process was to gather community opinions of the strengths, weaknesses, opportunities, and threats of the ACHOA, as identified by the community. The consultant team obtained these opinions through one-on-one interviews, focus group sessions with ArrowCreek HOA committees, email interviews, and comments that could be submitted through the project. Community opinions helped the Consultant Team develop a survey for all homeowners to have the opportunity to provide their input. Survey Monkey was used to collect residents' perceptions and opinions on all the internal factors affecting the ArrowCreek community.

Concurrent with the survey being taken by residents, the Consultant Team conducted its own SWOT for the community by topic. Subjects analyzed throughout the planning process include: amenities, security and services, HOA governance, real estate, HOA finances, The Club at Arrowcreek golf courses, recreation trends, and marketing. All community input and consultant analyses were presented to the community at a workshop, feedback from residents was compiled, and then a strategic planning workshop was conducted with ACHOA board members. The strategic planning process successfully resulted in the creation of a five-year plan for the community to strengthen resident satisfaction for services and amenities within the community, increase market value for ArrowCreek properties, and sharpen the effectiveness of community governance.

Pershing County Economic Strategy and Opportunities Analysis

Project Dates: May 2017 - November 2017

Contact: Heidi Lusby-Angvick, Director
(775) 273-4909.....heidi@pershingcountyeconomicdevelopment.com

The Western Nevada Development District (WNDD) contracted with HEC to perform a demographic and economic profile of Pershing County, Nevada (County) in support of an economic development strategic plan for the Pershing County Economic Development Authority (PCEDA). The demographic analysis examined the historical trends in population (age, race, education level, etc.), housing, households. The economic trends analysis provided quantitative and qualitative assessment of industry performance in the County. Quantitative variables include the labor force, number of jobs, economic benefits from job generation, wage and income levels, payroll, and the effect of clustering economic sectors (such as mining and agriculture). HEC used location quotient analysis to provide a comparative analysis of industry performance by clusters of economic activity. Shift share analysis determined the role of local and national effects on regional employment trends. Qualitative considerations included the attraction of businesses and job growth potential, quality of life, ability to attract and/or retain retirees, and health care services.

HEC presented the results of the demographic and economic profile to the local Pershing County Economic Development Strategic Planning Committee. HEC participated in the strategic planning process with the committee and WNDD leadership to create goals, a vision statement, and a mission statement for the PCEDA.

Spring Creek Governance Alternatives Feasibility Analysis

Project Dates: September 2016 – June 2017

Contact: Jessie Bahr, President, Spring Creek Association
Ph: (775) 753-6295.....jessiebahr@springcreeknv.org

The Spring Creek Association was concerned that due to the significant expense of maintaining roads and amenities infrastructure, necessary improvements were being deferred. SCA residents wanted to know if a different form of local government would better serve their community in light of the long-term financial and policy issues that they face as a community.

SCA hired HEC to perform a governance alternatives analysis and feasibility report late 2016. HEC created a financial model to analyze the revenue sources and cost impacts of new entities, including: a district for maintenance of roads, single-service and multiservice general improvement districts, and a town. Utilizing SCA financial documents, Nevada Revised Statutes, and Nevada Department of Taxation information, HEC projected the revenue requirements and the fee and tax structures and amounts necessary to support each form of government. The applicability, constraints and limitations of each option were explained and an all-day strategic planning session was held to determine preferences of the customer base. The findings of the analysis were formally presented to SCA leadership and over 200 residents in June of 2017.

Here are some things our clients say about HEC:

“Hansford Economic Consulting has helped take our Regional Water Plan to a higher level. Catherine’s specialized knowledge in the utility field has been invaluable in collecting and analyzing cost and financing data from various sources in our community. Her firm’s work is thorough, accurate, and well presented; it’s executed with the highest level of professionalism. I would not hesitate to highly recommend Hansford Economic Consulting to any of my colleagues.” **Jim Smitherman**, Program Manager, **Western Regional Water Commission**

“The process, preparation, research and final execution for our project was highly complex, hyper-political, and required aspirational thinking. We needed a firm that could bring the right combination of analytical prowess, professionalism and broad-based economic development experience that could unite various community interests around a common purpose. We got this and more from Hansford Economic Consulting.” **Jessie Bahr**, President, **Spring Creek Owners Association**

“I had the distinct pleasure to work with Catherine Hansford for several years at the Truckee Meadows Water Authority. Catherine is a rare combination of powerful analytical skills with an extraordinary ability to assess the big picture; all wrapped together with superior communication skills presented with a sparkling personality. Catherine is definitely someone you want on your team!” **Lori Williams**, Former General Manager, **Truckee Meadows Water Authority**

“Catherine has completed a number of consulting projects for the Truckee Meadows Regional Planning Agency. She has the ability to take very complex topics, distill them into their component parts, and address each element in a clear and concise fashion. She always delivers projects on-time and exceeds expectations for quality. I would highly recommend her services.”
Rosanna Coombes, Former Director, **Truckee Meadows Regional Planning Agency**

Staffing



Catherine Hansford

• Project Manager • Strategic Planning Lead • Presenter

EXPERIENCE

Catherine’s passion for water resources coupled with her education and career in economics complement one another. In this era when the link between water and economic vitality becomes more evident and stressed, Catherine draws on her experience to assist with decision making for best use of scarce resources and make appropriate financial planning. Catherine has helped a wide variety of public agencies in California, Nevada, and Oregon with water utility financial planning.

Catherine is known for her creativity and problem solving. Catherine has the ability to communicate concepts effectively with the audience and has the listening skills to develop work products guided by local needs and preferences.

In the public sector, Catherine worked as a senior planner for the Truckee Meadows Water Authority (TMWA), performing management analyst functions such as cost-benefit analysis, managing interlocal agreements, performing rate and fee studies, and working with stakeholders. Catherine served as liaison/chair between TMWA and various customer groups. These included a Rate Making Review Committee and Landscape Subcommittee. Catherine served on the Advisory Committee on Conservation for the Washoe County Regional Water Planning Commission from 2001 through 2004, and as its Chair from 2003 through 2005.

In the private sector, Catherine worked for Economic and Planning Systems (Sacramento office) helping clients with municipal bond sales, financing plans, special district formation, user fee studies, fiscal studies, and nexus fee studies. At ECO:LOGIC Engineering (now Stantec), Catherine specialized in water utilities public financing. Since 2005, Catherine has been the owner and principal of HEC, engaging in municipal planning and finance issues.



Schaelene Rollins

- Strategic and Communication Planning and Development
- Public Communications and Outreach

EXPERIENCE

Schaelene has successfully assisted many clients build consensus and acceptance for controversial projects including utility rate increases, water metering implementation and complex, long-term infrastructure improvement projects. She is well versed in managing outreach efforts for projects involving environmental review and fee-setting. She is experienced in gauging public sentiment through polling, surveying and general research and she has broad experience in managing public outreach programs for informational and educational purposes. In addition to being the lead on all public outreach related efforts, Schaelene provides quality control of HEC's work products, for example with organization of work, proof-reading, and cross-checking information and data between reports, presentations, and public notices. Recently, Schaelene has worked with HEC on the following projects:

Gold Mountain CSD Utility Rates and Strategic Plan
Carson City Transportation Funding Plan and Community Outreach
Linden County Water District Utility Rates and Community Outreach
Donner Summit PUD Utility Rates and Community Outreach
Salinas Valley Basin GSA Regulatory Fee and Community Outreach
Merced Irrigation-Urban GSA Regulatory Fee and Community Outreach

Our working relationship has spanned more than 12 years.

Organization Chart and Resumes

As we are such a small team, we have not included an organization chart. Resumes for Catherine Hansford and Schaelene Rollins follow.

Water Resources Planning and Utility Rates

Catherine's passion for water resources coupled with her education and career in economics complement one another. In this era when the link between water and economic vitality becomes more evident and stressed, Catherine draws on her experience to assist with decision making for best use of scarce resources and make appropriate financial planning.

Economic Development and Impact Analyses

Catherine provides clients analyses of current and projected economic conditions using key social and economic indicators. She is particularly sensitive to the public process required for economic development and land reuse plans. Catherine assists public agencies to match budgets with level of service needs for public safety, transportation, and other major infrastructure anticipated to support economic development.

Governance, Strategic and Long-Range Planning

Catherine understands what it takes to make paths forward. She has helped regional planning agencies and large community associations assess different forms of governance, craft strategic plans, and make long-range plans in the best interest of both public and private parties. Catherine has worked on several intergovernmental agreements, and facilitated consensus-building processes.

Communications

It is not simply enough to be good at your work; you have to be able to communicate with those you work for. Catherine continually strives to be an excellent communicator. She has completed media spokesperson training, as well as other courses with this goal in mind. In addition, Catherine has managed consumer outreach groups, inter-local working groups and task forces.

Education

M.S. Agricultural Economics (University of Nevada, Reno)

B.S. Rural and Environmental Economics (University of Newcastle-upon-Tyne, UK)

Career

HEC, Principal

ECO:LOGIC Engineering, Senior Economist

Truckee Meadows Water Authority, Senior Water Planner

Economic and Planning Systems, Senior Associate

Recent Presentations

Funding Groundwater Management Programs, **2021 Nevada Water Resources Association Conference**

Water Rights for Sale: Know what you've Selling or Buying, **2020 Schroeder Law Offices Webinars**

Financial Management: Understand your Cost Structure, Customer Cost-Share Responsibilities and Funding Options, **2019 Videoconference Class for the Nevada Rural Water Association**

Western US Water Issues, **2018 Women in Economics, University of Nevada Reno**

Funding for Flood Facilities, **2017 Nevada Water Resources Fall Conference**

Schaelene Rollins
c: 916.397.1915 ● RollinsPRconsulting@gmail.com

Summary

Twenty-seven-year veteran of public relations and outreach with 23 years specifically working with municipalities in outreach campaigns that effectively communicate and engage the public. Experienced in gauging public sentiment through interviews, polling, surveying and general research. Broad experience in managing public outreach programs for informational and educational purposes or for more formal outreach efforts such as those required under CEQA or for rate increase hearings and fee adoptions. Skilled at consensus building and working with governing boards and councils.

Professional Experience

Freelance Strategic Consultant, 2011-current

- Work in tandem with clients to develop and implement public outreach plans and elements to obtain identified outreach goals and objectives.
- Conduct strategic planning sessions to identify mission, vision and short- long-term strategic plans for special districts and small communities.
- Conduct public outreach and notification as required by the California Constitution, ballot initiatives, public noticing for CEQA, and fee-setting projects.
- Provide research strategy and execution.
- Facilitate stakeholder meetings, workshops and public hearings.
- Write copy for program materials: newsletters, brochures, flyers, bill inserts, advertisements; coordinate design and printing of materials; write and post social media content.
- Develop website content.

*Crocker & Crocker Communications, Client Services Manager (part-time contract) 2004-2017;
Account Supervisor - 1997-2000*

Dairy Council of California, Communications Manager – 2002-2004

Rogers & Associates, Onsite Media Specialist – 2000-2002

Latimer Burch Public Relations, Account Executive - 1996-97

Prima Publishing – Publicity Coordinator - 1994-95

Education

California State University, Chico-Bachelor of Arts, English 1994

California State University, Chico-Technical Writing Certificate Program 1994

Regular participation in industry related webinars, seminars and conventions

Section 5. Insurance

An ACORD certificate showing HEC's insurance is provided on the next page. HEC carries General Liability (\$2 million), Automobile Liability (\$1 million), and Professional Liability (\$2 million). We do not carry Workers Compensation as we do not have any employees.



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
4/21/2022

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER G.L. Anderson Ins Svcs Inc an affiliate of Professional Ins Assoc 193 Blue Ravine Rd, Suite 210 Folsom CA 95630	CONTACT NAME: PHONE (A/C, No, Ext): 916-353-5130 FAX (A/C, No): 916-353-5135 E-MAIL ADDRESS: certificates@glandersonins.com														
INSURED Hansford Economic Consulting LLC Catherine Hansford PO Box 10384 Truckee CA 96162	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th style="text-align: left;">INSURER(S) AFFORDING COVERAGE</th> <th style="text-align: left;">NAIC #</th> </tr> <tr> <td>INSURER A : Hiscox Insurance Company, Inc.</td> <td>10200</td> </tr> <tr> <td>INSURER B : Kinsale Insurance Company</td> <td>38920</td> </tr> <tr> <td>INSURER C :</td> <td></td> </tr> <tr> <td>INSURER D :</td> <td></td> </tr> <tr> <td>INSURER E :</td> <td></td> </tr> <tr> <td>INSURER F :</td> <td></td> </tr> </table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A : Hiscox Insurance Company, Inc.	10200	INSURER B : Kinsale Insurance Company	38920	INSURER C :		INSURER D :		INSURER E :		INSURER F :	
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INSURER F :															

COVERAGES CERTIFICATE NUMBER: 293164152 REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC <input type="checkbox"/> OTHER:	Y	Y	UDC4319213BOP21	11/6/2021	11/6/2022	EACH OCCURRENCE \$ 2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ Included GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ Included \$
A	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS	Y	Y	UDC4319213BOP21	11/6/2021	11/6/2022	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	<input type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$ \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		Y/N				<input type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
B	Professional Liability			01001684990	11/6/2021	11/6/2022	2,000,000 Limit

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
 Woodbridge Sanitary District, its officers, agents, employees, and volunteers are included as Additional Insured's as their interests may appear. Waiver of Subrogation applies.
 *30 days notice of cancellation applies except 10 days for non-payment of premium.

CERTIFICATE HOLDER 	CANCELLATION <p>SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.</p> <p>AUTHORIZED REPRESENTATIVE </p>
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