

EXHIBIT A SCOPE OF WORK

Proposed plan of work

Strategic planning is fundamental to successful work planning. It enables the goals of the organization to be aligned with the annual budget process and helps use resources intelligently. Periodic review and updating of a strategic plan ensure that current realities (internal and external) are taken into consideration and appropriately factored into the operations of the organization while developing a new strategic plan on a regular schedule ensures a fresh look at opportunities and challenges.

Based on our experience with strategic planning, our past work with the Agency and our understanding of its needs, we have prepared a plan of work to achieve the goal of an update to the 2020-2025 strategic plan and a new 2026-2031 strategic plan. As you know, our approach emphasizes engagement and partnership with Agency leaders, staff and the community, taking into account the distinctive circumstances of the organization and community. This approach will ensure that the meaningful vision, mission, values, goals, and strategic priorities are articulated to inform budget development as well as the use of resources in the coming years.

Activity 1 – Start project

We will begin by meeting internally as a team and preparing a project plan based on discussions with the Agency. We will then meet with you, review the project plan and make changes based on your feedback. We will present the project plan to the Agency board committee and again update it with any requested changes. These initial planning meetings will afford us all the opportunity to share information and refine the schedule and approach, so it is comfortably integrated with staff's other work demands during the project.

We will provide a document request prior to this meeting and will review the material collected by staff to identify any other data needs. It is likely to include:

- Significant Agency plans and reports
- Agencywide and department organization charts
- Agencywide FTE by department
- Current work plans, mission statements and performance measures from each department
- 25+ high-resolution photos (minimum 300+ dpi) that can be used in the strategic plan document
- Any other documents, data or information that would be helpful for the strategic planning process

Deliverables

- Final work plan, communication plan and schedule

Agency (stakeholder) involvement

- Kickoff meetings with Agency leaders

Baker Tilly communication

- Data request through email
- Emails, phone calls and videoconference calls to set up the kickoff meeting
- Kickoff meetings through videoconference call

Activity 2 – Gather and analyze information

During this activity, we will develop an engagement plan and gather information through questionnaires administered to staff and external stakeholders. Each is described below.

- **Develop engagement plan.** We will develop an engagement plan in consultation with staff and update it based on their input. We will work with you to determine the engagement activities to gather input from stakeholders in seven separate meetings. We will also work with you and your team to determine the attendee composition, the agenda, meeting tools, scheduling and related logistics. Community engagement meetings will include a combination of in-person and virtual engagement as noted below.

- Three in-person stakeholder input meetings

- Four virtual stakeholder input meetings

Similar to the interviews and questionnaires, we will invite attendees to provide their thoughts about the following:

- What are the strengths, weaknesses, opportunities and threats/challenges (SWOT/C) facing the Agency?
- How can the Agency best create an effective, considered, innovative, and fiscally sustainable strategic plan to achieve specific goals within a set period of time?
- What potential partnerships should be leveraged to efficiently and effectively advance the goals of the Plan?
- What key priorities should the Agency focus on during the next five years?
- **Design and administer online staff survey.** Agency employees will have important observations and suggestions that will be helpful in creating the strategic plan. Our team will design a confidential online survey to seek their input about vision, mission, values, goals and strategies.
- A member of the senior staff will send the link to all employees. It will be important to provide computer access (or hard-copy surveys) for any staff that do not normally have access, so they are encouraged to participate.
- Once the survey is closed, we will summarize the survey results.
- **Design and administer online external stakeholder survey.** External stakeholders will also have important observations and suggestions that will be helpful in creating the strategic plan. Our team will design a confidential online survey to seek their input about vision, mission, values, goals and strategies.
- A member of the senior staff will send the link to all emails the Agency has for external stakeholders and post the survey to the Agency's website and social media accounts.
- Once the survey is closed, we will summarize the survey results.
- **Review relevant documents.** We will review the Agency's budget, current goals and priorities and other plans. We will also review other background materials to understand existing priorities, and other planning initiatives underway that will be important factors and context for updating the current strategic plan and developing the new plan.

At the conclusion of this activity, we will analyze this information as it will provide important input for the strategic planning workshop (described below). **Deliverables**

- Memorandum of results from survey responses

Agency (stakeholder) involvement

- Employee survey
- External stakeholder survey

Baker Tilly communication

- Email, phone calls and video to develop surveys
- Email to review and approve employee and community surveys
- Email that includes sample language to deploy the surveys

Activity 3 – Conduct analysis

During this activity, we will meet with Agency staff to review key data points for inclusion in the environmental scan. An environmental scan will provide important information for discussions in the workshops later in the project. Types of information that could be gathered for the environmental scan include the following:

- Demographic trends and projections
- Budget information (revenue and expenditure trends over the past five years and any available financial forecasts)
- Existing services provided and how they have changed over the past several years
- Service demand drivers
- Infrastructure needs profile
- Regional and state mandates and issues of importance to the Agency

We will provide examples of environmental scans to staff. After staff prepare the scan, we will prepare a slide deck based on the scan for use in the first workshop, review it with staff and update it based on feedback. We will also review and summarize water agency best practices. **Agency (stakeholder)**

involvement

- Development of the environmental scan with assistance from Baker Tilly

Baker Tilly communication

- Email, phone calls and videoconference calls to advise Agency staff in the preparation of the environmental scan

Activity 4 – Prepare for final 2020-2025 strategic plan update Board workshop

In preparation for the workshop to develop the final update to the Agency's 2020-2025 strategic plan, we will complete the following tasks:

- **Conduct interviews.** We will conduct individual interviews with each member of the Agency's Board of Directors and the Agency's leadership team. We anticipate approximately twelve one-on-one interviews with the board members and executive staff members. The purpose of these interviews is to obtain input for the final update to the strategic plan and to prepare for development of the 2026-2031 strategic plan. Examples of likely interview questions are:

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- What are the strengths, weaknesses, opportunities and threats/challenges (SWOT/C) facing the Agency?

- How should the Agency's vision be expressed?

- Is the current mission statement relevant or should it be changed?

- What core values should guide the Agency's Board and staff in their day-to-day activities?

- How can the Agency best create an effective, considered, innovative, and fiscally sustainable strategic plan to achieve specific goals within a set period of time?

- What potential partnerships should be leveraged to efficiently and effectively advance the goals of the plan?

- What key priorities should the Agency focus on during the next five years?

- **Determine workshop participants and coordinate logistics.** We will coordinate logistics of the workshops, including location, room setup and other aspects necessary to set the stage for productive sessions for all participants with staff.

- **Prepare draft agenda and workshop materials.** We will review interview themes and prepare a detailed agenda for the workshops, as well as a briefing book with workshop materials, presentation slide deck and list of deliverables. To ensure the time is used most productively, we are likely to ask participants to complete work in advance of the session. We will review the public agenda with the MCWA board committee for feedback.

Agency (stakeholder) involvement

Availability for interviews, review interview themes and workshop materials

Baker Tilly communication

Participation in interviews and remote meetings/emails to review workshop materials

Activity 5 – Prepare for and facilitate strategic planning workshops

Next, we will facilitate workshops with the Board of Directors, General Manager, senior staff and others, as desired, to review the information gathered in the previous activities and create consensus about the vision, mission, values, goals and strategies that will guide the Agency in the coming year and the five years after that.

- The *first workshop* will focus on a *review of the 2020-2025 strategic plan* and developing an update to cover the final year of the plan. Following the update workshop, we will prepare a summary report, review it with staff, finalize it and present it to the planning committee.

- The *second workshop* will kick off the *2025-2023 strategic plan* and cover the following components, subject to discussions with project leaders:

- Review and discuss the results of stakeholder input

- Review and discuss the environmental scan
- Review the current vision statement and mission statement, and core organizational values and decide whether they remain relevant or need revision
- The *third workshop* will provide stakeholders an opportunity to fine-tune and affirm the *2026-2031 strategic plan* goals and strategies and likely include the following components:
- Finalize any revisions to the Agencywide vision statement and mission statement and core organizational values
- Identify key priorities, goals and objectives and/or initiatives that support the vision, mission, and values of the plan
- Discuss performance measures or key indicators and outcomes that will serve as the basis for measuring progress in plan implementation
- Identify ways to communicate the outcomes of the strategic planning process
- The *fourth workshop* will focus on a *review and update to the 2025-2030 strategic plan* and cover successes, results and challenges following the first year of the plan. Like the first workshop, we will prepare a summary report, review it with staff, finalize it and present it to the planning committee.

Our strategic planning workshops are engaging and interactive and are designed to ensure full participation. We use a combination of facilitation techniques, including small and large group discussions. Because we are former local government practitioners, we are attuned to helping workshop participants clarify issues. We understand how to address sensitive issues in a neutral, non-confrontational manner to generate consensus among participants. **Deliverables**

- Agendas, workshop briefing documents and materials

Agency (stakeholder) involvement

- Workshops with the Board of Directors and Agency leadership

Baker Tilly communication

- Emails, phone calls and videoconference calls to coordinate logistics
- Email and videoconference call to review the workshop agendas
- In-person facilitation of the strategic planning workshops

Activity 6 – Prepare strategic plan

During this activity, we will prepare a draft strategic plan document that will provide direction for allocating Agency efforts and resources. It will be visually pleasing, using photos supplied by the Agency to illustrate goals and highlight some of its assets. It is likely to contain the following components:

- Description of the process, including how data were gathered
- Vision, mission, values
- Priorities and multi-year goals
- Several strategies for each goal
- Performance measures for each priority
- Reporting and accountability mechanisms for the strategic plan

We will develop a PowerPoint presentation that will be used to present the draft strategic plan to the Board of Directors. Based on feedback from the Board members, we will make modifications to the draft plan. A final strategic plan document will then be prepared and presented to the Board. **Deliverables**

- Draft strategic plan
- PowerPoint presentation of the draft strategic plan
- Final strategic plan
- PowerPoint presentation of the final strategic plan

City (stakeholder) involvement

- Presentations to the Board of Directors

Baker Tilly communication

- Email to review the draft strategic plan and PowerPoint presentation
- Videoconference presentation to the Board of Directors
- Email to review the final strategic plan and PowerPoint presentation
- Videoconference presentation to the Board of Directors

Activity 7 – Prepare and Conduct implementation Action Plan Workshop

Upon completion of the strategic plan document, we will prepare a draft Implementation Action Plan. The Implementation Action Plan will serve as an executable roadmap that transforms conceptual goals into realistic, achievable targets.

For implementation to occur in an orderly and effective manner, we will help staff identify the following elements:

- Key tasks
- Timeline (start and completion dates)
- Resources needed and currently available
- Staff assigned (including a lead person)
- Milestones
- A process for periodic plan reviews, updates, and/or other plan maintenance

• **Determine workshop participants and coordinate logistics.** We will coordinate logistics of the workshops, including location, room setup and other aspects necessary to set the stage for productive sessions for all participants with staff.

• **Prepare draft agenda and workshop materials.** We will review interview themes and prepare a detailed agenda for the workshops, as well as a briefing book with workshop materials, presentation slide deck and list of deliverables. To ensure the time is used most productively, we are likely to ask participants to complete work in advance of the session.

Deliverables

- Implementation Action Plan template

Agency (stakeholder) involvement

- Agency leaders will prepare the Implementation Action Plan with assistance from Baker Tilly

Baker Tilly communication

- Email, phone calls and videoconference calls to prepare and review the Implementation Action Plan

Activity 8 – Prepare for and conduct two Management Team workshops (late summer 2024 and 2025)

In this activity, we will review progress made with the strategic plans. After we meet with General Manager and Assistant General Manager to discuss workshop timeframe and details, we will conduct the following tasks:

• **Determine workshop participants and coordinate logistics.** We will coordinate logistics of the workshops, including location, room setup and other aspects necessary to set the stage for productive sessions for all participants with staff.

• **Prepare draft agenda and workshop materials.** Prepare a detailed agenda for the workshops, as well as workshop materials, presentation slide deck and list of deliverables. We will review the workshop tools with the General Manager and the Deputy General Manager.

• **Facilitate progress workshop and report results.** We will facilitate the Management Team workshop in a similar fashion to the earlier workshops. After the workshop, we will prepare a draft report of results, review them with the General Manager and Deputy General Manager, incorporate their feedback and finalize the report.

Agency (stakeholder) involvement

Availability for interviews, review interview themes and workshop materials

Baker Tilly communication

Participation in interviews and remote meetings/emails to review workshop materials, facilitation

Professional fee

The total cost of this three-year engagement is \$204,600 which includes all fees and expenses. The ultimate test of a quality project is that the client is pleased with the results, and we are committed to achieving that goal.

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