



# **SPECIAL CITY COUNCIL/SUCCESSOR AGENCY/PUBLIC FINANCE AUTHORITY MEETING AGENDA**

**December 19, 2024  
6:00 PM**

***The Mission of the City of Coalinga is to provide for the preservation of the community character by delivering quality, responsive City services, in an efficient and cost-effective manner, and to develop, encourage, and promote a diversified economic base in order to ensure the future financial stability of the City for its citizens.***

**Notice is hereby given that the City Council will hold a Special Meeting, on December 19, 2024 in the City Council Chambers, 155 West Durian Avenue, Coalinga, CA.**

**Persons with disabilities who may need assistance should contact the City Clerk at least 24 hours prior to the meeting at 935-1533 x113. Anyone interested in translation services should contact the City Clerk at least 24 hours prior to the meeting at 935-1533 x113. The Special Meeting will begin at 6:00 p.m. and the Agenda will be as follows:**

## **1. CALL TO ORDER**

1. Pledge of Allegiance
2. Changes to the Agenda
3. Council's Approval of Agenda

## **2. AWARDS, PRESENTATIONS, APPOINTMENTS AND PROCLAMATIONS (NONE)**

## **3. CITIZEN COMMENTS**

*This section of the agenda allows members of the public to address the City Council on any item within the jurisdiction of the Council. Members of the public, when recognized by the Mayor, should come forward to the lectern, identify themselves and use the microphone. Comments are normally limited to three (3) minutes. In accordance with State Open Meeting Laws, no action will be taken by the City Council this evening and all items will be referred to staff for follow up and a report.*

*Citizen Comments submitted in writing to the City Clerk by 5:00pm on the day of the City Council meeting shall be distributed to the City Council and included in the record,*

*however they will not be read.*

**4. PUBLIC HEARINGS (NONE)**

**5. CONSENT CALENDAR**

1. City Council Authorization for the Interim City Manager to Approve Task Order for Four Lift Station Upgrades Proposal

**6. ORDINANCE PRESENTATION, DISCUSSION AND POTENTIAL ACTION ITEMS**

1. Council Approval of Water for Wastewater Exchange Agreement with Gladstone California Water LLC

**Sean Brewer, Interim City Manager**

2. City Council Authorizing the Interim City Manager to Proceed with Facilitation Services Provided by the Mejorando Group

**Sean Brewer, Interim City Manager**

**7. ANNOUNCEMENTS**

1. City Manager's Announcements
2. Councilmembers' Announcements/Reports
3. Mayor's Announcements

**8. FUTURE AGENDA ITEMS**

**9. CLOSED SESSION (NONE)**

**10. CLOSED SESSION REPORT**

**Closed Session:** A "Closed" or "Executive" Session of the City Council, Successor Agency, or Public Finance Authority may be held as required for items as follows: personnel matters; labor negotiations; security matters; providing instructions to real property negotiators; legal counsel regarding pending litigation; and protection of records exempt from public disclosure. Closed session will be held in the Administration Building at 155 W. Durian Avenue and any announcements or discussion will be held at the same location following Closed Session.

**11. ADJOURNMENT**

**STAFF REPORT - CITY COUNCIL/SUCCESSOR AGENCY/PUBLIC FINANCE  
AUTHORITY**

**Subject:** City Council Authorization for the Interim City Manager to Approve Task Order for Four Lift Station Upgrades Proposal  
**Meeting Date:** Thursday, December 19, 2024  
**From:** Sean Brewer, Interim City Manager  
**Prepared by:** Sean Brewer, Interim City Manager

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**I. RECOMMENDATION:**

Staff recommends that the City Council approve the task order and authorize the City Manager to execute the agreement with MKN & Associates, Inc. for the design and bid support services for the Four Lift Station Upgrades Project in the amount of **\$88,216**.

**II. BACKGROUND:**

The City of Coalinga's existing lift stations at the following locations require upgrades to improve performance, reliability, and operational communication:

- La Cuesta Lift Station (Phelps Ave & La Cuesta Ave)
- Kimberly Lift Station (North end of Kimberly Place)
- Highway Lift Station (Near Hwy 33, Jayne Avenue)
- Sandalwood Park Lift Station (Northwest corner of Sandalwood Park)

The proposed improvements include electrical panel upgrades, communication systems to report alarms, installation of quick-connect plugs for portable generators, and replacement of pump rails and floats as necessary.

**III. DISCUSSION:**

The proposal from MKN & Associates includes the following tasks:

**Project Management and Kickoff Meeting**

- Initial site visits, scope verification, and technology discussions.

**Design Document Development**

- Preparation of construction documents, including plans, specifications, and cost estimates at 50%, 95%, and Final stages.

**Bid Phase Support**

- Outreach to contractors, response to bidder inquiries, preparation of addenda, and review of bids.
- Engineering Services During Construction (ESDC)
- Responding to RFIs, reviewing submittals, supporting project startup, and preparing record drawings.

Optional Construction Management Services (not included but can be added later upon request).

- The proposed upgrades will ensure improved operation, safety, and communication at the City’s lift stations. These improvements will address critical needs, reduce risks of equipment failure, and enhance reliability during emergency situations.

#### **IV. ALTERNATIVES:**

- Do not authorize the Interim City Manager to execute task order for lift station upgrades.

#### **V. FISCAL IMPACT:**

The total cost of the proposal is **\$88,216**, which will be funded through the sewer collection enterprise project funds. Once initial design has commenced a solid cost estimate for construction will be established for the project. However, in talking with vendors, MKN feels a conservative construction cost for the 4 lift stations would be \$170,000 and a less conservative cost would be \$125,000.

#### **ATTACHMENTS:**

File Name	Description
Coalinga_4_Lift_Stations_Final.pdf	Lift Station Upgrades MKN (2024)

8405 N. Fresno St, Suite 120  
Fresno, CA 93720  
559.500.4750 [PHONE](#)

December 5, 2024

Eric De Leon  
Public Works Supervisor  
City of Coalinga  
155 W. Durian  
Coalinga, CA 93210

**Re: Four Lift Station Upgrades Project**

Dear Mr. De Leon,

MKN & Associates, Inc. (MKN) is pleased to provide the City of Coalinga (City) this proposal for the Four Lift Station Upgrades Project.

## Project Background

The City has requested a proposal from MKN to make control and electrical changes to four different lift stations:

- La Cuesta – Located on the northeast corner of Phelps Ave and La Cuesta Ave
- Kimberly – Located at the north end of Kimberly Place
- Highway – Located approximately 2,000 feet east of South Mered Avenue on Jayne Avenue (Hwy 33)
- Sandalwood Park – Located in Sandalwood Park at the northwest corner

It is our understanding that the City is interested in the following improvements for each of the four lift stations.

The La Cuesta lift station needs the following improvements:

- Ability to have the lift station call/text for these alarms:
  - Low water alarm
  - High water alarm
  - High High water alarm
  - Pump failure alarm
- A quick connect plug to match the City's new portable generator.



The Kimberly lift station needs the following improvements:

- Ability to have the lift station call/text for these alarms:
  - Low water
  - High water
  - High High water
  - Pump failure
- Add a quick connect plug to match the City's new portable generator.

The Highway 33 lift station needs the following improvements:

- Ability to have the lift station call/text for these alarms:
  - Low water
  - High water
  - High High water
  - Pump failure

The Sandalwood lift station needs the following improvements:

- New electrical panel including power and controls
  - The lift station has a duplex pump arrangement
- New pump rails
- New floats
- A bypass connection
- Add the ability to have the lift station call/text for these alarms:
  - Low water
  - High water
  - High High water
  - Pump failure
- Add a quick connect plug to match the City's new portable generator.

## Scope of Work

The MKN proposed scope of services generally consists of the following activities:

- Review existing documents and record drawings, if any
- Prepare preliminary site layout identifying key components for review
- Prepare Construction Documents including plans, technical specifications, and opinion of construction costs
- Provide bid and construction phase engineering services

Construction management services are not included in our scope but can be included upon request. The proposed scope of service presented below is based on our project understanding and conversations with City staff. Please review and let me know if you have any questions or would like to discuss. We are happy to adjust the scope as needed to best fit the City's needs.

## Task Group 100 – Project Management and Kickoff Meeting

MKN will conduct a kickoff meeting with City staff to review project scope, schedule, deliverables, and any construction or operational concerns for the lift station. The kickoff meeting will include a discussion and ultimately a selection of communication technology. The three options to be presented will be:

- Cellular dialer system – This system would only have alarm and reporting capabilities.
- Cellular modem or Starlink system – This system would have full network accessibility to a SCADA system such as Ignition to provide alarm, reporting and monitoring capabilities.
- Ewon or High Tite with I/O with cellular capability – A built in cloud-based SCADA system to provide alarm, reporting and monitoring capabilities.
- Mission control subscription cellular system – This system would have full network accessibility to cloud based SCADA system to provide alarm, reporting and monitoring capabilities.
- Upon completion of the meeting, a site walk will be attended by the project team to identify any specific concerns prior to the initiation of work. Meeting notes will be prepared and distributed to document issues and action items.

The MKN Project Manager will perform project management activities throughout the duration of the project including contract administration, coordination (MKN team members, subconsultants, and City staff), development and maintenance of the project design schedule, overseeing deliverables, project meetings, and communication of project status and issues for prompt resolution with the City.

Each of the project deliverables will be reviewed by qualified principal level reviewers to ensure MKN work products meet the requirements of the executed scope of services and stipulated requirements of the City.

## Task Group 200 – Design Document Development

MKN will prepare construction plans and technical specifications for the lift stations, utilizing three (3) distinct submittals (50%, 95% and Final). Plans will be prepared in AutoCAD format. MKN will submit deliverables to the City. After City review of each package, MKN will attend a review meeting to review any comments. MKN will incorporate these comments into the subsequent submissions. MKN will provide updated opinions of probable construction costs with the 50% and 95% submittals.

The 50% deliverable will provide an overall site layout, key design features, and design criteria.

MKN's subconsultant will design and specify all electrical components for the lift stations.

*Construction Document Deliverables:*

- 50% Submittal (Electronic Copy in PDF Format):
  - Draft Half-Size (11" x 17") Drawings
  - Draft Technical Specifications
  - Draft Opinion of Probable Construction Costs
- 95% Submittal (Electronic Copy in PDF Format):
  - Revised Half-Size (11" X 17") Drawings
  - Revised Technical Specifications
  - Revised Opinion of Probable Construction Costs
- Final Submittal (Electronic Copies in PDF and AutoCAD Formats):
  - Final Half-Size (11" X 17") Drawings
  - Final Full-Size (22" x 34") Drawings
  - Final Technical Specifications (Divisions 02 To 43)
  - Final Opinion of Probable Construction Costs

*Anticipated Drawings:*

- General & Civil (12 Sheets)
  - Title, Notes, (2 sheets)
  - Project Plan
  - Demolition Plan (1 sheet)
  - Site Plans and Sections (4 sheets)
  - Civil Details (1 sheets)
- Electrical and Instrumentation (12 Sheets)
  - Electrical (8 sheets)
  - Instrumentation & Controls (4 Sheets)

## Task Group 300 – Bid Phase Support

Prior to advertising the project for bidding, MKN will support the City with general contractor outreach efforts by contacting three potential bidders and notify them of the upcoming bid opportunity. During bidding, MKN will receive manage and respond to questions from prospective bidders and will prepare any necessary addenda during the bidding phase. To facilitate bidder understanding the addenda will clearly identify additions, deletions, or modifications by specification section or drawing number. It is anticipated that one (1) bid addendum will be required. MKN will attend the pre bid meeting in Coalinga, and attend the bid opening, review the bids for general conformance with the contract documents, and assist in identifying the apparent low bidder.

*Bid Phase Deliverables:*

- Addenda issued during the bidding phase
- Prebid meeting notes



## Task Group 400 – Engineering Services During Construction (ESDC)

MKN will provide the following engineering support services during the construction phase of the project:

- Attending the Pre-Construction Meeting
- Attending two (2) Project Progress Meetings
- Respond to up to three (3) Requests for Information (RFIs) From the Contractor
- Review of up to fifteen (20) equipment and material submittals and resubmittals
- Record Drawings- MKN will prepare record drawings based on the contractor's redlined as-built. Design changes issued via addenda or change orders will also be incorporated into the record drawings.
- Startup Support – MKN will provide support during project startup
- Attend Final Walk Through and Prepare Punch List - MKN will participate in a final walk through with City staff and prepare a punch list of items to be addressed by the Contractor.

### *Construction Phase Deliverables:*

- Responses to RFI's
- Submittal review comments
- Record Drawings – Delivered electronically as PDF's or as DWG files
- Final Walk-through punch list

### *Project Assumptions*

- Front-end contract documents will be completed by MKN but supplied by City.
- Permits will be obtained by the Owner/Contractor
- All necessary easements have been secured by the City. Any required additional easement acquisition work may be completed at cost plus 10%
- Potholing of existing utilities is not included
- It has been assumed a Geotechnical Investigation will not be required for this project based on the limited amount of earthwork to be performed. The need for a geotechnical investigation will be reevaluated at the 30% deliverable.
- CEQA Categorical Exemption compliance work will be completed by the City
- Electrical design includes connections for portable generators with manual transfer switches. A permanent generator will not be included in the final designs.
- MKN shall be entitled to rely reasonably upon the accuracy of data and information provided by or through the City and will use good professional judgment in reviewing and evaluating such information. If MKN identifies any error or inaccuracy in data or information provided by or through the City or determines that additional data or information is needed to perform the services, MKN shall promptly notify the City.
- The existing electrical service is adequately sized for the Sandalwood site
- The City is responsible for advertising the project for bidding

## Task Group 500 – Construction Management Services (Optional)

If desired, Construction Management Services may be provided by MKN; a full CM proposal can be provided upon request.

## Fee Estimate

MKN proposes to complete this work on a time and materials basis with a budget not to exceed \$88,216 based on the 2025 MKN rate schedule, included as **Exhibit A**. The estimated level of effort is provided as **Exhibit B**.

## Schedule

The anticipated schedule is summarized in the table below. It assumes a City review period of two weeks between submittals and progress meetings.

Task	Time from Notice-to-Proceed
Kickoff Meeting & Site Visit	2 Weeks
50% Design Package	6 Weeks
95% Design Package	12 Weeks
Final Bid Documents	15 Weeks

MKN proposes completing this base work on a time and materials basis with a budget not to exceed \$88,216. A detailed budget spreadsheet is attached. Hourly rates are also attached and may be revised annually. Other direct costs will be charged with a 10% markup.

We hope this proposal meets your expectations and look forward to working with you on this project.

Sincerely,

Kevin Norgaard, PE  
Principal Engineer

Attachments:

- Budget Spreadsheet
- Fee Schedule





# 2025 FEE SCHEDULE

CATEGORY	POSITION	HOURLY RATE
<b>Communications and Administrative</b>	Administrative Assistant	\$113
	Strategic Communications Coordinator	\$121
	Strategic Communications Specialist	\$147
<b>Designers and Technicians</b>	CAD Technician I	\$137
	CAD Design Technician II	\$158
	Senior Designer	\$176
<b>Planning</b>	Assistant Planner I	\$140
	Assistant Planner II	\$160
	GIS Specialist	\$173
	Planner I	\$189
	Planner II	\$205
	Senior Planner	\$215
<b>Engineers</b>	Engineering Technician	\$103
	Assistant Engineer I	\$140
	Assistant Engineer II	\$160
	Project Engineer I	\$189
	Project Engineer II	\$205
	Senior Engineer I	\$221
	Senior Engineer II	\$231
	Senior Engineer III	\$247
	Principal Engineer	\$257
<b>Project Management</b>	Project Manager	\$231
	Senior Project Manager	\$267
	Project Director	\$289
	Senior Project Director	\$308
<b>Construction Management Services</b>	Scheduler	\$179
	*** Construction Inspector	\$200
	Assistant Resident Engineer	\$200
	Resident Engineer	\$212
	Construction Manager	\$231
	Principal Construction Manager	\$272

The foregoing Billing Rate Schedule is effective through December 31, 2025 and will be adjusted each year after at a rate of 2 to 5%.

### DIRECT PROJECT EXPENSES

Outside Reproduction	Cost + 10%
Subcontracted or Subconsultant Services	Cost + 10%
Travel & Subsistence (other than mileage)	Cost
Auto Mileage	Current IRS Rate

\*\*\* 40 hrs per week assumed; part-time rates can be provided upon request  
Rates also subject to prevailing wage mandatory increases during a calendar year

City of Coalinga  
Four Lift Station Upgrade



	Principal Engineer	Assistant Engineer II	CAD Design Technician II	Total Hours (MKN)	Labor (MKN)	Electrical (MSO)	Non-Labor Costs	Total Fee
Hourly Rates	257	160	158					
<b>Task Group 1: La Cuesta LS</b>								
Task 1.100A PM & KICKOFF (MKN)	4			4	\$1,028	\$ -	\$0	\$ 1,028
Task 1.100B PM & KICKOFF (MSO)				0	\$0	\$ 1,075	\$1,075	\$ 1,075
Task 1.200A Design Document Development (MKN)	8	20	16	44	\$7,784	\$ -	\$0	\$ 7,784
Task 1.200B Design Document Development (MSO)				0	\$0	\$ 3,894	\$3,894	\$ 3,894
Task 1.300A Bid Phase (MKN)	2			2	\$514	\$ -	\$0	\$ 514
Task 1.300B Bid Phase (MSO)				0	\$0	\$ 487	\$487	\$ 487
Task 1.400A ESDC (MKN)	4	12		16	\$2,948	\$ -	\$0	\$ 2,948
Task 1.400B ESDC (MSO)				0	\$0	\$ 2,536	\$2,536	\$ 2,536
<b>Subtotal</b>	<b>18</b>	<b>32</b>	<b>16</b>	<b>66</b>	<b>\$ 12,274</b>	<b>\$ 7,992</b>	<b>\$ 7,992</b>	<b>\$ 20,266</b>
<b>Task Group 2: Kimberly LS</b>								
Task 2.100A PM & KICKOFF (MKN)	4			4	\$1,028	\$ -	\$0	\$ 1,028
Task 2.100B PM & KICKOFF (MSO)				0	\$0	\$ 1,075	\$1,075	\$ 1,075
Task 2.200A Design Document Development (MKN)	8	20	16	44	\$7,784	\$ -	\$0	\$ 7,784
Task 2.200B Design Document Development (MSO)				0	\$0	\$ 3,894	\$3,894	\$ 3,894
Task 2.300A Bid Phase (MKN)	2			2	\$514	\$ -	\$0	\$ 514
Task 2.300B Bid Phase (MSO)				0	\$0	\$ 487	\$487	\$ 487
Task 2.400A ESDC (MKN)	4	12		16	\$2,948	\$ -	\$0	\$ 2,948
Task 2.400B ESDC (MSO)				0	\$0	\$ 2,536	\$2,536	\$ 2,536
<b>Subtotal</b>	<b>18</b>	<b>32</b>	<b>16</b>	<b>66</b>	<b>\$ 12,274</b>	<b>\$ 7,992</b>	<b>\$ 7,992</b>	<b>\$ 20,266</b>
<b>Task Group 3: Highway 33 LS</b>								
Task 3.100A PM & KICKOFF (MKN)	4			4	\$1,028	\$ -	\$0	\$ 1,028
Task 3.100B PM & KICKOFF (MSO)				0	\$0	\$ 1,075	\$1,075	\$ 1,075
Task 3.200A Design Document Development (MKN)	8	20	16	44	\$7,784	\$ -	\$0	\$ 7,784
Task 3.200B Design Document Development (MSO)				0	\$0	\$ 3,894	\$3,894	\$ 3,894
Task 3.300A Bid Phase (MKN)	2			2	\$514	\$ -	\$0	\$ 514
Task 3.300B Bid Phase (MSO)				0	\$0	\$ 487	\$487	\$ 487
Task 3.400A ESDC (MKN)	4	12		16	\$2,948	\$ -	\$0	\$ 2,948
Task 3.400B ESDC (MSO)				0	\$0	\$ 2,536	\$2,536	\$ 2,536
<b>Subtotal</b>	<b>18</b>	<b>32</b>	<b>16</b>	<b>66</b>	<b>\$ 12,274</b>	<b>\$ 7,992</b>	<b>\$ 7,992</b>	<b>\$ 20,266</b>
<b>Task Group 4: Sandalwood LS</b>								
Task 4.100A PM & KICKOFF (MKN)	4			4	\$1,028	\$ -	\$0	\$ 1,028
Task 4.100B PM & KICKOFF (MSO)				0	\$0	\$ 1,075	\$1,075	\$ 1,075
Task 4.200A Design Document Development (MKN)	8	24	20	52	\$9,056	\$ -	\$0	\$ 9,056
Task 4.200B Design Document Development (MSO)				0	\$0	\$ 7,788	\$7,788	\$ 7,788
Task 4.300A Bid Phase (MKN)	2			2	\$514	\$ -	\$0	\$ 514
Task 4.300B Bid Phase (MSO)				0	\$0	\$ 487	\$487	\$ 487
Task 4.400A ESDC (MKN)	8	18		26	\$4,936	\$ -	\$0	\$ 4,936
Task 4.400B ESDC (MSO)				0	\$0	\$ 2,536	\$2,536	\$ 2,536
<b>Subtotal</b>	<b>22</b>	<b>42</b>	<b>20</b>	<b>84</b>	<b>\$ 15,534</b>	<b>\$ 11,886</b>	<b>\$ 11,886</b>	<b>\$ 27,420</b>
<b>TOTAL BUDGET</b>	<b>76</b>	<b>138</b>	<b>68</b>	<b>282</b>	<b>\$52,356</b>	<b>\$ 35,860</b>	<b>\$ 35,860</b>	<b>\$ 88,216</b>

**STAFF REPORT - CITY COUNCIL/SUCCESSOR AGENCY/PUBLIC FINANCE  
AUTHORITY**

**Subject:** Council Approval of Water for Wastewater Exchange Agreement with Gladstone California Water LLC  
**Meeting Date:** Thursday, December 19, 2024  
**From:** Sean Brewer, Interim City Manager  
**Prepared by:** Sean Brewer, Interim City Manager

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**I. RECOMMENDATION:**

City Council is hereby recommended to approve agreement to receive up to 500 AF of USBR project water from Gladstone California Water LP for use by the City's water treatment plant in exchange to Gladstone for groundwater recharge credits from the City's wastewater discharge.

**II. BACKGROUND:**

During this USBR water year (March 2024 through February 2025), the City has been selling excess USBR water supply to Pleasant Valley Water Conveyance Partners (PVWCP). These ongoing sales are conducted to the benefit of the water ratepayers. The initial determination of total water available from USBR was based on a calculation that included volumes sold to Westside Mutual Water District in February 2024. However, at the end of September, USBR notified staff that those volumes should not have been included in the calculation because the sale was outside the City's service area. Consequently, realizing the City's allocation for the year was lower, sales to PVWCP were immediately suspended. However, based on projections of the City's own water needs through February 2024, a shortage still results, currently estimated at 410 acre-feet (AF) based on projections for December, January, and February.

**III. DISCUSSION:**

Gladstone California Water LP has excess water this water year and is willing to provide water to the City. (Gladstone is also a wholesale customer to which the City has sold water this year.) Gladstone has requested the City provide groundwater credits from the City's wastewater treatment plant discharge in a 2:1 exchange for water delivered for the water plant. Specifically, the City will provide credits for two AF of groundwater for each one AF to the water plant. The City is not currently utilizing the benefits of its groundwater credits.

Since this is a new type of transaction for both parties, the agreement is written such that if for any reason the City is unable to repay Gladstone by a specified date in groundwater credits, that the City will then pay Gladstone a prespecified price for the water. The City will also pay to Gladstone the cost difference Gladstone will incur that is approximately \$50 per AF to convert Gladstone's Agricultural water to Municipal and Industrial (M&I) water. The City will be responsible for quantifying the volume of discharged water that qualifies as groundwater. Gladstone will be responsible for all necessary filing to be able to receive value from the groundwater credits. The City will need to hire a licensed and qualified engineer to quantify the volume of groundwater eligible.

The agreement is written to provide up to 500 AF of water through the end of February. However, the City

will take only as much needed to meet demand.

**IV. ALTERNATIVES:**

The alternative is not to receive water from Gladstone, which would result in the City taking excess water from USBR beyond the City’s revised, calculated allocation for this water year.

**V. FISCAL IMPACT:**

To the extent the City’s obligation is made complete by provision of groundwater credits, the City will save the cost of water purchases from USBR, which is approximately \$100 per AF, or \$41,000 based on 410 AF. (Note this is in addition to the benefit already received by the City for selling water to the farmers at \$400 per AF.) However, the City will need to pay a qualified engineer to certify the volume of groundwater provided, which cost has not been determined, but is not expected to be significant. If the City is not able to fully meet its obligation to provide groundwater credits, the agreement is written to keep ratepayers whole compared to the cost of the water sold at \$400 per AF.

**ATTACHMENTS:**

File Name	Description
□ 2024_Water_for_Wastewater_Exchange_Gladstone__12182024.docx	2024 Water for Wastewater Exchange Gladstone 12182024

**WATER FOR GROUNDWATER RECHARGE CREDIT EXCHANGE  
AGREEMENT  
[City of Coalinga and Gladstone California Water LP]**

This Water for Groundwater Recharge Credit Exchange Agreement (“Agreement”) is entered into by and between the City of Coalinga (“City”) and Gladstone California Water LP, a Delaware Limited Partnership (“Gladstone”), each a “Party” and collectively “Parties.”

**RECITALS**

- A. The City is a contractor with United States Department of the Interior, Bureau of Reclamation (“USBR”) and is entitled to receive Central Valley Project (“CVP”) water pursuant to USBR Contract No. 14-06-200-4173A-IR1-P.
- B. Gladstone has access to certain CVP water (“CVP Water”) and is willing to transfer up to 500 acre-feet (“AF”) of CVP Water to the City prior to March 1, 2025.
- C. The City has access to certain groundwater recharge credits derivative of treated effluent from the City’s wastewater treatment plant (“WWTP”) and is willing to entitle and transfer such credits to Gladstone in an amount equal to twice the volume of CVP Water transferred to the City by Gladstone.
- D. Time is of the essence in preparing and approving this Agreement and in performance if its terms for the purpose of the City meeting its water obligations with USBR and Gladstone securing additional irrigation water supplies.
- E. This Agreement contains specified pricing for the City to purchase the CVP Water from Gladstone in the event the groundwater credits for any reason cannot be transferred.

**NOW, THEREFORE**, the City and Gladstone agree to the following:

- 1. Term of Agreement. The Agreement is effective upon execution by the Parties, and shall terminate at the earlier of 1) the end of the month during which the last WWTP water credit transfer is provided to meet the City’s obligation hereunder to Gladstone, or 2) December 31, 2026.
- 2. USBR Approval. This Agreement is contingent upon the approval of USBR to authorize the transfer of Agricultural CVP Water from Gladstone to the City for use as Municipal and Industrial (“M&I”).
- 3. Delivery Schedule and Projected Volumes. Gladstone will make available to the City up to 500 AF of CVP Water for delivery to the City prior to March 1, 2025. The projected delivery schedule is:

December 2024	30 AF
January 2025	200 AF
February 2025	<u>180 AF</u>
Total	410 AF

Delivery of the December volume is contingent upon USBR allowing the water to be accounted for when it was not scheduled at the beginning of the month. Actual deliveries for January and February will be based on the City’s actual water demand as measured by Westlands Water District (“Westlands”) following the end of each month. If allowed by USBR, January or February deliveries may be increased by the shortfall, if any, in any prior month. The City shall provide Gladstone with the actual delivered volumes as soon as they are received from Westlands.

4. Payment Obligations for Delivered Water.
  1. USBR. Gladstone shall pay all USBR-related charges for water delivered, including but not limited to the cost for Direct Pumping assigned to the City under USBR M&I Rate Schedule A-2A. The City shall be responsible for all costs associated with delivered CVP water being converted from Ag water to M&I water.
  2. San Luis Delta Mendota Water Agency (“SLDMWA”). The City shall pay all amounts due to SLDMWA arising from performance of this Agreement.
  3. Westlands Charges. The City shall pay all amounts due to Westlands arising from performance of this Agreement.
  
5. Exchange of Groundwater Recharge Credits for CVP Water Delivered. The intent of this Agreement is that the City shall provide groundwater recharge credits to Gladstone in exchange for USBR water delivered to the City. The City shall provide to Gladstone the exclusive right to extract for irrigation all calculated groundwater credits beginning January 1, 2025, through December 31, 2026, up to the amount of credits needed for the City to meet its exchange obligations herein.
  
6. 2:1 Exchange Ratio. For every **one** (1) AF of CVP Water delivered to the City by Gladstone, the City shall provide a groundwater recharge credit volume equal to **two** (2) AF to Gladstone.
  
7. Accounting for Groundwater Recharge Credits. The City shall provide Gladstone documentation of the monthly volumes of WWTP water qualified for groundwater recharge credits by the 15<sup>th</sup> of each month.
  
8. Exchange Credit Approvals. The City shall be responsible for obtaining exchange credit approval from the PV GSA prior to transferring the groundwater recharge credits to Gladstone.



9. Extraction Approval. Gladstone shall be responsible for all necessary filings with DWR, PV GSA, or any other necessary agency for the purpose of Gladstone benefiting from the monthly qualified volumes calculated by the City.
10. Default Price for Water if Not Covered by Exchange. In the event the City is unable to provide the groundwater credits, or if the credits have not been fully provided by the City as of December 31, 2026, the City shall pay to Gladstone **Four Hundred Fifty Dollars (\$450)**, less the difference between Ag water and M&I water, per AF for the remaining CVP Water delivered by Gladstone that has not been covered by calculated groundwater credits provided by the City. The Parties agree that the default price does not imply the monetary value of the groundwater recharge credits provided in exchange.
11. Point of Delivery. The point of delivery for water delivered by Gladstone to the City shall be into the Coalinga Canal from the San Luis Canal.
12. Place of Use. The place of use of the groundwater recharge credits shall be within the PV GSA jurisdictional area.
13. Operating Communication, Notices, Billing, and Payment. In the event payments are due to Gladstone by the City for purchased water, a mutually agreeable statement may be prepared by either Party, and shall be paid by the City within fifteen (15) days of the date of the statement. All notices, including billing statements may be communicated via email, provided the receiving party acknowledges receipt, via personal delivery, or via nationally recognized overnight courier as follows:

If to Gladstone:

**Firestone Avenue Coalinga, LP**  
Attn: Bill Reiman  
1521 Westbranch Drive, Suite 100  
McLean, VA 22102  
bill.r@gladstoneland.com  
(805) 377-7701

With Copy to:

Kyle Murai  
295 Willis Avenue, Suite H-1  
Camarillo, CA 93010  
[Kyle.Murai@gladstonecompanies.com](mailto:Kyle.Murai@gladstonecompanies.com)

If to the City:  
**City of Coalinga**  
155 W Durian Avenue  
Coalinga, CA 93210

With Copy to:  
Sean Brewer  
Interim City Manager  
sbrewer@coalinga.com  
559-935-1533 Ext. 143

Dan Bergmann, IGS  
Consultant  
[dan@igservice.com](mailto:dan@igservice.com)  
925-899-2578

14. Regulatory Compliance. The obligations of the City and Gladstone to perform under this Agreement are conditioned upon ongoing compliance, approvals, and consents, including, without limitation, from the USBR, Westlands, the State Water Resources Control Board, and any other authority with jurisdiction impacting performance of this Agreement.
15. Conflicts of Interest. Neither the City, nor its City Manager, nor any City Council member, department head, manager, employee, consultant, or agent of the City, shall give to or receive from any director, employee or agent of Gladstone or any affiliate thereof any gift or entertainment of significant value, or any commission, fee, or rebate in connection with this Agreement.
16. Operating Communication and Cooperation. The City shall designate a representative for ongoing operating coordination with Gladstone, and Gladstone shall designate a representative for operating coordination with the City. The Parties shall mutually cooperate to carry out the terms of this Agreement.
17. Counterpart Signatures. This Agreement may be signed in counterparts such that each signature when combined with others constitutes a single binding Agreement.
18. Warranty of Authority. Each person signing this Agreement represents and warrants that he or she has the authority to enter into the Agreement and bind the entity on whose behalf he or she is signing.

IN WITNESS WHEREOF, City and Gladstone agree to the terms and conditions herein.

**CITY OF COALINGA**

By: \_\_\_\_\_  
Sean Brewer  
Interim City Manager

Date: \_\_\_\_\_

ATTEST:

\_\_\_\_\_  
City Clerk

**GLADSTONE CALIFORNIA WATER LP, a Delaware limited partnership**

By: Gladstone California Farmland, GP, LLC, a Delaware limited liability company, its General Partner

By: Gladstone Land Limited Partnership, a Delaware limited partnership, its Sole Member

By: Gladstone Land Partners, LLC, a Delaware limited liability company, its General Partner

By: Gladstone Land Corporation, a Maryland corporation, its Manager

By: \_\_\_\_\_  
David Gladstone  
President and CEO

**STAFF REPORT - CITY COUNCIL/SUCCESSOR AGENCY/PUBLIC FINANCE  
AUTHORITY**

**Subject:** City Council Authorizing the Interim City Manager to Proceed with Facilitation Services Provided by the Mejorando Group  
**Meeting Date:** Thursday, December 19, 2024  
**From:** Sean Brewer, Interim City Manager  
**Prepared by:** Sean Brewer, Interim City Manager

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**I. RECOMMENDATION:**

Staff recommends that the City Council direct the Interim City Manager to proceed working with the Mejorando Group to provide facilitation services as outlined in their proposal, with a total project cost of **\$10,850** plus travel reimbursement.

**II. BACKGROUND:**

The City of Coalinga seeks to enhance governance practices and strategic direction by engaging in a facilitated process involving the City Council and the executive leadership team. The Mejorando Group, led by Patrick Ibarra, has submitted a proposal to provide professional facilitation services aimed at achieving improved alignment of organizational priorities, enhancing collaboration, and defining a strategic direction for the City of Coalinga.

The Mejorando Group specializes in partnering with local government agencies to develop tailored solutions that clarify priorities, establish a shared vision for the future, and strengthen Council-Manager relationships.

**III. DISCUSSION:**

The Mejorando Group proposes a comprehensive facilitation process consisting of the following key components:

**Pre-Meeting Research & Stakeholder Input:**

- Conduct individual interviews with the Mayor, Councilmembers, and the Interim City Manager to identify key priorities, opportunities, and challenges.
- Summarize input to inform agenda development.

**Strategic Planning Session (Full-Day Workshop):**

Facilitation of a collaborative workshop with City Council and executive staff.

Topics to include:

- The role of local government and expectations.
- Examination of key external and internal factors affecting the City.
- Establishment of strategic goals and priorities for the next planning period.

The workshop will foster open dialogue, enhance relationships, and achieve consensus on goals.

**Follow-Up and Summary Report:**

- Preparation of a detailed summary report outlining strategic goals, priorities, and key outcomes.
- Presentation of the report to the City Council for adoption and periodic progress updates.

The Mejorando Group’s proven expertise in facilitation services has been successfully implemented in cities across California and the nation. The proposed facilitation services provided by the Mejorando Group will assist the City Council in clarifying strategic goals, strengthening governance processes, and ensuring alignment between elected officials and staff. Staff recommends approval of the recommendation to proceed with this valuable initiative.

**IV. ALTERNATIVES:**

- Approve the recommendation as presented.
- Deny the recommendation and provide direction to staff.
- Modify the scope of services or authorize staff to solicit proposals from additional providers.

**V. FISCAL IMPACT:**

The total cost for the facilitation services is \$10,850. This includes:

- \$5,850 for pre-meeting preparation, interviews, and post-session summary.
- \$5,000 for a full-day workshop facilitation.

Travel expenses will be reimbursed in addition to the facilitation fee, based on actual costs incurred.

Funding for this project will incorporate a budget adjustment from the fund balance to the Elected Officials Fund, Account 101-401-88100 (Professional Services). The budget adjustment will increase the budget to include the additional expenses associated with this proposal.

**ATTACHMENTS:**

File Name	Description
 Ibarra_Mejorando_Group_Coalinga_2024.pdf	Mejorando Group Facilitation Services Proposal



mejorando group

## Proposal

November 25, 2024



# *Facilitation Services*

Submitted By:

Patrick Ibarra  
The Mejorando Group  
13 Muirfield Road  
Cumberland, ME 04021  
925-518-0187

[www.gettingbetterallthetime.com](http://www.gettingbetterallthetime.com)

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November 25, 2024

Sean Brewer  
Interim City Manager  
City of Coalinga

Dear Sean:

On behalf of the Mejorando Group, I am pleased to offer our expertise to the City of Coalinga as a partner engaged in assisting your efforts aimed at strengthening the role of the governing body in their pursuit of building a stronger, more vibrant community. The actions that position the Coalinga community for the future differ from a “we’ve always done it that way” approach. Striking the right balance between sustaining a legacy organization and building for the future requires judgment.

As a result of the enormity and pace of change along with the evolving role of local government as the catalyst for a better quality of life, convening elected officials, and executive leadership team members in a process to move forward and determine organizational priorities into the foreseeable future, is beneficial. Assembling these groups allows city leaders, in a collaborative manner, to make fundamental decisions that guide them to a developed vision of the future and ensure alignment of priorities between the governing body and the interim city manager, which is essential to a healthy Council-Manager partnership.

Our qualifications are highly relevant in terms of performing your specific tasks and providing quality deliverables, which will be useful. The Mejorando Group has **extensive experience and in-depth expertise facilitating Goal Setting/Strategic Planning** processes and has performed a large number of similar engagements for **cities nationwide including several in California:** Alhambra, Bakersfield, Banning, Claremont, Coachella, Fillmore, Kingsburg, Montebello, Monterey Park, Norwalk, Pico Rivera, Placentia, San Gabriel and South Pasadena. The Mejorando Group considers [Strategic Planning facilitation services](#) to be our core competencies in our overall consulting practice.

We honor the history and heritage of a community and tailor our approach according to what best suits their needs. Our role during the process is to serve as a “flashlight” and a “mirror” helping City officials identify the impacts of potential trends on the vitality of





Coalinga, incorporate feedback from the various sources into themes, share how other municipalities are addressing similar issues/challenges and helping craft a Strategic Plan that achieves Cohesion among elected officials and staff, Clarity about priorities and Commitment to implementation. We pride ourselves on the ability to effectively disrupt the status quo thinking of the “we’ve always done it that way” approach and replace it with a forward-looking mindset on how community leaders can realize their community’s potential.

Offering consultation, facilitation, and training, my firm brings fresh thinking, innovation and “next practices” to help governments succeed in the 21st century. Established in 2002, we take our name from the Spanish word, Mejorando, which means “Getting Better All the Time.” This reflects our commitment to our approach to clients who are seeking new ways to improve constantly. **As a former city manager, and a person who invested over 15 years of my career in local government,** I am extremely familiar with the issues and constraints confronted by those dedicated individuals, within organizations who choose daily to recommit themselves to high quality public service. Based on my experience and expertise, I bring government leaders a valuable perspective and offer practical advice and contributions enabling them to lead their organizations more effectively.

If you have any questions regarding the content of this proposals or need more information, please contact me at 925-518-0187 or via e-mail at [patrick@gettingbetterallthetime.com](mailto:patrick@gettingbetterallthetime.com).

Sincerely,



Patrick Ibarra  
Co-Founder and Partner

## A. SCOPE OF SERVICES

### 1. Background and Understanding

Local government directly affects the daily existence and quality of life for residents within the community. The political leadership of local government is about making things happen that might not otherwise happen and preventing things from happening that ordinarily might happen. It is a process that helps transform intentions into positive actions and visions into reality. The role of government is evolving, but the question is in what direction is it moving?

The Coalinga community isn't static, it's highly dynamic with lots of disruption and change so what got you here may not get you there. This is where convening members of the governing body along with the executive leadership team in a process to enhance trust among members and determine organizational priorities into the foreseeable future, is beneficial. An effective and robust process will fortify relationships, clarify roles, increase a shared understanding about the future, serve to prioritize services and resources, and determine the best path forward in the collective quest to deliver high quality public services.

Our view is that strategic planning must be seen as both a **process** and a **product**. Regarding the process, strategic planning is designed to obtain input from a broad range of stakeholders and equip policy makers with the ability to toggle between being responsive and proactive while recognizing the limited capacity for City finances and staff time. It's a priority-setting process to enhance the quality of life for your residents and operationalizing intent into action. Concerning the product, the Strategic Plan is a document that once adopted by the governing body is shared with the public and updated periodically to demonstrate progress on various items. While not entirely a budget-centric document, a strategic plan is intended to provide a link between authorized spending and broad organizational goals.

There are several purposes for undertaking this process:

- *Increased effectiveness.* The City's performance is enhanced, the mission is furthered, mandates are met, values are honored, and real public value is created. In addition, the City government responds effectively and plans for rapidly changing circumstances.
- *Increased efficiency.* The same or better results are achieved with fewer resources.
- *Improved understanding and better learning.* The City understands its situation far more clearly. Leaders are able to re-conceptualize the situation and establish

an interpretive framework that can guide strategy development and implementation.

- *Better decision making.* A coherent, focused and prudent basis for decision making is established, and today's decisions are made in light of their future consequences.
- *Enhanced organizational capabilities.* Broadly based organizational leadership is improved, and the capacity for further strategic thought, action and learning is enhanced.

Strategic thinking is a key competency that leaders and managers must be fluent in so as to enable the organization to identify and take advantage of emerging issues. It involves backing off from the concerns of the moment, finding a larger context, and then taking a fresh look at oneself, the organization, customers, co-workers, and the environment from this long-range vantage point.

Conversations will deal with two worlds – the world of facts and data, and the world of ideas and perceptions. Dialogue, conversation quality, and engagement will allow them to experiment with ideas and perceptions by taking facts and data into imagined or speculative worlds for the future of your community.

Creating a shared understanding about the future of Coalinga and activating a path towards its realization is the ultimate outcome. Moreover, for any organization, the ability to concurrently run the business (i.e., government is in the business of public service) and reinventing it has become a determinant of long-term success.

## 2. Work Plan

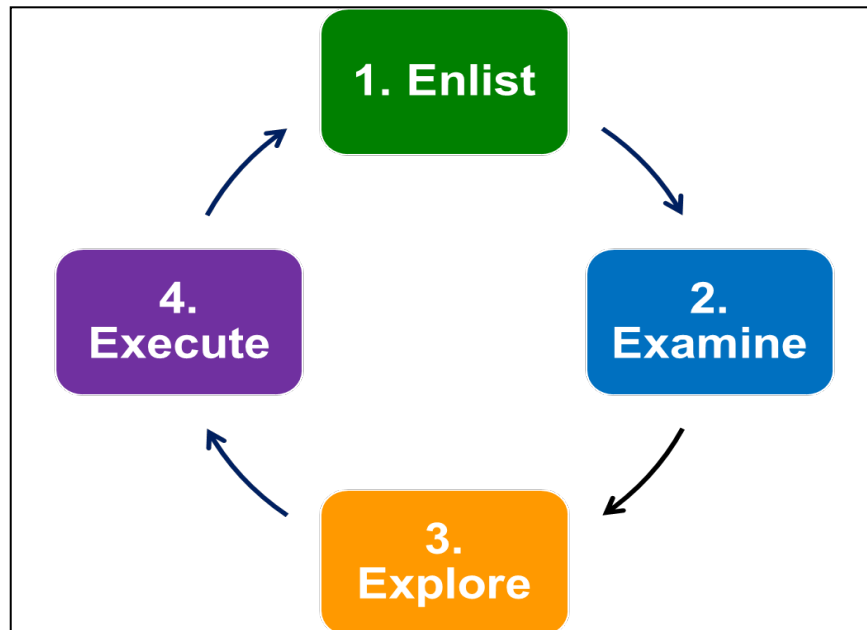
The Mejorado Group is uniquely qualified to provide professional facilitation services for the City of Coalinga. ***We are experts at striking a healthy balance between our two roles: content and process.*** Based on our in-depth experience of local government and our extensive record of consulting with other governments we can provide substantive content to the Mayor and Council, as they seek practical and imaginative solutions (i.e., content) to adopt top priorities, along with seasoned facilitation skills in helping elected officials blend their capabilities and approach as colleagues.

Our approach and accompanying work plan in developing the strategic plan satisfies the criteria by which successful strategic planning efforts are evaluated, and the City of Coalinga is seeking:

- Evaluates current conditions to identify opportunities to maximize and potential issues to mitigate.
- Leads to action that is both innovative and effective.

- Is an inclusive, participatory process in which elected officials and City staff take on a shared ownership role.
- Vision for the future is captured.
- Serves as a means to prioritize Goals.
- Develop an Implementation plan.

**Our work plan** merges the experience and insight from key stakeholders along with a reliable process and the capable facilitation and consulting services from the Mejorando Group. Our Approach is based on the **Four E's**:



Execution is the strategy so our results-based approach will ensure a genuinely collaborative process for prudent and thoughtful risk-taking by elected officials and executives in their desire to build a more vibrant community, while maintaining a strong emphasis on creating a meaningful outcome – a credible road map that accelerates your upward trajectory towards an even better future.

## 1. Enlist - Obtain Input

- 1) **Enlist** (*Pre-Meeting Research*) key stakeholders by obtaining their input about expectations for the process and topics/areas to be strongly considered at the strategic planning workshop. To ensure the content of the session is aligned with the expectations of members of the governing body, individual interviews/meetings will be held with the Interim City Manager, Mayor, and Councilmembers. Reading materials may be suggested to provide these key stakeholders, prior to the calls/interviews, as a means to enlarge perspectives and expand imaginations about the impacts of trends on the Coalinga community and organization.

Specific questions may include:

- What topics/subjects need to be addressed in the near, short- and long-term?
- In what ways is the community changing and what is the city's role in translating those headwinds of change into a tailwind?
- What do you want to achieve at the end of the advance/retreat?
- How will success of the advance/retreat affect the organization and community?

Information from the interviews will be summarized and an agenda finalized with the Interim City Manager.

## 2. & 3. Examine and Explore Design and Facilitate Retreat/Advance Workshop

***At the actual retreat/advance (Meeting Facilitation):***

- 2) **Examine**– the focus (subject to additional discussion and subsequent customization) of this segment of the session is to:
  - ❖ Examine the role of local government in general and the City of Coalinga in particular.
  - ❖ Discuss the foundations of healthy governing bodies in their pursuit as community builders.
- 3) **Explore** – While the input has not yet been gathered for this process, **here is a sample agenda** based on experience in similar situations with other local governments:
  - a) *Benefits of Good Government* – Group discussion about the positive impacts to the quality of life for residents in Coalinga, which are the result of decisions made by the Mayor and Councilmembers.
  - b) *Refresher on the form of government* – Discuss the various roles and expectations of the Mayor, Councilmembers, Interim City Manager, department directors, City staff and community members.
  - c) *Enhancing Credibility as a Governing Body* - Review and discuss the Seven Factors which comprise a credible Governing Body.
  - d) *“Headwinds: Review external and internal factors”* - Similar to an environmental scan, factors will be examined to determine their individual and collective impact on the operations of the city both at the present and in the

future. Types of questions that may be asked during this segment may include:

- What are the relevant population trends for the next two to five years? Five to 10 years?
  - What types of services will residents require in the future that are not already provided? What might be required to fund and staff these services?
  - What types of infrastructure additions or expansions will be required to handle our anticipated growth? What financial resources are required to fund this work?
- e) ***“Our Strategic Plan”*** – The next step is to create **Strategic Goals that are policy-centric. The focus for the Mayor and Council is to establish policy-centric goals while relying on the Interim City Manager and his staff to create Objectives for each of the Goals.** Essentially, the setting of Goals will serve to manage the gap between the present and desired future by defining where the city and community wants to be and establishing the steps needed for the desired outcome. The intent supporting this discussion is to find a reasonable level of depth so as not to complete an exhaustive inventory nor a cursory review.

The number of **Goals** cannot be predicted. Strategic plans may concentrate on four or five goals, or they may list dozens of areas that will component parts of the focus for Coalinga during the next several years. The plan must consist of what the Mayor and Council feel comfortable with and believe the city and community can implement in a reasonable amount of time.

Strategic Goals are typically in place for several years. What differs from year to year are specific goals and objectives which support the successful execution of the strategic initiatives.

**The desired outcome at the conclusion of the session with the governing body is to have a unified group with a laser focus on building an even stronger, more vibrant community.**

## 4. Execute – Implement

Subsequent to the session, a summary will be prepared, and the draft plan will be finalized and brought before the Mayor and Council for their adoption. Based on the plan adopted implementation will ensue. Periodic progress updates on the various items in the Plan will be provided.

Sharing the final results of the Strategic Planning process is an opportunity for elected officials, City staff, residents, businesses, community leaders and stakeholders to

celebrate the effort and set sight on the future. Creative design of executive summaries, animated explanatory videos, and an overall presentation that matches the City of Coalinga brand can help the community quickly understand the final product.

### 3. Approach to Facilitation

Taking control of uncertainty and successfully steering the organization and community through frequent bends in the road is the fundamental leadership challenge of our time. And it will call for a distinctly different type of leadership than traditionally expected. The advantage now goes to those who don't just learn to live with change, but who create change and fashion themselves as catalysts. The most effective leaders anticipate where their community is headed and see changes before others do.

A passionate curiosity and relentlessly inquisitive mind are the hallmarks of success in interpreting the changes occurring. Increasingly, leaders are reconsidering their approach by referencing the following shift in mindset:

Old Mindset	Modern Mindset
<ul style="list-style-type: none"> <li>• Adoption of the plan is strategy.</li> <li>• Deficit closing strategy.</li> <li>• Change is dangerous.</li> <li>• An event.</li> <li>• Wish list – the longer the better.</li> <li>• Arithmetic - sequential</li> <li>• Assumption that existing advantages will persist.</li> <li>• Community is static.</li> <li>• Conversations that reinforce existing perspectives.</li> <li>• Precise but slow.</li> <li>• Prediction oriented.</li> <li>• Extending a trajectory</li> </ul>	<ul style="list-style-type: none"> <li>• Execution of the strategy.</li> <li>• Capitalize on strengths.</li> <li>• Stability is dangerous.</li> <li>• A process.</li> <li>• Prioritize list – less is more.</li> <li>• Calculus – lots of moving parts</li> <li>• Assumption that existing advantages will come under pressure.</li> <li>• Community is dynamic.</li> <li>• Conversations that candidly question the status quo.</li> <li>• Fast and roughly right</li> <li>• Discovery driven.</li> <li>• Promoting continual shifts</li> </ul>

In brief, the benefits of our approach to strategic planning are to address the key ingredients:

- **Council management** – Is a springboard for helping the governing body be intentional, purposeful, and deliberate.
- **Group Relationships** – Strengthen the relationships among members.
- **Goals and Objectives** – Are a plan for what to do.

- **Decision aid** – Serves as a guide for making tough decisions in difficult situations such as where to invest energy, where to invest capital, and how to adjust to a rapidly changing environment.
- **Inspiration** – Acts as a tool for generating organization and community motivation and excitement.

As a **former city manager** who invested over fifteen years in local government management, and consultant for over eighteen years collaborating with leaders of public-sector agencies nationwide, I consider myself extremely effective as a catalyst partnering with groups by utilizing my in-depth understanding about local government operations with a highly interactive, stimulating, and practical approach to group facilitation. The result is a group recommitted to tackling, with a laser-like focus, today's toughest challenges confronting local government leaders.

Beyond meeting facilitation, I bring expertise partnering with city managers and elected officials in navigating team building/group development and priority-setting processes – blending a productive process with valuable and contemporary insight on how local governments nationwide are leveraging the headwinds of change into a tailwind.

We refer to the gatherings of elected and appointed officials we design and facilitate as an **Advance** as opposed to a Retreat, the commonly referred term applied to these types of meetings. Our work is aimed at helping governing bodies perform better while satisfying individual needs at the same time.

My role as **meeting facilitator** is an essential element to a successful process and achieving desired outcomes. These key skill sets reflect my philosophy and approach:

- ✓ Effective facilitation skills and meeting management
- ✓ Extensive knowledge of local government
- ✓ Add value during the discussion and throughout the process.
- ✓ Fair, objective, and impartial to all participants.
- ✓ Stimulate and encourage discussion and creative ideas.

I will facilitate the meeting by utilizing an approach that encourages the full participation of attendees, creates a relaxed and productive meeting environment, and keeps the group on-track with accomplishing agreed upon objectives.



## B. QUALIFICATIONS

Founded in 2002, the Mejorando Group, a Hispanic owned and Certified Minority-Business Enterprise (MBE), is a consulting practice focused on improving the management and operation of government organizations. Offering consultation, facilitation, and training services the Mejorando Group values building and sustaining customer relationships by helping align your most important resource – your people – so that your organization moves faster and more successfully toward accomplishing your goal of high-quality public service. **We take our name from the Spanish word, Mejorando, which translated means “Getting Better All The Time.” This reflects our commitment to our approach to clients who are seeking new ways to improve constantly.**

Against a backdrop of changing mission requirements, shifting workforce demographics and increased public expectations of what the government can deliver, local governments are striving to attain the next level of performance – incorporating mission changes while they implement new technologies, equip an emerging workforce, adapt operating practices, and maintain stable budgets and respond to fluctuating budgets. These multiple challenges are having a profound effect on the resources public sector agencies require, creating a need for organizations to adjust the size and mix of their workforce, leverage alternate workforce resources, and strengthen workforce capabilities.

We have earned a national reputation by delivering quality work products to our clients, helping them accelerate high performance. We feature a proven record of partnering with organizations through the myriads of issues influencing individual performance, group/team interactions, and overall organizational effectiveness. Our “hands-on” approach and ability to collaborate with all levels, from field personnel to executive management, enable us to integrate strategy, structure, process, quality, and culture to the desired end: optimal performance.

The Mejorando Group is comprised of professionals that have served as executives and managers in organizations from both the public and private sectors, and together have several years of experience working in all aspects of local government management. As a result, we bring you extensive experience, breadth of expertise, strong people management skills, seasoned judgment and a valuable perspective that provides for an immediate connection with your organization’s employees.

Our full range of services includes the following:

- **Facilitation Services** – Our approach to facilitation, from group development to strategic planning, enables a group to focus on future conditions and generate progressive strategies and innovative tactics to effectively anticipate and respond to those often-changing circumstances. This results in a proactive and dynamic

approach to sustaining a high-quality, high-performance organization. We are certified in Facilitation Skills from Development Dimensions International (DDI).

- **Talent Management Programs and Services:**
  - **Succession Planning Programs** – We are one of the country’s leading experts in effectively addressing the impacts from the changing workforce and designing succession planning programs. We design and implement all aspects of a robust Succession Planning Program which focuses on establishing job-level Competencies and recommending targeted improvements to Recruitment, Selection, Leadership Development, Workforce Learning/Training, and Promotional processes – in which all are synchronized towards equipping an agency’s workforce with the skills and capabilities to maintain high-quality service delivery and effective local government.
  - **Learning/Training – Design and Delivery** - We develop learning/training strategies, design workshops, deliver and evaluate training, and provide coaching to executives and managers. Our “instructor-led, participant centered” approach to training limits lecture and focuses on using a variety of instructional methods (e.g., discussions, video-clips, case studies, small group exercises, handouts to complete, skill-practices, and group discussions) to maximize the use of Adult Learning. Our goal is for participants to master the knowledge, skills and behaviors emphasized in the training program and apply them to their day-to-day activities. We feature over 25 competency-based training workshops for workforce members from all areas of your organization, front-line to executives.
- **Organizational Analysis and Process Improvement** – We review and analyze various functional areas within an organization to help discover more effective ways to manage and perform management and organizational activities. The Mejorando Group helps organizations succeed in their efforts to excel by utilizing a results-oriented approach that assesses the current effectiveness of existing strategies, structures, programs, work processes, and measurement systems. Strategies and tactics are provided to disrupt the status quo, and breakthrough practical solutions are implemented to align the organization’s people and work processes toward high performance.

Ours is a virtual consulting firm in which we blend our expertise and experience with that of other boutique-type firms to benefit our clients. This arrangement generates multiple dividends, including the application of extensive subject-matter experts and seasoned organizational development practitioners combined with the vast experience and expertise of former local government executives. Together, we help to effectively disrupt the status quo and bring leading-edge solutions to improve employee performance and organizational effectiveness.

## C. FEE

The Fee Schedule is:

- The hourly rate is \$390, and the estimate is fifteen hours for interviews, agenda preparation, report summary, etc. The Total fee is \$5,850.
- The rate for facilitation services for a full day session is \$5,000.

The total fee is \$10,850.

Travel reimbursement is in addition to the fee.

## D. EXPERIENCE AND REFERENCES

### **City of Kingsburg, California (pop. 12,662)**

In 2023, we designed and facilitated a revision to the existing Strategic Plan. Process included community outreach and facilitating public input sessions. A. involved facilitating a session which included Mayor, Council and members of the executive leadership team to generate a revised [Strategic Plan](#). **Reference:** Alex Henderson, City Manager, [ahenderson@cityofkingsburg-ca.gov](mailto:ahenderson@cityofkingsburg-ca.gov), (559) 897-5821.

### **City of Durango, Colorado (pop. 18,588)**

In 2021, designed and facilitated a Strategic Planning process, including community outreach to clarify direction and prioritize initiatives to accelerate the transition of a newly appointed city manager. Facilitated annual updates each year since resulting in the existing [Strategic Plan](#). **Reference:** Jose Madrigal, [jose.madrigal@durangogov.org](mailto:jose.madrigal@durangogov.org) City Manager, 970.375.5009.

### **City of Bartlesville, Oklahoma (pop. 36,412)**

In 2022, designed and facilitated the city's inaugural strategic plan. Extensive community outreach was a high priority including an online questionnaire and "community conversations" (i.e., focus groups). The [Strategic Plan](#), currently being implemented, includes a Vision, Values and Mission accompanied by goals, objectives and a schedule. **Reference:** Mike Bailey, City Manager, (918) 338-4282 [mlbailey@cityofbartlesville.org](mailto:mlbailey@cityofbartlesville.org)

### **City of South Pasadena, California (pop. 25,661)**

In 2021, we designed and facilitated a Strategic Planning process with members of the governing body and a recently appointed city manager. Public outreach was also conducted including community group meetings and an online survey. The outcome of the process was clarity about priorities in the near and short-term and creation of a [Strategic Plan](#).

### **City of Norwalk, California (pop. 106,084)**

In 2020, 2021, and 2023, designed and facilitated a [Strategic Planning](#) session with members of the governing body, city manager and department directors. The purpose was to help clarify a shared direction including goal setting. **Reference:** Jesus Gomez, City Manager, [JGomez@norwalkca.gov](mailto:JGomez@norwalkca.gov), (562) 929-5700.

### **City of Pittsburg, California (pop. 72,141)**

Each year since 2019, designed and facilitated a [Strategic Planning](#) process. Most recently, in January of 2024, the process included a vastly different approach with members of the governing body and the public in which their input was obtained through various portals and their participation was actively sought on revising the goals, objectives and performance measures. **Reference:** Garrett Evans, City Manager, 925-252-4034, [GEvans@ci.pittsburg.ca.us](mailto:GEvans@ci.pittsburg.ca.us)

## E. PROFILE/RESUME

### ***Patrick Ibarra***

#### ***Co-Founder and Partner, The Mejorando Group***

As co-founder and partner, Patrick Ibarra is responsible for Strategic Planning Processes and Facilitation, Talent Management (i.e., Succession Planning), and Organizational Effectiveness services. As a Consultant and Manager in both public and private sector organizations, ***including as a city manager***, Mr. Ibarra brings organizations over 39 years of experience and a shared understanding of the particular demands and constraints placed on government organizations and their employees.

Patrick has **designed and facilitated group development and strategic planning in 2021, 2022, 2023, 2024 and scheduled in 2025** for the following cities and counties:

#### Arizona

1. Chandler (pop. 249,146)
2. Kingman (pop. 29,726)
3. Queen Creek (pop. 66,146) – 2023

#### California

4. Alhambra (pop. 84,647)
5. Antioch (pop. 111,200)
6. Artesia (pop. 15,944) – 2023
7. Bakersfield (pop. 407,715) – 2023
8. Banning (pop. 30,273) – 2023
9. Claremont (pop. 36,090) – 2024
10. Clayton (pop. 12,083)
11. Coachella (pop. 45,181)
12. Concord (pop. 129,183)
13. Costa Mesa (pop. 110,750) – 2023
14. Fillmore (pop. 16,496) – 2023
15. Huntington Park (pop. 51,942) - 2024
16. Kingsburg (pop. 12,662) – 2023
17. Martinez (pop. 38,373)
18. Montebello (pop. 62,742)
19. Monterey Park (pop. 60,439) in 2021, 2022 and 2023
20. Newark (pop. 47,312) – January 2025
21. Norwalk (pop. 106,084) – 2023
22. Pico Rivera (pop. 64,001) – in 2021, 2022 and 2023
23. Pinole (pop. 18,821) – 2023
24. Pittsburg (pop. 72,141) – 2021, 2022, 2023 and 2024
25. Placentia (pop. 51,274) – 2023
26. San Bruno (pop. 43,083)

- 27. San Gabriel (pop. 40, 108)
- 28. San Pablo (pop. 31,124) –2023
- 29. San Ramon (pop. 75,648) – in 2021, 2022 and 2023
- 30. South Pasadena (pop. 26,314) – 2021 and 2023

#### Colorado

- 31. Durango (pop. 19,223) - 2021, 2022, 2023 and 2024
- 32. Rifle (pop. 9,650) –2021, 2022 and 2023

#### Florida

- 33. Pasco County (pop. 584,067) - 2024

#### Illinois

- 34. Lake Forest (pop. 19,253) - 2024

#### Kansas

- 35. Hutchinson (pop. 39,712) – 2024

#### Maine

- 36. City of Augusta (19,066) - 2024
- 37. Franklin County (30,474) - 2024

#### Michigan

- 38. Ingham County (pop. 284,034) – 2023

#### North Carolina

- 39. Mooresville (pop. 52,656) – 2024

#### Oklahoma

- 40. Bartlesville (pop. 36,412)

#### Texas

- 41. Argyle (pop. 5,281)
- 42. Arlington (pop. 395,477)
- 43. Carrollton (pop. 135,834)
- 44. Corpus Christi (pop. 325,780)
- 45. Denton (pop. 136,195)
- 46. El Campo (pop. 11,630)
- 47. Flower Mound (pop. 78,854)
- 48. Georgetown (pop. 86,507) – December 2024
- 49. Hutto (pop. 30,855) – 2024 and update set for February 2025
- 50. Kyle (pop. 42,706)
- 51. Lewisville (pop. 112,944) – 2023
- 52. Pearland (pop. 125,990) – 2024 and update set for February 2025

Patrick utilizes thought-provoking and relevant exercises to actively engage the group, uses consensus decision-making techniques, guides group discussions to stay on track, manages conflict using a collaborative approach, and creates an environment where members enjoy a positive, growing experience while they work to attain group goals.

### **Employment History**

- The Mejorando Group Consulting Practice, Co-Founder and Partner
- City of Port Angeles, Washington City Manager
- City of Mason, Ohio Assistant City Manager/Human Resource Director
- City of Emporia, Kansas, Management Assistant, Office of the City Manager
- City of Phoenix, Arizona, Management Assistant, Public Works Department

### **Education**

- Master of Human Resources and Organization Development, University of San Francisco
- Master of Public Administration, Arizona State University
- Bachelor of Science degree, Political Science, Central Missouri State University
- Graduate of the University of Virginia Senior Executive Institute for Public Service
- Certified to administer Assessment and Performance Support tools, Center for Creative Leadership
- Certified Facilitator, Development Dimensions International

### **Publications** (recent)

- “Design Thinking and the Consumer Experience” – August 2024 issue of Public Management published by ICMA
- “Comprehensive Guide to Succession Planning: The Time is Right Now! – January 2024 issue of Public Management published by ICMA
- “Break Glass: 10 Emergency Ways to Combat the Hiring Crisis” – February 2023 issue of Public Management published by ICMA.
- “Help Wanted Part Two: The Rapidly Changing Role of Human Resources” – August 2022 issue of Public Management published by ICMA.
- “Help Wanted Part One: Turning Your Workplace into a Talent Magnet” – June 2022 issue of Public Management by ICMA
- “A Healthy Workplace Culture is the “Secret Sauce” for Success, Part 2” – September 2021 issue of Public Management by ICMA
- “A Healthy Workplace Culture is the “Secret Sauce” for Success, Part 1” – August 2021 issue of Public Management by ICMA
- “Don’t Get Ready, Get Started – Your Innovation Fitness Plan” – April 2021 issue of Public Management by ICMA
- “We’ve Always Done It That Way Is Over: Part Four – Innovating Your Future” December 2020 issue of Public Management by ICMA

- “We’ve Always Done It That Way Is Over: Part Three – Reimagining Your Community” August 2020 issue of Public Management by ICMA
- “We’ve Always Done It That Way Is Over: Part Two - Building a Talent Centric Workforce” May 2020 issue of Public Management by ICMA
- “We’ve Always Done It That Way Is Over: Part One - What’s Next; Leading Change is a Process, not an Event” February 2020 issue of Public Management by ICMA