

**Professional Services for a Strategic Plan
Olivehurst Public Utilities District Olivehurst, CA
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BHI Management Consulting

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Overview of Amendment and Scope of Project:

The objective of this proposal is to outline professional services to the Olivehurst Public Utilities District (District) for assistance in preparing a comprehensive 5-year Strategic Plan (Plan). The approach is based on our 20 years of organizational consulting experience with public agencies across California.

A good strategic plan must be more than a list of lofty objectives and laudable goals; it must result in actions that drive toward a clear vision.

The approach and method outlined below have been employed by nearly 100 public agencies, including this District. The services proposed will result in a bound strategic plan document that serves as the roadmap for the District and is integrated into District operations, performance management, Board agenda items, budgeting, and more. This new strategic plan will allow the current Board of Directors, District staff, and the community the opportunity to look forward together.

Brent Ives (Consultant), Principal of BHI Management Consulting, has been involved in all of these engagements and will serve as the sole consultant on this project. He teaches the standardized course in strategic planning for the California Special Districts Association and is currently engaged in five other strategic plans across the State at various stages of completion. Brent has also been an elected official for over 25 years and served as the directly elected Mayor of Tracy, CA, until termed out in 2014. This experience provides him a unique perspective on Board work, the respective roles of the Board and staff, and the challenges of leading a community and/or public agency. BHI will also propose the use of subject matter expert associate consultants and editorial assistance as needed for the effort.

BHI has successfully completed over 100 strategic plans for public agencies in California.

The steps below provide an overview of the process:

Summary of Stages:

1. **GATHER INPUT** – Consultant gathers input in preparation for a Board workshop: a. Public input meeting (optional) b. Individual Board member input c. Employee input

2. **BOARD DIRECTION** – Conduct a Board workshop where careful review and development of the following are considered: a. District Mission b. Long-term (5-year) Board Vision c. Strategic Elements (expressed as thrust areas)
3. **DOCUMENT DEVELOPMENT** – Plan document development: a. Consultant and staff will develop a 5-year implementation plan for meeting the Board Vision, with vision-related actions, initiatives, and projects in each of the strategic element (thrust) areas.

Strategic Planning Overview:

The BHI strategic planning model is action-oriented and offers numerous benefits for a public agency. As stated previously, a proper strategic plan—especially the first one developed for the District—must allow for broad input, respect the roles of all involved, and be comprehensive to ensure all aspects of the organization are involved in both the process and the product.

The term “action-oriented” means that the big-picture direction from the Board, in terms of Mission and Vision, is clearly met with actions and initiatives supporting the Board’s direction. This planning approach intentionally involves the Board in setting clear and thoughtful big-picture direction for the District as expressed in the strategic plan. The intent is to assure clarity and attain buy-in from the Board so that the strategic plan proposes useful actions throughout its lifespan.

An implementation plan—in the form of projects, initiatives, and actions—is key to strategic planning success. The implementation plan will be integrated into the Strategic Plan document. Key milestones will be proposed, along with a schedule of estimated completion dates. Specific tasks for implementing steps will be tracked and monitored by staff but will directly relate to these milestones.

The resultant plan remains flexible: each year, as situations change or opportunities emerge, the District will review the Plan and make necessary refinements together, or the Board may slightly redirect the agency.

This method also allows the Board of Directors to plan ahead while enabling professional staff to do what they do best: implement positive and productive work programs that make the Vision a reality.

BHI’s Unique Qualifications:

- BHI is known as the premier firm for strategic planning for Special Districts in California.
- BHI teaches the strategic planning curriculum for the California Special Districts Association.
- BHI has history with OPUD to the benefit of planning
- BHI will apply extensive on-the-ground experience in governance, organizational efficiency, and the water industry to your strategic plan.

- BHI has extensive successful experience with strategic plans for water agencies (video testimonies available at the BHI website).

Specific Task Detail and Options:

The work outlined herein is generally divided into 3 basic stages, with sub-parts:

1. Information Gathering/Broad Input
2. Board Strategic Planning Workshop
3. Document Development

Stage 1 – Information Gathering

1a. Consultant will conduct initial meetings with the General Manager and staff to discuss project background, develop focused approach methods for the various planning events and tasks, and discuss key coverage areas for inclusion in the Plan.

1b. Input gathered in this task will also seek to obtain broad input and perspectives from various sectors, which will be organized for presentation to the Board at their workshop (Stage 2).

Consultant can conduct employee meetings to assure that employees feel completely integrated in and comfortable with the process. A separate meeting will be held with senior staff for similar purposes.

Consultant will also gather public input through a public input meeting, where senior staff and Consultant will collect input from those in attendance. Consultant will gather input from partner agencies and other stakeholder groups as directed by the District to obtain valuable perspectives on the future for the Board to consider. In each of these meetings, attendees will have the opportunity to provide input on various areas of the Plan, including Mission, Vision, Values, and important future considerations for the Board while setting the District's future direction.

All input gathered is useful for several reasons: Employees offer a ground-level viewpoint on the agency's needs and provide clear perspective on its future. The public represents a valued perspective that internal stakeholders may be too close to see. A public meeting may be useful and can be scheduled.

Stage 2 – Board of Directors Workshop and Preparation

2a. Consultant will interview each Board member individually to gather their thoughts and perspectives regarding the status and future of the District, collect their individual long-term visions, and discuss the Mission and Core Values of the District. This allows Board members and Consultant to meet one another, share thoughts on planning, and enables the Consultant to hear important background information. The interviews also allow for the best utilization of time at the workshop by properly focusing the discussions.

2b. Consultant will facilitate the Strategic Planning workshop with the Board, including the following elements. One or two meetings could be scheduled to accommodate Board constraints. This meeting(s) is largely to obtain clear Board direction through the Vision statement and allows the Board to set the overall vector for the strategic goals and tactics that will be further developed with actions by staff to meet the Vision.

The following is a brief set of topics covered at the workshop:

- Overview of clear roles and why the Board plays a major and crucial role in visioning the future for the District.
- Provide an overview of input collected from employees and individual Board members beforehand.
- Revisit, refine, clarify any current, or develop a new Mission Statement. Develop a 5-year Vision Statement for the District Board. This assures clarity of direction, allowing staff to load the vision with actions necessary for success.
- Organize future direction by determining the key strategic elements (focus areas) of District operations and management. Each strategic element will be accompanied by an objective and strategy statement that briefly outlines the approach to success.

Stage 3 – Strategic Plan Document Development

3a. The Consultant will work with senior District staff to outline progressive stages of strategic plan drafts through to the final draft phase. The Consultant will assist staff in this writing assignment, guiding construction, consistency, and intentions of each section and piece of strategy. The Consultant will prepare an initial draft from which staff will build.

The final Plan will include prioritized actions and projects that support the Board’s Vision, as well as means for measuring progress. This is anticipated to comprise 2–3 meetings (one face-to-face or via Zoom) of this staff group, generally on a bi-monthly frequency.

3b. Consultant will make a briefing presentation of the 80% complete draft to the Board for a “tone-check” to assure that the Plan is headed in the direction expected by the Board.

3c. Consultant will provide a briefing presentation of the final draft for staff to present to the Board.

3d. Consultant will print and provide 25 bound copies of the final Plan to the District, along with an electronic version on CD in Microsoft Word and PDF formats.

Note: Brent Ives, Principal of BHI, will be the primary consultant for the project and attend all meetings and workshops. Bios of all consultants are included below.

Plan Maintenance: It is highly recommended that the resultant strategic plan be used as the annual Board workshop for planning of the District. This allows the plan to be appropriately modified to reflect annual changes in the District’s operational context, such as Board changes.

Preliminary Schedule (dates approximate):

Engagement begins upon receipt of the District’s formal notice to proceed with either a written agreement, contract, or purchase order. The anticipated duration of services is 5–6 months, depending on District availability for all meetings. BHI is prepared to meet the stated schedule. The work outlined is divided into 3 stages:

1. Information Gathering
2. Board Strategic Planning Workshop
3. Document Development

The estimated schedule of these three phases is broken down below based on the agreed start date. The schedule is heavily dependent on the ability to schedule meeting times and the availability of Board and staff.

Task Set Estimated Schedule:

1. Initial meetings with Manager, senior staff, and input stage (Weeks 4–5) 2a. Public and employee meetings and Board interviews (Weeks 7–8) 2b. Conduct strategic planning workshop (Board/senior staff) (Weeks 10–12) 3a. Meet with District staff to draft the plan (Weeks 14–15) 3b. “Tone-check” meeting with the Board (Consultant attends) (Weeks 20–22) 3c. Presentation delivered to staff of final plan to Board for approval (Week 23) 3d. Publish Plan (Week 26)

Terms and Conditions:

BHI Management Consulting will perform the professional services outlined above for a grand total of \$23,125.00. This is a firm fixed-price estimate, and the consultant will not bill less or more than this amount for the entire work during the term of the contract unless specifically authorized in writing by the District General Manager. The Consultant will not begin work until receipt of a signed agreement. Billing shall be monthly based on the percentage of each phase completed.

No sub-consultants will be used in this project. BHI can meet all typical insurance requirements.

Costs and Rates:

The total estimated fixed-price cost of the effort to support the work scope is described in the table below.

BHI will accept the signature below as formal notification to proceed should the District accept. Should the District desire or require another form of formal contracting documentation (such as a PO# or Professional Services Agreement), please indicate. BHI will also accept additional tasks to this assignment as needed through simple letter notification from the District General Manager.

Mr. John Tillioson, General Manager

Olivehurst Public Utilities District Olivehurst, CA

Name

Date

Mr. Brent Ives, Principal

BHI Management Consulting Tracy, CA

Name

Date