



WEST VALLEY WATER DISTRICT
855 W. Base Line Road, Rialto, CA 92376
PH: (909) 875-1804 FAX: (909) 875-1849

**EXTERNAL AFFAIRS COMMITTEE MEETING
AGENDA**

THURSDAY, APRIL 8, 2021 - 6:00 PM

NOTICE IS HEREBY GIVEN that West Valley Water District has called a meeting of the External Affairs Committee to meet in the District Headquarters, 855 W. Base Line Road, Rialto, CA 92376.

Teleconference Notice: In an effort to prevent the spread of COVID-19 (Coronavirus), and in accordance with the Governor's Executive Order N-29-20 and the order of the County of San Bernardino dated March 17, 2020, there will be no public location for attending this Committee Meeting in person. Members of the public may listen and provide public comment via telephone by calling the following number and access code: Dial (888)475-4499, Access Code: 840-293-7790 or you may join the meeting using Zoom by clicking this link: <https://us02web.zoom.us/j/8402937790>. Public comment may also be submitted via email to administration@wvwd.org. If you require additional assistance, please contact the Executive Assistant at administration@wvwd.org.

BOARD OF DIRECTORS

Director Dr. Clifford Young, (Chair)
Director Channing Hawkins

- 1. CONVENE MEETING**
- 2. PUBLIC PARTICIPATION**

The public may address the Board on matters within its jurisdiction. Speakers are requested to keep their comments to no more than three (3) minutes. However, the Board of Directors is prohibited by State Law to take action on items not included on the printed agenda.

- 3. DISCUSSION ITEMS**
 - a. General Updates to the External Affairs Committee.
 - b. Review Proposals, Discuss, and Select a Firm for State Lobbying Services.
 - c. RFP's for Website Development.

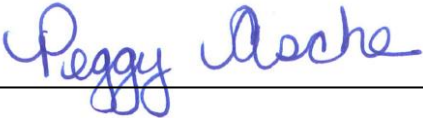
d. 2020 Drinking Water Quality Report.

e. Water Conservation Classes Update.

4. **ADJOURN**

DECLARATION OF POSTING:

I declare under penalty of perjury, that I am employed by the West Valley Water District and posted the foregoing External Affairs Committee Agenda at the District Offices on April 5, 2021.



Peggy Asche, Board Secretary



**BOARD OF DIRECTORS
EXTERNAL AFFAIRS COMMITTEE
STAFF REPORT**

DATE: April 8, 2021
TO: External Affairs Committee
FROM: Shamindra Manbahal, Interim General Manager
SUBJECT: REVIEW PROPOSALS, DISCUSS, AND SELECT A FIRM FOR STATE LOBBYING SERVICES

BACKGROUND:

On March 12, 2021, the Public Affairs Department, in cooperation with the Purchasing Department, released a Request for Proposal for State Lobbying Services. The water district utilized *Planet Bids*, an online competitive bid system utilized by government agencies. The deadline to submit a proposal was March 26, 2021 at 4:00 p.m. On March 29, staff began reviewing the proposals. The table below specifies which firms currently have and/or had agreement for similar services with water districts.

| <u>Firm</u> | <u>Monthly Fee</u> | <u>Active Water District Agreements</u> | <u>Past Water District Experience</u> |
|----------------------------------|--------------------|---|---------------------------------------|
| White Brenner LLP | \$6,000 | | |
| Tres Es, Inc. | \$7,500 | X | X |
| Arc Strategies | \$8,000 | | |
| Lucien Partners | \$9,000 | X | |
| California Strategies & Advocacy | \$10,000 | X | X |

FISCAL IMPACT:

The public affairs department anticipates to have sufficient funds for the remaining fiscal year and will incorporate the agreement amount into the upcoming fiscal year budget.

STAFF RECOMMENDATION:

Staff recommends that this item be submitted to the External Affairs Committee, and that the Board of Directors approve select a firm and direct the Interim General Manager to execute the necessary documents.

SM:pa

ATTACHMENT(S):

1. White Brenner Proposal2
2. Tres Es Proposal1
3. Arc Strategies Proposal2
4. Lucien Global Proposal1
5. California Strategies Advocacy Proposal



Proposal to Provide State Lobbying Services – West Valley Water District

March 26, 2021

Presented By:

White Brenner LLP

1414 K Street, 3rd Floor
Sacramento, CA 95814

Telephone: 916.468.0950

Fax: 916.468.0951

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Form #1

| | |
|--------------|--|
| Firm Name | White Brenner LLP |
| Firm Address | 1414 K Street, 3 rd Floor Sacramento, CA 95814 |
| Telephone | 916-468-0950 |
| Email | randy@whitebrennerllp.com |

Executive Summary

As of February 2021, Churchwell White LLP is now White Brenner LLP (“Firm” or “White Brenner”). White Brenner is pleased to present this proposal to provide State Lobbying Services to the West Valley Water District (“District”) in response to the Request for Proposals (“RFP”).

Churchwell White LLP has deep roots in California, representing many trade associations, businesses and public agencies throughout the State. Located within blocks of the State Capitol in Sacramento, our legislative advocates are dedicated to providing advice and expertise at the highest levels of law and regulatory policy. The Firm’s attorneys and legislative advocates have all achieved extraordinary results by staying singularly focused on proactively solving the issues facing our clients with a diligent work ethic.

The Firm is well-versed in water, pesticides, recycling, and other environmental laws and regulations. The intersection of regulatory advocates and public law attorneys provides the Firm with a unique perspective on regulatory issues relevant to businesses operating in California. Furthermore, it allows the Firm to take an often proactive approach when addressing our clients’ needs, while keeping services cost-effective and within budget.

Neither the Firm, nor any of its attorneys, have been subject to regulatory action, tax liens, or other legal sanctions. Furthermore, none of our attorneys, proposed or otherwise, have been the subject of a complaint filed with the State Bar, or received discipline imposed by the State Bar. All of the Firm’s attorneys are licensed to practice in California and are in good standing with the California State Bar.

Firm Background

As of February 2021, Churchwell White LLP is now White Brenner LLP (“Firm” or “White Brenner”). White Brenner is pleased to present this proposal to provide State Lobbyist Services to the West Valley Water District (“District”) in response to the District’s Request for Proposals (“RFP”). The Firm is uniquely qualified and prepared to deliver the highest quality lobbying services.

Firm Description

White Brenner LLP is a law firm with deep roots in California. Based in Sacramento, we have a particular focus on sound public policy. Our lawyers and lobbyists work in the areas of government relations, regulatory, municipal, special districts, political, ethics and conflicts of interest, real estate and land use, environmental and natural resources, water, litigation and more. We are recognized for our expertise in highly specialized areas not commonly found at other firms. We diligently represent private businesses, cities, counties and special districts. Our partners have years of experience at some of the largest global and national law firms, including Greenberg Traurig, Littler Mendelson, and Stoel Rives.

The attorneys at White Brenner LLP take great pride in their work, producing powerful solutions to the most complex legal issues. White Brenner LLP clients also benefit from attorneys who are thought leaders and deal makers that bring a common sense approach to the practice of law. We focus on results, while providing exceptional client service and helping our clients navigate across complexities that are unique to California. Whatever the context, most businesses, municipalities or governmental bodies are in a perpetual cycle of growing, strengthening or defending their business. White Brenner LLP has the expertise to provide clients with the leadership, advocacy and creative solutions they need to be successful.

Values

What sets a law firm apart from all others? Its culture, its brand and its commitment. White Brenner LLP delivers on its commitment to clients and to the people that work so hard to deliver exceptional service and value to clients each and every day. What makes White Brenner LLP unique is that we don’t just write down values and ignore them when things get tough or when following them earns us less money. We honor them. We live by them.

Our values serve as a framework for our firm and guide every aspect of our business strategies. We believe that if we continue to honor these values, we will continue to accomplish our goal of being a leading provider of highly sophisticated, government-related legal services. Our attorneys and professionals work for the Firm because they

enjoy delivering high level, creative legal work with a true commitment to our clients and the communities we represent.

Diversity

At White Brenner LLP, diversity is an essential part of our firm identity. We are committed to fostering an inclusive community of professionals of all races, religions, genders, sexual orientations and family structures. We see our individual differences as an asset that enhances the quality of life for each of us and strengthens what we can accomplish as a firm. We believe our success is directly attributable to the unique skills, talents and viewpoints contributed by attorneys from a variety of different backgrounds and beliefs. The groundbreaking work we handle at White Brenner LLP benefits from our diversity.

White Brenner LLP works hard to create a workplace that allows our attorneys, paralegals, and staff to transcend differences and value similarities to ensure we provide our clients with a distinctive level of client service.

Scope and Location

Throughout our eight years of operation, the Firm has been proud to represent a range of public interests across the state. The Firm proudly serves as City Attorney or Special Counsel to the cities of Angels, Atwater, Ceres, Dixon, Newman, Oakdale, Patterson, Riverbank, Sonora, Turlock, and San Bruno, to name a few. The Firm also serves as General Counsel or Special Counsel to the California Electronic Recording Transaction Network, the San Miguel Community Services District, Grizzly Flats Community Services District, Westley Community Services District, Rio Linda-Elverta Community Water District, South San Joaquin County Fire Authority, Fort Ord Reuse Authority, Georgetown Divide Public Utility District, Reclamation District 799, North Yuba Water District, Nevada Irrigation District, and Riverbank Local Redevelopment Authority, among others. In addition, our attorneys are often hired by other prominent public and municipal law firms seeking assistance with complex litigation, transactions, and regulatory compliance matters.

Legal Name and Address

White Brenner LLP
(Formerly Churchwell White LLP)
1414 K Street, 3rd Floor
Sacramento, CA 95814

Telephone: 916.468.0950

Fax: 916.468.0951

Qualifications

White Brenner LLP, formerly Churchwell White LLP, was founded by Douglas L. White, Barbara A. Brenner, and Randy Pollack . The three veteran lawyers from big firms came together to build a unique business with expertise in government, public agency, environmental, employment, land use, regulatory and political law, without the conflicts of interests they experienced at other large firms. Our partners recognized opportunities to complement each other's practices and provide integrated expertise to clients. We believe there is a need and demand for a firm that is not pure lobbying or litigation but combines specialized legal expertise with the government affairs angle. As such, the lobbyists and attorneys at White Brenner take great pride in our work, producing powerful solutions to the most complex legislative issues. We focus on results, while providing the type of exceptional and personal client service only found at fresh, emerging law firms.

White Brenner proudly serves as legislative advocates to the International Franchise Association, Consumer Data Industry Association, Home Instead, American Chemistry Council, and the Carpet & Rug Institute, to mention a few. We also monitor and lobby on legislative issues for the cities of Ceres and Dixon, as well as serve as general and special counsel to several local agencies, special districts and the cities of Angels Camp, Benicia, Ceres, Dixon, Newman, Oakdale, Orange Cove, Patterson, Riverbank, San Bruno, Santa Clara and Sonora. We have also been hired by trade associations and private entities seeking assistance with complex legal, legislative and regulatory compliance matters. We will use this expertise and experience to further the client's procurement efforts and objectives.

White Brenner is well-versed in franchise, environmental, utilities and energy, privacy and consumer protection, water, labor and employment and revenue and tax laws, regulations and California codes. The intersection of lobbyists with attorney backgrounds provides the Firm with a unique advantage and perspective on legislative and regulatory issues relevant to the client's needs.

Experience

Government Relations

White Brenner stands out from others by providing in-house legislative and governmental affairs services for private and municipal clients. The Firm is ideally positioned to provide exceptional government relations, lobbying, and political and public law representation to its clients. Randy Pollack, one of the Firm's partners, has over 30 years of experience working in and around the State capitol as a legislative advocate. As a former chief consultant and chief of staff to an Assemblymember, Mr. Pollack has well established relationships with legislators and staff of both parties, which are instrumental in laying a foundation for effective representation for our clients. In addition to Mr. Pollack, Barbara Brenner has over 25 years in practicing public law, land use, environmental and water law.. Additionally, Nubia Goldstein is experienced in California's Bagley Keene Act and public records and serves as the city attorney for several cities in Northern California.

Legislature

Our team has a strong reputation and brings excellent working relationships with legislators and state agencies to the table. We would continue to strengthen these existing relationships in our work and advocacy on behalf of the client. We will build on the client's reputation as a highly credible source of information and a key voice on issues by setting up appropriately timed meetings with state legislators, legislative staff and legislative committee staff to educate them on the client's issues. We believe we can work collaboratively to leverage the client's assets and increase the client's profile and position in the State's procurement process.

Proposed Team

Our Firm is committed to proposing the most qualified team tailored to meet the needs of each client. As such, we are proposing the following members of our staff as your primary legislative team.



Randy Pollack

Randy will serve as the State Legislative Lead and the client's key contact for state issues. He will oversee day-to-day activities, as well as manage outreach to the state agencies and legislature. Furthermore, Randy will coordinate with assigned staff to ensure coordination and implementation of a comprehensive strategy for the client.

As a founding partner of White Brenner LLP, Randy has over 25 years of experience working in and around the state government as a legislative advocate. As a former legal advisor to a governor and chief consultant and chief of staff to an Assembly Member, Randy has well established relationships with legislators and staff of both parties, which are instrumental in laying a foundation for effective representation for clients. He specializes in developing and directing government and regulatory affairs strategies through lobbying, political grassroots, public relations efforts and organizing industry coalitions. He regularly represents businesses and trade associations before the California Legislature, the executive branch and state agencies.

Randy is a registered lobbyist and a member of the California and New York State Bars. He received his J.D. from the University of the Pacific, McGeorge School of Law and his B.A. degree from the State University of New York, Buffalo. As an attorney and lobbyist, Randy has been selected as a Northern California Super Lawyer and is an AV® Peer Review Rated lawyer, the highest rating given by Martindale-Hubbell for legal ability and ethical standards.



Barbara Brenner

Barbara A. Brenner is a partner of White Brenner LLP with extensive experience in the areas of natural resources, environmental, land use, energy and municipal law. Prior to joining White Brenner, Barbara was formerly a partner at Stoel Rives LLP, practicing in their natural resources and environmental group as well as land use. As a leader of the White Brenner team, Barbara advises public and private clients in permitting, regulatory compliance, transactional and litigation matters involving water resources, water quality, endangered species, land use, energy, eminent domain and general municipal matters.

Barbara's in-depth experience in water law allows her to represent water districts and other purveyors, growers, ranchers, and other rural landowners, as well as various industry clients, including those involved in the agricultural, timber, renewable energy, and land use and development sectors that are addressing California's myriad of water supply and quality challenges.

Within her natural resources practice, Barbara assists clients with the state and federal Endangered Species Acts, wetlands, land conservation permitting, and related litigation. She has assisted private and public interests with the evaluation of Habitat Conservation Plans, Natural Community Conservation Plans, Biological Opinion consultations, California Incidental Take Permits, 404 individual permits, timber harvest plans, and conservation easements.

Barbara's land use practice includes representing private land owners, developers, and public agencies in matters involving local government planning and zoning, Coastal Act permitting, CEQA and NEPA compliance, Clean Water Act compliance, land development strategy, eminent domain and related litigation.

Barbara's municipal practice includes serving as general and special counsel to special districts, joint power agencies, cities, and counties. Barbara regularly advises on compliance with the Brown Act, Public Records Act, Public Contract Code, as well as various other laws impacting public agencies.



Nubia Goldstein

As part of the White Brenner team, Nubia's areas of practice include real estate and land use, litigation, eminent domain and legislative advocacy. Nubia serves as City Attorney for the City of Newman and Deputy City Attorney to the cities of Angels Camp, Ceres, Dixon, Sonora, and Turlock, as well as General Counsel to the California Electronic Recording Transaction Network Authority (CeRTNA). She advises White Brenner's municipal and special district clients on issues related to the Brown Act, conflicts of interest, election law and land use matters. She represents the firm's public and private clients in all stages of litigation, mediation and alternative dispute resolution. She is a member of the Public Law section of the California State Bar, a member of the Hispanic National Bar Association, and a registered lobbyist.

Before entering law school, Nubia gained both legislative experience working at the Capitol for a California Assemblywoman and political know-how while working on local election campaigns. The time spent staffing bills and communicating with constituents and lobbyists naturally carried over to her desire to practice law. While at McGeorge, Nubia participated in several student organizations and served as President and Executive Chair of McGeorge's Public Legal Services Society. In addition to graduating with distinction, she earned the Witkin Award for Excellence in two courses, was admitted to the Traynor Honor Society, and received the Outstanding Student service Award for her significant contributions to the McGeorge community.

Outside of her academic honors, Nubia built upon her governmental relations and legal experience at the California Attorney General's Office, Fair Political Practices Commission, and the Department of Fair Employment and Housing. She also previously worked in the Civil Law and Motion Department of the Sacramento County Superior Court. The accumulation of all of these experiences naturally drew Nubia towards municipal law as an intersection of politics, policy, and law.

Approach

The team believes it is very important that a comprehensive plan, including short- and long-term perspectives, be developed for 2021.

In order to be as effective as possible, we would conduct extensive discussions with you and the client to identify priorities and objectives. We believe we can work collaboratively to leverage the client's assets, as well as create new ones, and increase the client's profile and position as a leader in their field. This assessment would be completed within the first 30 days of the contract.

Client's Meetings

We will conduct ongoing discussions with the client to ensure a successful strategy. These meetings will be accomplished through Zoom so that a detailed understanding of the issues can be discussed. Together, we will develop a strategy plan. Our team will integrate the client's leadership in the outreach effort so that we can maximize the value of their knowledge. Upon project commencement, our team will work closely together with client to coordinate the most effective messages for advocacy.

A written report will be presented to the board of directors and managers, as requested, discussing any State activities pertinent to the District.

Schedule

As we develop a strategy plan, we will create a 2021 calendar to plan weekly/monthly activities, including scheduling calls with the client as often as needed or requested, adding meet-and-greet meetings and identifying potential opportunities for the client. The calendar will include key deadlines to maximize the client's opportunities for engagement on legislative or budget issues. Keeping a calendar will help us keep track and ensure implementation of the strategy plan and agreed to and approved by the client.

Statement of Time Commitment

Our Firm understands the challenges in selecting a firm that is the most qualified and can devote individualized time to the client's needs. White Brenner's boutique nature and a small clientele makes it a firm where the client receives high-quality, focused legislative services and responsiveness that is unique in Sacramento. Our firm has the capacity to perform work tailored to your needs. We believe the quality and depth of our experience and expertise is unmatched by any other firm, large or small.

Fees

Our firm proposes a monthly retainer rate of \$6,000 for services provided herein.

Reimbursements and Expenses

The Firm makes no separate charge for secretarial or other administrative charges. Our fees include all routine word processing, secretarial, and office costs associated with the provision of legal services.

Reimbursement of costs advanced by us on behalf of the District, as well as other expenses, will be billed in addition to the amount billed for fees. These currently include, but are not limited to, automobile mileage at the authorized IRS rate, actual expenses away from our office on District business, long distance telephone calls, extraordinary photocopy charges at \$0.20/page, and any costs of producing or reproducing photographs, documents, and other items necessary for legal representation.

Travel Billed to the District

The Firm will charge actual attorney travel time and mileage when our physical presence is requested at meetings and other events outside of regular meetings. Travel expenses for attendance at regular meetings will not be charged. Automobile mileage will be charged at the authorized IRS rate.

Monthly Itemized Billing

White Brenner will provide the District with detailed monthly invoices for legal services performed and expenses incurred. Each monthly invoice reflects both fees for services rendered through the end of the prior month, as well as expenses incurred on the District's behalf that have been processed by the end of the prior month. Processing of some expenses may be delayed until the next month and billed thereafter. Fees are not contingent upon any aspect of the matter.

Our invoices for hourly services reflect the activity of each billing professional (attorney/clerk/paralegal) in detail as to the date, amount of time, nature of work performed, and cost. The invoices provide sufficient detail to track reimbursable legal expenses.

The Firm can accept payment via check, ACH transfer, or credit card. However, please note that a 3.75 percent processing fee is attached to payments submitted via credit card by the third-party vendor. Payment is due within thirty (30) days after the date of our invoice.

Conflicts of Interest

At this time, the Firm does not foresee any potential conflicts of interest that may arise with representing the District.

Potential Areas for Conflicts of Interest

The Firm's location in Sacramento minimizes the potential for conflicts of interest arising with other San Bernardino and Jurupa Valley agencies. As such, the Firm does not anticipate the need to obtain conflict waivers from any existing clients.

White Brenner maintains a comprehensive database on client representation. Prior to accepting any representation, the database is accessed to determine whether there are any existing conflicts. Additionally, each attorney is separately e-mailed a description of the proposed representation and asked to comment on any potential conflicts. A preliminary conflict check was conducted, which indicated that there are no current conflicts with our representation of the District.

Form #2

| | |
|--|--|
| Firm Name & Website | White Brenner LLP; whitebrennerllp.com |
| Years in Business | 8 |
| Firm Parent Company | Not applicable |
| Number and nature of the professional staff to be employed in this engagement on a full time basis | 1 Partner, Randy Pollack, would serve as the full time lead |
| Number and nature of the professional staff to be employed in this engagement on a part time basis | White Brenner has 13 attorney, 3 paralegals and 1 law clerk all who would assist on an as needed basis |
| Main point of contact Name, Title, Email and Telephone | Randy Pollack, Partner, randy@whitebrennerllp.com , 916-468-0621 |

Form #3

| | |
|---|--|
| Staff Member Name | Randy Pollack |
| Title | Partner |
| Length of Tenure | 8 years |
| Previous Work Experience | <ul style="list-style-type: none"> • Former Chief Deputy Legal Affairs Secretary to Governor George Deukmejian • Former Chief Consultant, Assembly Agriculture Committee • Former Legal Advisor, California Public Employment Relations Board |
| Educational Background | J.D., University of the Pacific, McGeorge School of Law |
| Certifications | Member, State Bar of California |
| Project Role and Responsibilities | Project lead, and main point of contact |
| Technical Skills and Qualifications for the project | <ul style="list-style-type: none"> • Specializes in developing and directing government and regulatory affairs strategies through lobbying, political grassroots, public relations efforts, and organizing industry coalitions • Represents businesses and trade associations before the California Legislature, the executive branch, and state agencies • Has extensive knowledge in working with the California Department of Food & Agriculture, California Environmental Protection Agency, Department of Health Services, Consumer Services Agency, and various other agencies to resolve issues on behalf of his clients |

| | |
|-----------------------------|---|
| Hours to Be Worked on-site | Hour on site will be on an as needed basis |
| Hours to Be Worked Remotely | Will be available on a full time basis while working remotely |

| | |
|-----------------------------------|--|
| Staff Member Name | Barbara Brenner |
| Title | Partner |
| Length of Tenure | 8 years |
| Previous Work Experience | <ul style="list-style-type: none"> • Over 20 years of Public Law experience • General Counsel for North Yuba Water District, Reclamation District 799, Rio Linda-Elverta Community Water District, and Georgetown Divide Public Utility District • Provides Special Counsel services relating to water rights and water quality to the cities of Dixon, Patterson, Riverbank, Oakdale, Newman and Banning, as well as to San Miguel Community Services District |
| Educational Background | B.A., Sonoma State University, 1983 J.D., McGeorge School of Law, 1989 L.L.M., Pace University School of Law, 1993 |
| Certifications | Member, State Bar of California |
| Project Role and Responsibilities | Assist Randy Pollack in any work product or project |

| | |
|---|--|
| Technical Skills and Qualifications for the project | <ul style="list-style-type: none"> • Advises clients in the areas of municipal, special district, water and environmental law, as well as land use, public contracting, project entitlement and regulatory compliance |
| Hours to Be Worked on-site | Hours worked on site will be on an as needed basis |
| Hours to Be Worked Remotely | Will be available on a full time basis while working remotely |

| | |
|---|--|
| Staff Member Name | Nubia Goldstein |
| Title | Partner |
| Length of Tenure | 8 years |
| Previous Work Experience | <ul style="list-style-type: none"> • Current City Attorney for the City of Newman. • Deputy City Attorney for the cities of Dixon, Ceres, and Sonora. • General Counsel for the California Electronic Recording Transaction Network. • 10 years of Municipal Law experience. |
| Educational Background | J.D., McGeorge School of Law, 2010 |
| Certifications | Member, State Bar of California |
| Project Role and Responsibilities | <ul style="list-style-type: none"> • Assist Randy Pollack in any work product or project. |
| Technical Skills and Qualifications for the project | <ul style="list-style-type: none"> • Advises municipal clients on issues pertaining to the Brown Act, Political Reform Act, Public Records |

| | |
|-----------------------------|--|
| | Act, public contracting, code enforcement, and other municipal and public law matters. |
| Hours to Be Worked on-site | Hour on site will be on an as needed basis |
| Hours to Be Worked Remotely | Will be available on a full time basis while working remotely |

Form #4

| | |
|---|--|
| Client Name | Water Quality Association |
| Contact – Name, Title, Email & Telephone | David Loveday, dloveday@wqa.org ; 630-929-2537 |
| Services Provided and Dates | Lobbying Services |
| Examples of Work | Work on water quality issues with the State legislature and the State Water Resources Control Board SAFER program. |
| Explain similarities in services to those requested by West Valley Water District | WQA is a national trade association for the water treatment and the firm works on water quality issues |
| Explain differences in services to those requested by West Valley Water District | The firm currently does not represent any water districts in a lobbying capacity. |

Conclusion

White Brenner is excited about this opportunity and we would be pleased to provide state lobbying services to the West Valley Water District. We encourage the District to focus on our qualifications, our commitment to the provision of quality lobby services and exceptional service.

The team is prepared to provide a more concise strategy once we learn more about the client and its specific objectives in California. However, we are confident that we have the ability to give you and your client “the edge” in procurement opportunities in California.

Thank you for your consideration. If you require any additional information, please contact me at 916-468-0950 or at randy@whitebrennerllp.com.

Respectfully submitted,
WHITE BRENNER LLP

Randy Pollack

Randy Pollack
Partner



**RESPONSE OF TRES ES, INC. TO
REQUEST FOR PROPOSALS**

**WEST VALLEY WATER DISTRICT
State Lobbyist Services**

March 26, 2021

UPLOADED VIA PLANETBIDS

Al Robles, Purchasing Supervisor
WEST VALLEY WATER DISTRICT
855 W. Base Line Road
Rialto, California 92376

Re: Response to Request for Proposals for State Lobbying Services
Due Date: March 26, 2021

Dear Mr. Robles:

The firm of Tres Es, Inc., respectfully submits its response to the West Valley Water District's Request for Proposals for State Lobbying Services. The enclosed Proposal discusses our Firm's proposed legislative services and fees as well as our areas of expertise. We are confident that we can provide West Valley with the level of service and responsiveness that you are looking for for state legislative services.

We are prepared to offer the District the legislative services described in the Request for Proposals, subject to any revisions to be agreed upon by the City and the District. Our monthly retainer amount is \$7,500.00.

Thank you again for considering our legislative team. We look forward to speaking with you soon. If you have any questions, please do not hesitate to contact Senator Polanco (Ret.) directly at 916.826.1872 or via e-mail at SenPolanco22@gmail.com.

Sincerely,

TRES ES INC.

Richard Polanco

Richard Polanco
Senator (Ret.)

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FORM #1 – PROPOSAL REQUIREMENTS

| | |
|---------------|--|
| Firm Name | Tres Es, Inc. |
| Firm Address | 3701 Glenalbyn Drive Los Angeles California 90065 |
| Telephone | 916.826.1872 |
| Email Address | SenPolanco22@gmail.com |

In response to West Valley Water District’s Request for Proposals for State Lobbyist Services, please include the following information in this order:

1. Cover Letter

2. Table of Contents

3. Responses to Form #1 – Proposal Requirements

Please provide answers to information requested in Form #1 and signed by Firm’s authorized representative.

4. Executive Summary

- A one-page overview of the proposal, including a summary of your experience with requested services, your approach, date of completion and cost. In addition, the firm shall provide information on the circumstances and status of any disciplinary action taken or pending against the firm during the past two (2) years with state regulatory bodies or professional organizations.

5. Subcontracting Disclosure

- Firms submitting proposals may subcontract portions of the project to other firms. If this is to be done, that fact, and the name of the proposed subcontracting firms, must be clearly identified in the proposal. Following the award of the contract, no additional subcontracting will be allowed without the express prior written consent of WWWD.

6. Proposal Content

- Demonstrate how your firm will meet the Scope of Services (Section 2.05)
 - Demonstrate experience
 - Overview of proposed services
 - Describe how your proposal will meet the current and future needs of WWWD’s customers and stakeholders

- Description of your proposed process and approach on this project.
 - List of what WVWD would need to provide to you or assist you with, and a schedule of when it would be needed
 - How you will involve and work closely with the public affairs department
7. Proposed communications tools/resources and benefits
 - Proposed schedule
 - Provide a thorough description of your implementation process
 - Other value-added approaches, ideas, recommendations, etc.
 8. Identification of Anticipated Potential Problems
Identify and describe any anticipated potential problems, the firm's approach to resolving these problems and any special assistance that will be requested from WVWD.
 9. Responses to Form #2 – Vendor Information Requirements
Please provide answers to information requested in Form #2.
 10. Responses to Form #3 – Project Staff Information
Please provide answers to information requested in Form #3.
 11. Responses to Form #4 – Client References
Please duplicate form to provide three to five current/former client references.

The undersigned hereby agrees to comply with all the terms and conditions put forth in West Valley Water District's Request for Proposals for State Lobbyist Services.

Print Name: Richard Polanco

Signature: *Richard Polanco*

Date: March 26, 2021

EXECUTIVE SUMMARY

Tres Es, Inc., is private non-partisan government relations consulting and lobbying firm conducting public policy research and analysis on behalf of private corporations, think tanks, government agencies, academic institutions, and lobbying firms.

Tres Es, Inc., partners with organizations that need to supplement or outsource their public policy research and analysis. Projects are customized around the goals of a client and can be ongoing and continuous in nature.

Tres Es, Inc.'s, analysis is on the cutting edge of the public policy field, working with decision makers from both the public and private sectors to identify and analyze solutions to important public issues. Through our dedication to high-quality research and analysis, Tres Es Inc. engages clients to create knowledge, insight, information, options, and solutions that will be both effective and enduring.

Tres Es, Inc., has experience providing policy development and guidance to private corporations throughout the country in public policy initiatives, government spending and subsidy programs.

STRATEGY AND PLANNING

Tres Es, Inc., will work with you to identify and outline specific short- and long-term goals, strategies, and timelines that meet the client's objectives.

LOBBYING

Our relationship with key policymakers in the California Senate and Assembly means that we have the long-term relationships necessary to open the doors to the important public policy decision-makers. ***Senator Richard Polanco (ret.) former Senate Majority Leader served with many members during his sixteen years in the California Legislature. While Chairman of the Latino Legislative Caucus and under his leadership, the Caucus grew its members from seven to twenty-four in the legislature the second largest caucus in the California State legislature.***

The years of legislative and political experience in California and Washington, mean we know the key decision-makers, how and when the decisions will be made, and how-to best lobby on your behalf to the people that matter most.

When we lobby for you, we effectively become members of your team, taking the time to gain a thorough understanding of your issues and concerns. We strive to surpass our client expectations.

SPECIAL EXPERTISE

- Strategic Platform Creation
- Complex Issue Coordination
- Federal, State & Local Interface
- Building Broad Coalition Support with community leaders, unions, and the community.

SUBCONTRACTING PROPOSAL

At this time, it is unknown if any part of this contract will be subcontracted.

PROPOSAL CONTENT

Tres Es, Inc. has decades of experience providing the exact services that the District is looking for in its state legislative service provider. Below are our proposed services. You will note that our services include communication with the district regularly. This is how we meet the needs of the district now and in the future.

- Preparation of a strategic plan for the remainder of the 2021-2022 legislative session developed in partnership with Board and appropriate staff.
- Negotiating bill language, policies or other state agency provisions related to water issues in consultation with the WVWD.
- Assisting West Valley Water District's Board, staff, consultants, or other parties in drafting legislation, policies and procedures as requested by WVWD and coordinating or assisting in their introduction.
- Reviewing, identifying, tracking, and monitoring both the actions of the administration and related state agencies as well as the California Legislature for legislation and other proposals potentially affecting West Valley Water District and its operations, authority, and funding.
- Advocating as directed by the Board and/or appropriate personnel, on identified and/ or drafted legislation, administrative and other proposals.
- Provide testimony at committee and other special hearings, and providing written communications to legislators, key administrative officials, and other staff as requested/needed for legislation.
- Assist WVWD in producing materials for strategic distribution or inclusion in Legislative Committee/Board proceedings.
- Providing regular reports on the status of legislative and administrative activities in which interest is expressed by the WVWD and/or its staff.
- Securing the support of WVWD's mission and positions by the decision-makers in the legislative and administrative bodies of the State of California, including the Governor's Office.
- Gathering information and scheduling appointments on behalf of the WVWD with key legislators and administration members and appointees, as requested.

- Preparing all reports and filings in the matter and form required of the WVWD, pursuant to the Political Reform Act of 1974, as amended, and assisting WVWD in filing such reports. The Consultant will promptly furnish, to the WVWD, a copy of all reports filed with any governmental agency concerning its lobbying activities on behalf of DFER.
- Other tasks assigned by the WVWD.

PROPOSED COMMUNICATION TOOLS/RESOURCES AND BENEFITS

Tres Es, Inc believes that a successful relationship must have strong and frequent communication. To that end, we are available by telephone, email and are able to visit the District. Telephone calls and emails are promptly responded to.

To begin our process with the District, the first step will be meeting with you to develop a legislative agenda. This will include identifying the District's goals, including monitoring, developing and or advocating for legislation.

IDENTIFICATION OF POTENTIAL PROBLEMS

Tres Es, Inc. does not anticipate any potential problems.

FORM #2 – FIRM INFORMATION REQUIREMENTS

| | |
|--|--|
| Firm Name & Website | Tres Es, Inc |
| Years in Business | 19 years |
| Firm Parent Company (If Applicable) | N/A |
| Number and nature of the professional staff to be employed in this engagement on a full-time basis | One |
| Number and nature of the professional staff to be employed in this engagement on a part-time basis | Olivia Pena |
| Main Point of Contact Name, Title, Email & Telephone | Senator Richard Polanco (Ret.) SenPolanco22@gmail.com 916.826.1872 |

FORM #3 – PROJECT STAFF REQUIRMENTS

Please copy the table below and complete for each key project staff members (including subcontractors) who will be involved in the project.

| | |
|---|--|
| Staff Member Name | Senator Richard Polanco (Ret.) |
| Title | Lobbyist |
| Length of Tenure | 19 years |
| Previous Work Experience | Assemblymember, California State Assembly (1986 – 1994) Senator, California State Senate (1994 – 2002) |
| Educational Background | University of Redlands, BA Universidad de Mexico |
| Certifications | |
| Project Role and Responsibilities | Contract and FPPC Compliance |
| Technical Skills and Qualifications for The Project | Senator Polanco (Ret.) has a legislative background as a member of the state legislature and as a consultant/lobbyist. |
| Hours to Be Worked On-Site | As needed. There will be meetings onsite to update the board and staff, however most work will be off site. |
| Hours to Be Worked Remotely | As needed. |



Sen. Richard Polanco (Ret.)

Former California Senate Majority Leader
 Founder & Chairman California Latino Legislative Caucus

Senator Polanco is Managing Director of Tres Es Inc., a boutique government affairs and lobbying firm. Clients include public government and private entities such as the Metropolitan Water District of Southern California, South Coast AQMD, and Water Replenishment District of Southern California and the cities of Coachella, Delano, and Baldwin Park. Private sector clients include energy companies such as Southern California Edison, El Paso Natural Gas, Wyoming Power Company, Trans West Transmission, Petra Solar and the California Public Utility Commission Low Income Oversight Board.

Elected in 1986 to the State Assembly and the State Senate in 1994, Richard Polanco served sixteen years in the California Legislature. He served as Senate Majority Leader from 1998 until his retirement in 2002. Senator Polanco is perhaps best known for his work with the Latino Legislative Caucus, which he chaired from 1990 until 2002. Under his leadership, Senator Polanco led efforts to increase the statewide number of Democratic Legislators from seven Latino members to 24.

Senator Polanco has fought tirelessly on behalf of *underserved communities* throughout the State of California. He has spent a lifetime advocating for low income communities and authored significant legislation creating policy in the areas of water, water desalination facilities, transnational economic partnerships, MWBE certification, accessibility for the hearing impaired, access to telecom and life-line communication service, redevelopment, homelessness, child pornography crime, migrant workers, transportation, small businesses, procurement, mental health, Indian gaming, education and voting.

In October 2002, Senator Polanco established the California Latino Caucus Institute for Public Policy, a 501 (c) 3 non-profit organization. The Institute was created as a non-partisan effort by the California Latino Legislative Caucus to serve as a broad-based public policy, educational and leadership development organization. The Institute's Mission is leadership development and training. The Institute was created to fill a pressing need in our society for enlightened leadership and positive social, political and economic transformation. The Institute supports innovative leadership programs to enhance the quality of life for all Californians. The Institute created and funded three primary programs:

The Richard G. Polanco Fellows Alumni Scholarship Program: Since 2004, the CLCI has presented the Richard G. Polanco Public Policy Fellowship Program, a yearlong, world-class leadership building experience for high quality candidates. The program has graduated 42 Fellows who are provided the opportunity of one-year stipend working in Sacramento for a Member of the California State Senate or Assembly. In addition to their Fellow responsibilities, they are committed as a class to complete a community service project with a non-profit located in the Sacramento community.

The Chrysler/CLCI Elected Officials Academy: Is a two-day Academy designed to train *newly elected officials* at the municipal and county levels in the administrative aspects of governance; this is one of the CLCI's signature programs and it is for Latino and non-Latino elected officials of both political parties.

The CLCI Madrinas Padrinos Leadership Program: Based in Southern California this program supports young professionals in their careers and helps develop a new generation of public policy activists.

Prior to entering elected office, Senator Polanco served on the staff of Los Angeles County Supervisor Ed Edelman, Assemblyman Richard Alatorre, and Governor Jerry Brown.

Senator Polanco began his career in public service through his involvement in student government, the Junior Optimist Club, and other youth organizations. He founded the East Side Association which enabled more than 500 youths to compete in sports while emphasizing academic and learning skills.

Senator Polanco later helped to establish the Arroyo Vista Family Health Center in Highland Park. Arroyo Vista offers health care with fees based on the patient's ability to pay. He also served as the Executive Director to the Maravilla Neighborhood Project Area Committee (\$24m Community Redevelopment in East LA) and Maravilla Public Housing Projects (Organizer) and Casa Maravilla Youth Center (Gang Counselor).

Senator Polanco has also:

- Sat on the Board of Directors for California Delta Dental (largest dental insurer in the US) and Meruelo Maddux (a large landowner in Los Angeles) and High Hampton.
- Served as an advisor to Sylvatex (Low Carbon Diesel Alternative), E-85 Flex Fuel (Renewable fuel), Rypos (Diesel Particulate Truck Filter), Billboard Bulletin Displays, T Mobile/Sprint Merger, SEA “Soledad Enrichment Action” Charter Schools (High Risk Alternative School), Cesar Chavez Farmworker Institute Education Leadership Development and EdVoice (Education Reform).
- Is a founder of Coachella Grow and the California Emerging Technology Fund (Non Profit Closing the Digital Divide).
- Is a principal of US Cannabis Research and Development Laboratories and the University of Moldova USA, Inc.

Senator Richard Garcia Polanco (ret.), son of Maria and Lorenzo Polanco, was born and raised in East Los Angeles. He graduated from James A. Garfield High School and East Los Angeles College. He then attended both the University of Redlands and the Universidad de Mexico, where he majored in Business Administration. Senator Polanco lives in Los Angeles with his wife Olivia where he continues to serve his community.

| | |
|---|--|
| Staff Member Name | Olivia Pena |
| Title | Chief Executive Officer, Tres Es, Inc. |
| Length of Tenure | 19 years |
| Previous Work Experience | |
| Educational Background | Cal State Los Angeles, BA |
| Certifications | |
| Project Role and Responsibilities | Contract and FPPC Compliance |
| Technical Skills and Qualifications for The Project | Ms. Pena has over twenty years of experience in the industry |
| Hours to Be Worked On-Site | N/A |
| Hours to Be Worked Remotely | As needed. |

FORM #4 – CLIENT REFERENCES

| | |
|---|---|
| Client Name | Metropolitan Water District of Southern California |
| Contact – Name, Title, Email & Telephone | Adan Ortega AdanOrtega@me.com 714.600.4683 |
| Services Provided and Dates | March 2005 – December 2005: Legislative Services |
| Examples of Work (provide links) | Strategic Planning, Legislation Tracking, Policy Development, Special Task (Labor Issue) |
| Explain similarities in services to those requested by West Valley Water District | Many of the issues that face West Valley are the same that the Met faces. For the Met, we provided the same legislative service that we propose here. For example, legislation tracking, policy development and strategic planning. |
| Explain differences in services to those requested by West Valley Water District | There are no differences. |

| | |
|---|--|
| Client Name | Water Replenishment District of Southern California |
| Contact – Name, Title, Email & Telephone | Robert Katherman, Director Robert. Katherman@icloud.com 562.275.4260 |
| Services Provided and Dates | April 2004 – 2005: Legislative Services |
| Examples of Work (provide links) | Strategic planning in Conjunctive Use; Recycled Water; Local Government Relationship; Bureau of State Audits; Legislative Advocacy |
| Explain similarities in services to those requested by West Valley Water District | For WRD, as with our other water district clients, we provided legislation tracking, policy development and strategic planning. |
| Explain differences in services to those requested by West Valley Water District | There are no differences. |

| | |
|---|--|
| Client Name | Upper San Gabriel Valley Municipal Water District |
| Contact – Name, Title, Email & Telephone | Ed Chavez, Director EdChavez57@yahoo.com 626.664.5511 |
| Services Provided and Dates | July 2011 – December 2013 |
| Examples of Work (provide links) | Strategic planning; Recycled Water; Local Government Relationship; Legislative Advocacy |
| Explain similarities in services to those requested by West Valley Water District | As with our other water district clients, we provided legislation tracking and authoring, policy development and strategic planning. |
| Explain differences in services to those requested by West Valley Water District | There are no differences. |

| | |
|---|--|
| Client Name | San Gabriel Valley Water Company |
| Contact – Name, Title, Email & Telephone | Michael Whitehead 626.448.6183 |
| Services Provided and Dates | 2011 – 2012 |
| Examples of Work (provide links) | Strategic Planning CPUC Water & Rate Issue; Consult with CPUC Commissioner & CEO of SGVWC |
| Explain similarities in services to those requested by West Valley Water District | As with our other water district clients, we provided legislation tracking and authoring, policy development and strategic planning. |
| Explain differences in services to those requested by West Valley Water District | There are no differences. |



1121 L Street, STE 408 Sacramento, CA 95814 | www.lawpolicy.com | 916.341.0808 | 916.341-0849 (fax)

PROPOSAL

ARC STRATEGIES, LLC

Proposal Contact:

Dominic DiMare
Partner | Arc Strategies, LLC
1121 L Street #408 | Sacramento, CA 95814
P: 916-341-0808
F: 916-341-0849
ddimare@lawpolicy.com
www.lawpolicy.com

I. Cover Letter

March 26, 2021

Al Robles
 Purchasing Supervisor
 West Valley Water District
 855 W. Baseline Rd.
 Rialto, CA 92376

Dear Mr. Robles:

Thank you for the opportunity to submit a proposal to provide state advocacy services to the West Valley Water District (WVWD). Arc Strategies (Arc) is excited at the prospect of representing WVWD before the California State Legislature, Administration, State departments and agencies on issues influencing your 2021-22 policy and fiscal priorities. All elements of WVWD's Request for Proposal (RFP) requirements have been reviewed and understood. To that end, if chosen, we will perform the services outlined in our proposal. We intend to enter into an agreement under the terms and conditions stated herein. Our team is eager for the opportunity to exceed expectations as your advocates in Sacramento.

Partners Dominic DiMare and Kim Craig will be leads on this contract, with Partner Amy Brown, and legislative advocates Max Perry and Colin Hawley acting in supportive roles.

Dominic is a past Chief Lobbyist and Vice President of Government Affairs for the California Chamber of Commerce, works primarily on water, energy, general business policy, crisis communications and public affairs. He has led several large coalitions comprised of diverse business interests working on a variety of issues, including responses to the statewide energy crisis, outsourcing, taxation, workers' compensation, financial privacy and telecommunications. Additionally, Dominic serves as a board member to his family's produce company the DiMare Company one of the nation's largest producers of fresh market tomatoes.

Kim most recently served as the Chief Deputy Cabinet Secretary in the Office of Governor Edmund G. Brown, Jr. where she managed a variety of issues including Natural Resources, Water, Housing, Transportation and Cannabis. Prior to her time in the Governor's office, Kim served as the Speaker Toni Atkins' lead negotiator on what became Proposition 1 on the 2014 November ballot. The Speaker's office played a major role in ensuring sufficient funding for water storage, ground water remediation and recycled water and worked across party lines to garner the bi-partisan support needed to place the bond on the ballot.

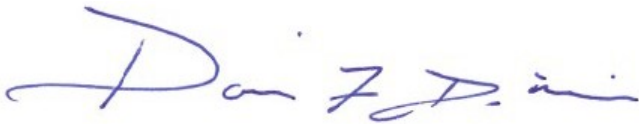
Our collective team has experience in effectively relaying to our clients the policy and political dynamics that influence legislative action. To successfully manage the desired scope of work set forth in WVWD's RFP, we will advise and assist the District with relationship and coalition building, outreach to various state and regulatory agencies, legislative and administrative advocacy, legislative tracking/weekly status reports, and an aggressive pursuit of funding for

WVWD projects. In addition, the cost proposal found herein will remain valid for a period of at least 180 days.

We believe our knowledge and experience on water, energy and local government issues coupled with our strong relationships with decision makers in Sacramento provide for the foundation to represent WVWD's goals, and we are excited about sitting down with your team to discuss a strategic plan moving forward.

Please find herein a summary of our team, historical successes and recommended courses of action. Please call or email us at Dominic DiMare, 916-801-8084 or ddimare@lawpolicy.com.

Respectfully submitted,

A handwritten signature in blue ink that reads "Dom DiMare". The signature is written in a cursive, flowing style.

Dominic DiMare, Partner on behalf of Kim Craig and Amy Brown
Arc Strategies, LLC

- II. Table of Contents
 - a. Cover Letter- pg. 2
 - b. Table of Contents- pg. 4
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 - f. Proposal Content pg. 7
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 - k. Responses to Form 4 pg. 16

- III. Responses to Form No. 1

FORM #1 – PROPOSAL REQUIREMENTS

| | |
|---------------|--|
| Firm Name | Arc Strategies |
| Firm Address | 1121 L ST STE 408 Sacramento, CA 95814 |
| Telephone | 916-341-0808 |
| Email Address | ABrown@lawpolicy.com |

In response to West Valley Water District’s Request for Proposals for State Lobbyist Services, please include the following information in this order:

1. Cover Letter

2. Table of Contents

3. Responses to Form #1 – Proposal Requirements

Please provide answers to information requested in Form #1 and signed by Firm’s authorized representative.

4. Executive Summary

- o A one-page overview of the proposal, including a summary of your experience with requested services, your approach, date of completion and cost. In addition, the firm shall provide information on the circumstances and status of any disciplinary action taken or pending against the firm during the past two (2) years with state regulatory bodies or professional organizations.

5. Subcontracting Disclosure

- o Firms submitting proposals may subcontract portions of the project to other firms. If this is to be done, that fact, and the name of the proposed subcontracting firms, must be clearly identified in the proposal. Following the award of the contract, no additional subcontracting will be allowed without the express prior written consent of WVWD.

6. Proposal Content

- o Demonstrate how your firm will meet the Scope of Services (Section 2.05)
 - Demonstrate experience
 - Overview of proposed services
 - Describe how your proposal will meet the current and future needs of WVWD’s customers and stakeholders

- Description of your proposed process and approach on this project.
 - List of what WVWD would need to provide to you or assist you with, and a schedule of when it would be needed
 - How you will involve and work closely with the public affairs department
7. Proposed communications tools/resources and benefits
 - Proposed schedule
 - Provide a thorough description of your implementation process
 - Other value-added approaches, ideas, recommendations, etc.
 8. Identification of Anticipated Potential Problems
Identify and describe any anticipated potential problems, the firm's approach to resolving these problems and any special assistance that will be requested from WVWD.
 9. Responses to Form #2 – Vendor Information Requirements
Please provide answers to information requested in Form #2.
 10. Responses to Form #3 – Project Staff Information
Please provide answers to information requested in Form #3.
 11. Responses to Form #4 – Client References
Please duplicate form to provide three to five current/former client references.

The undersigned hereby agrees to comply with all the terms and conditions put forth in West Valley Water District's Request for Proposals for State Lobbyist Services.

Print Name: Amy Brown

Signature: *Amy Brown*

Date: 3/25/2021

IV. Executive Summary

Arc Strategies' collective team has experience in effectively relaying to our clients the policy and political dynamics that influence legislative action. To successfully manage the desired scope of work set forth in WVWD's RFP, we will advise and assist the District with relationship and coalition building, outreach to various state and regulatory agencies, legislative and administrative advocacy, legislative tracking/weekly status reports, and an aggressive pursuit of funding for WVWD projects. Given the scope of work proposed in the RFP and our experience in managing government and public affairs on behalf of our clients we recommend a monthly fee of \$8000.

Collectively the Arc Strategies team possesses decades of policy and political experience, with very specific experience in water policy. Amy Brown, Dominic DiMare and Kin Craig cut their teeth on complex areas of water policy including the state's latest water bond, Proposition 1 and the Sustainable Groundwater Management Act. All three have worked in varying capacities on issues around water rights, groundwater management, surface storage, water quality and safe drinking water. Ms. Craig in particular has been involved with almost every major water policy matter in the last ten years, in her roles as both a part of a Legislative leadership team or member of the Brown Administration. Brown and DiMare have continuously represented water rights holders for more than a decade and have deep experience representing local governments and special districts. All three have the experience necessary to effectively represent WVWD in Sacramento.

We believe in a team approach to our advocacy. Our basic philosophy is that we work as a team to support each other in our mission to accomplish our client's goals and objectives. Consistent with that approach we hold weekly staff meetings to ensure that as a team we are current on each other's issues and can apportion our staff time and resources where necessary. It also allows each of us to get a weekly update on the status of each client's issues. Were you to engage Arc Strategies, Dominic DiMare and Kim Craig would be your main points of contact, with the rest of the team playing active supporting roles.

Arc Strategies has experienced no disciplinary actions from any regulatory or professional body. We believe that our reputation is your reputation and that our conduct and behavior, by association, reflects upon our clients. Our success is built on our firm's reputation as a credible and trust-worthy partner in the policy making process, so we hold ourselves and our clients to the highest ethical and professional standards.

V. Subcontracting Disclosure

Arc Strategies does not anticipate using any subcontractors in representing WVWD interests in Sacramento. If we anticipate a change in these circumstances we will confer with representatives in a timely manner.

VI. Proposal Content:

Based on our experience representing water agencies and municipal associations for the past two decades, our team is prepared to advocate on behalf of the WVWD on an array of issues, including but not limited to those identified below that have a direct correlation with the District.

Should WVWD decide to enter into a consulting agreement with Arc, our general approach is to conduct a full-day planning meeting with key officials and staff to drill down on specific desired outcomes before hitting the ground running in Sacramento.

We will also recommend having a weekly conference call with WVWD officials/staff to discuss upcoming legislation, budget requests, and other regulatory needs. Arc will also provide a weekly legislative matrix of all legislation the District is monitoring in the new session. Those matrices are submitted with updates and summaries, the latest discussions in the Capitol, and anticipated changes in policy.

The Arc team will also regularly meet with your representatives and other decision-makers to discuss WVWD's positions on pending policy and budget proposals. We also participate in water management coalitions with organizations such as the Association of California Water Agencies (ACWA) and the California Municipal Utilities Association (CMUA) as well as local government coalitions such as the League of California Cities, the State Association of Counties (when applicable), and other energy, water, law enforcement and pension coalitions. As we have experienced in our years as advocates, there is strength in numbers.

LEGISLATIVE ADVOCACY

Our team will work with WVWD staff on newly introduced legislation and state agency activities that pertain to your priority issue areas in a manner that minimizes duplication of efforts and provides the best utility for your policy and public affairs staff. All required duties will be coordinated between our team and your staff, and regular updates will be provided. An updated legislative matrix can be provided weekly during the legislative session. Bill language and position letters will be drafted and prepared as desired and directed.

If selected to represent WVWD, our team will immediately begin working with your staff to identify strategies and initiatives for the 2021-22 session. The District may have interest in sponsoring, co-sponsoring, supporting or opposing legislation. Prior to directly discussing your legislative program in detail, we can only speak in generalities regarding the types of issues and input required from your staff board in order to properly pursue your state advocacy needs.

Ahead of bill introductions or the development of budget proposals, we will maintain contact with legislators, administration officials, governmental agencies, committee staff, local government partners, and others who are interested in topics of concern to WVWD in an effort to determine, as far in advance as possible, pertinent legislation which may be announced. Once identified, we will develop and implement a strategy with appropriate individuals to influence the content of potential legislation prior to its introduction. Such a strategy may include forming a coalition of support with other interested parties and meeting with the potential sponsor to explain the logic of the client's position. In some cases, we will need rapid input from that will not afford long lead times or much advance notice.

Arc will work with WVWD on testimony to be given before any pertinent legislative committee hearing. This includes both the substantive statement and the approach in presenting the testimony. The advocate presents the testimony unless the testimony of the client's representative is deemed more effective. Again, responsiveness is important if we are to alter or reinforce

elements of testimony.

Once a bill passes through committees and reaches the Floor, we will lobby key members and leadership to ensure that our viewpoint is represented in Floor debates. If opposing legislation, we will educate legislators and push for positions and statements in opposition. If supporting, we will prepare selected legislators to assist the author in making favorable statements on the Floor. We will always be present when a bill is heard to assist in gathering votes.

Before a bill reaches the Governor, we will lobby the Governor's Office and relevant state agencies to support WVWD's position. This is an ongoing process as the bill moves through the Legislature, which is given greater emphasis as the measure approaches the Governor's Desk. At this juncture, it may also be important for the District's representatives and leaders to reach out to the Governor. Working with WVWD staff including the public affairs department, we will orchestrate such efforts, which may require specific action by board members and/or members of the leadership team.

It is our view that working cooperatively with the WVWD in the development of its legislative objectives will enable our team to exceed your expectations. Our goal is to become not only outside consultants but integral team members that can bring our skills together with those of your staff.

LIAISON/RELATIONSHIPS

Our team anticipates working closely with WVWD representatives to build a legislative program that reflects your priorities and responds to those needs in all aspects of state government. Our approach to project management relies heavily on coordinated communication between your representatives and our team.

Arc has experience in effectively relaying to our clients the policy and political dynamics that influence legislative action. With the ongoing communication and information sharing that we emphasize, WVWD's decision-making ability increases and the desired legislative outcomes are more readily achieved. Below we describe some of the key aspects of the methodology and tactics we propose to effectively advance your state advocacy interests.

Developing solid relationships with key regional lawmakers is critical. First, it provides an opportunity for an open and honest dialogue of political issues with a familiar face. Secondly, it allows us to identify issues for members early, perhaps before opposing viewpoints are vetted, which will allow WVWD the first opportunity to shape opinions on potentially controversial matters. Finally, highlighting important local issues for Legislators can cement their involvement in crafting solutions, which helps create an ongoing commitment to finding resolution.

Our team also recommends, when appropriate, collaborating with other like-minded entities and associations to magnify the impact of the District's advocacy and find ways in which these groups may coordinate efforts on messaging and outreach. We have identified a few of those potential allies: Metropolitan Water District, Association of California Water Agencies, California Municipal Utilities Association, California Special Districts Association and the California Urban Water Agencies.

Due to our established relationships with individuals representing these associations, we can facilitate meetings with their policy advocates about collaborating on efforts where interests align. Working with several alliances is an effective way of reaching out to a vast number of decision-makers. In addition, many of these groups already work in coalitions on efforts such as redevelopment and realignment. WVWD can participate in such coalitions to cover more ground in the policy areas it prioritizes and to achieve economies of scale in its advocacy work.

Our firm has cultivated Legislative relationships that reach almost every office in the Capitol. All of the members of our team have Legislative experience. We have relationships with key Legislative members and their staff including:

ASSEMBLY

- Eddie Garcia, Chair and Megan Dahle, Vice-Chair, Committee on Water Parks and Wildlife
- Cecilia Aguiar-Curry, Chair and Tom Lackey, Vice-Chair, Committee on Local Government
- Bill Quirk, Chair and Thurston “Smitty” Smith, Vice-Chair, Committee on Environmental Safety and Toxic Materials
- Luz Rivas, Chair and Heath Flora, Vice-Chair, Committee on Natural Resources

SENATE

- Henry Stern, Chair and Brian Jones, Vice Chair, Committee on Natural Resources and Water
- Mike McGuire, Chair and Jim Nielson, Vice-Chair, Committee on Governance and Finance
- Ben Allen, Chair and Patricia Bates, Vice-Chair, Committee on Environmental Safety

In addition to our strong relationships with Legislators we all have relationships with key staff members that in some instances date back over 25 years. These relationships not only reach the relevant committees but also Legislative leadership offices as well. Arc Strategies offers our clients a broad reach across the Capitol not only within the Legislature but across the Governor’s Administration as well.

Specifically, our firm has strong relationships with the appointees and staff at both the State Water Resources Control Board and at the Department of Water Resources. We’ve worked on several issues over the years at the Water Board on the conservation regulations, water quality control plans and the drought declarations. Key relationships include Chair Esquivel, and members Maguire and D’Adamo. We also have solid relationships with board staff including Executive Director, Eileen Sobeck, Chief Counsel, Michael Lauffer, and Erik Ekdahl of the water rights division. We have also had success working with Director Nemeth at DWR on water resource issues as well as with Kamyar Guivetchi and Peter Brostrom on water use efficiency issues.

In addition to the aforementioned agencies and departments, Kim Craig and Dominic DiMare maintain strong relationships with the Executive Teams at the Resources Agency, DWR and

SWRCB. Between them, Kim and Dominic have worked extensively with the following individuals and still have good working relationships with them:

CA NATURAL RESOURCES AGENCY

- Secretary Wade Crowfoot, Deputy Secretary Tom Gibson and Deputy Secretary Nancy Voegel.

DEPARTMENT OF WATER RESOURCES

- Director Nemeth, Deputy Directors Messer and Tjernell.

DEPARTMENT OF FISH AND WILDLIFE

- Director Chuck Bonham.

STATE WATER RESOURCES CONTROL BOARD

- Chair Esquivel, Member D'Adamo, Executive Director Eileen Sobeck, Chief Counsel Michael Lauffer.

CALIFORNIA WATER COMMISSION

- Carol Baker, Vice-Chair and Daniel Curtin, Member

VII. Communications/Fee Schedule

As previously stated, our team's success relies heavily on an open dialogue with our clients. We recommend a full day of discussion regarding legislative/regulatory priorities and subsequent weekly calls with key staff and members. In addition to scheduled call and meetings, we are also available via email and cell phone anytime on an as-needed basis.

As part of the bill tracking and monitoring, we will work with WVWD's governmental affairs staff to develop workable formats to follow each bill of interest. A coordinated approach will be developed so the weekly legislative report meets your needs and expectations. Our team will also tailor the report to include written status of administrative actions pertaining to the District's issues, a summary of proposals/actions and their potential impacts, recommended positions, and upcoming hearing dates.

Our team also reviews each bill by hand and flags those that have a direct impact to clients. Because of our close working relationships with legislators, we often are aware of proposals prior to their introduction and can notify our clients immediately upon learning of the proposals. We are always in direct contact with legislative leaders and staff to better understand any significant issues that may occur in the Legislature but may not be voted out in the bill proposal process.

Arc can also provide any additional monthly, quarterly or yearly briefings to key government affairs staff or the full WVWD staff as needed.

Based on the aforementioned scope of work, we propose a monthly fixed retainer fee of \$8,000. All out-of-pocket expenses, including travel, phone and other incidental costs will be billed

separately and shall not exceed \$500 without prior approval. The contract would be billed on a month-to-month basis, and either party may terminate this agreement by providing thirty-days, written notice.

WVWD would also be responsible for filing quarterly reports to the Fair Political Practices Commission as is required of all lobbyist employers under state law. However, Arc Strategies can provide this service for you for a negotiated fee if desired.

VIII. Anticipated Potential Problems

The Legislative process is replete with any number of challenges and unforeseen problems not the least of which involve natural disasters, pandemics, the economy, conflicting political agendas and human interpersonal relationships. It is difficult to speculate with any certainty the type and severity of challenges that will arise. What is certain is that there will always be some obstacle to overcome.

- IX. Responses to Form No. 2 – Vendor Information Requirements
- X. Responses to Form No. 3 – Project Staff Information
- XI. Responses to Form No. 4 – Client References

FORM #2 – FIRM INFORMATION REQUIREMENTS

| | |
|--|--|
| Firm Name & Website | Arc Strategies |
| Years in Business | 16 |
| Firm Parent Company (If Applicable) | N/A |
| Number and nature of the professional staff to be employed in this engagement on a full-time basis | 2 partners acting as principle contacts, 2 lobbyists in backup roles, one office manager for scheduling and logistical issues. |
| Number and nature of the professional staff to be employed in this engagement on a part-time basis | N/A |
| Main Point of Contact Name, Title, Email & Telephone | Dominic Dimare, Partner, ddimare@lawpolicy.com, 916-341-0808 |

FORM #3 – PROJECT STAFF REQUIREMENTS

Please copy the table below and complete for each key project staff members (including subcontractors) who will be involved in the project.

| | |
|---|---|
| Staff Member Name | Dominic Dimare |
| Title | Partner |
| Length of Tenure | 15 years |
| Previous Work Experience | Dominic is a past Chief Lobbyist and Vice President of Government Affairs for the California Chamber of Commerce, works primarily on water, energy, general business policy, crisis communications and public affairs. |
| Educational Background | Dominic earned a Bachelor of Arts degree in History and Public Communications from American University in Washington, D.C. and a Juris Doctorate from the McGeorge School of Law, University of the Pacific. |
| Certifications | |
| Project Role and Responsibilities | Key point of contact, lead on all lobbying efforts, team leader to disseminate all info from client to Arc Strategies. |
| Technical Skills and Qualifications for The Project | Prior work experience includes: Legislative Director for Assemblymembers Dennis Cardoza (D-Atwater), where Dominic was responsible for managing the Assemblyman's legislative agenda; Senior Consultant to the Assembly Committee on Agriculture; and, lobbyist for the Agricultural Council of California, an association that represents agricultural cooperatives. |
| Hours to Be Worked On-Site | N/A |
| Hours to Be Worked Remotely | N/A |

FORM #3 – PROJECT STAFF REQUIRMENTS

Please copy the table below and complete for each key project staff members (including subcontractors) who will be involved in the project.

| | |
|---|--|
| Staff Member Name | Kim Craig |
| Title | Partner |
| Length of Tenure | 2 years |
| Previous Work Experience | Most recently, Kim served as the Chief Deputy Cabinet Secretary in the Office of Governor Brown, where she managed a variety of issues including Natural Resources, Water, Housing, Transportation and Cannabis. During her tenure in the Governor's office Kim led the negotiations for the administration on Proposition 68. |
| Educational Background | Kim holds a Master of Public Administration degree from San Diego State University and a Bachelor of Arts degree from the University of California at San Diego. |
| Certifications | |
| Project Role and Responsibilities | Key point of contact with Dominic Dimare, co-lead on all lobbying efforts, team leader to disseminate all info from client to Arc Strategies. |
| Technical Skills and Qualifications for The Project | Kim Craig served as special assistant in the Office of California State Assembly Speaker Toni G. Atkins. She managed all water policy and special projects for the Speaker. She was an advocate at KP Public Affairs from 2012 to 2014, chief of staff in the Office of California State Assembly Member Toni G. Atkins from 2010 to 2012 and deputy chief of staff in the Office of California State Senator Denise Moreno Ducheny from 2005 to 2010. |
| Hours to Be Worked On-Site | N/A |
| Hours to Be Worked Remotely | N/A |

FORM #4 – CLIENT REFERENCES

| | |
|---|---|
| Client Name | City of West Sacramento |
| Contact – Name, Title, Email & Telephone | Aaron, Laurel, City Manager mtuttle@cityofwestsacramento.org 916-617-4500 |
| Services Provided and Dates | Legislative advocacy October 2009-present day |
| Examples of Work (provide links) | Recently, we sponsored legislation that would lift the ban on infrastructure finance districts (IFDs) in previous redevelopment project areas. The legislation also included a process whereby the City can earmark the tax increment for an IFD through city council approval, subject to the Brown Act. |
| Explain similarities in services to those requested by West Valley Water District | |
| Explain differences in services to those requested by West Valley Water District | |

FORM #4 – CLIENT REFERENCES

| | |
|---|--|
| Client Name | City of Riverside |
| Contact – Name, Title, Email & Telephone | Moises Lopez, Intergovernmental Relations Officer mlopez@riversideca.gov 951-826-5752 |
| Services Provided and Dates | Legislative advocacy february 2017-present day |
| Examples of Work (provide links) | Our team hit the ground running by lobbying the California Air Resources Board (CARB) in an attempt to overturn a staff recommendation to locate a vehicle testing facility in a competing jurisdiction. We presented key members of the board viable reasons why the facility should be stationed in the City of Riverside. That project will result in several hundred jobs and opportunities for UC Riverside |
| Explain similarities in services to those requested by West Valley Water District | |
| Explain differences in services to those requested by West Valley Water District | |

FORM #4 – CLIENT REFERENCES

| | |
|---|--|
| Client Name | California Police Chiefs Association |
| Contact – Name, Title, Email & Telephone | Ron Lawrence, Ex-President rlawrence@californiapolicechiefs.org 916-626-9111 |
| Services Provided and Dates | Legislative advocacy November 2015-present day |
| Examples of Work (provide links) | Arc has been integral negotiating California’s modernized view of use of force policy, as well as a plethora of additional issues. Such issues include cannabis legalization and tracking, homelessness and mental health policy, bail reform, tracking technology sanctuary state laws and automatic sentencing enhancements. |
| Explain similarities in services to those requested by West Valley Water District | |
| Explain differences in services to those requested by West Valley Water District | |



LUCIEN PARTNERS

RESPONSE TO RFP from
West Valley Water District
Professional Services
Sacramento Advocacy and Consulting Services

CONTACT

Darryl Lucien, *Managing Partner*
1017 L Street #246, Sacramento, CA 95814
Phone: (530) 601-9640 or (562) 673-0682
Email: Darryl@LucienPartners.com

A handwritten signature in blue ink, appearing to read 'Darryl Lucien', written over a horizontal line.

Darryl Lucien, Project Manager

Contents

Page 5 of the West Valley Water District Request for Proposals for State Lobbyist Services, hereafter referred to as RFP, under “Submittal Requirements” prescribes an order for presenting content that is in conflict with the order prescribed on Page 9 of the RFP. Lucien Partners has formatted this document according to the order prescribed in Page 9, and will insert the contents requested on Page 5 into the “Proposal Content” section of this response.

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RESPONSE TO FORM #1

Page 9 of the RFP requests answers to the information requested in Form #1 and signed by the Firm's authorized representative.

| | |
|---------------|---|
| Firm Name | Lucien Global <i>dba</i> Lucien Partners |
| Firm Address | 1017 L Street, #246, Sacramento, CA 95814 |
| Telephone | (562) 673-0682 (mobile) |
| Email Address | lucienpartners@gmail.com or darryl@lucienpartners.com |

EXECUTIVE SUMMARY

On behalf of the Lucien Partners team (collectively Lucien Partners and Cruz Strategies) we are pleased to present a response to the West Valley Water District Request for Proposals for State Lobbyist Services. With a proven track record, a wealth of experience, and deft navigation of relevant policy, we propose to guide West Valley Water District (WVWD) through the success of its objectives, and overcome challenges in favor of WVWD's interests in the California Legislature.

Lucien Partners has assisted the most politically imperiled interests overcome hostile regulatory environments at both the state and local government levels. Lucien Partners attributes this success to our multidisciplinary approach, and our development of strategies that are executed with precision and expert sequencing.

Our principal question in every engagement is: "What combination of lobbying, earned and paid media, coalition building, external engagement, and misdirection is necessary to secure the votes needed to complete the client's objective?" From this question we build out multiple recommendations for our clients to consider and we execute accordingly.

Our team possesses deep insight about many of the legislative districts across the state, the voting patterns and rhetoric of legislators, and the relationship between their votes and local politics. This enables us to effectively partner with our clients to provide a complete array of campaign services and to leverage our network to ensure that the agreed upon message is delivered by the right voice for maximum resonance. This hypersensitivity to vote counting is what separates Lucien Partners from our peers.

Our team includes *Managing Partner*, Darryl Lucien, *Strategic Advisors*, Derek Smith, Brian Adams, and Jade Stevens. As a part of our response, our team also includes Steve Cruz of Cruz Strategies, who is an experienced practitioner in water policy. We are confident that our collective political acumen and expertise will yield the necessary strategic guidance and counsel on regulatory and legislative issues, and foster, strengthen, and maintain effective government relations to ensure that the WVWD is prepared to meet policy challenges. Darryl Lucien will serve as the Project Manager and legislative advocate for WVWD.

The Lucien Partners team brings considerable recent experience in senior capacities, working in the California State Legislature for notable committee chairs and leadership posts. We have shepherded more than 65 bills into law over the past decade, including a delayed placement of the *Safe, Clean, and Reliable Drinking Water Supply Act of 2012 on the ballot*. In addition, our work has successfully secured more than \$650 million in direct budget appropriations for clients.

Lucien Partners proposes to provide state legislative lobbying services for a monthly retainer of \$9,000 per month. Lucien Partners has not had any disciplinary action nor any pending actions against the firm by any public agency or other professional organization.

SUBCONTRACTING DISCLOSURE

For purposes of this bid, Lucien Partners plans to subcontract with Cruz Strategies to jointly deliver an unparalleled level of service for West Valley Water District.

PROPOSAL CONTENT

General Qualifications

More than a traditional lobbying firm, Lucien Partners specializes in developing and executing multidimensional campaigns that include strategic messaging, coalition building, stakeholder engagement, voter education, and strategic media engagements.

We understand that effective influence, with the goal of achieving significant legislative and budgetary objectives, often requires a multi-pronged approach to cultivate legislative and regulatory champions. We specialize in the development of proactive and comprehensive Government Relations Action Plans, which incorporate multiple support and influence elements to increase probability of success.

As a part of our Government Relations Action Plan, we emphasize continuous, proactive engagement and communication with prospective legislative champions. As issues of community and regional significance often lack sufficient representation, Lucien Partners understands the value of cultivating these relationships to increase awareness of and receptivity to client interests, through continuous engagement and education, with an appropriate level of context and history to further our clients' interests.

Over the past 11 years, our approach has aided our professionals to cumulatively procure more than \$1.6 billion dollars in State General Fund for various initiatives, through the annual State Budget Act, and secure passage of more than 65 bills through the legislative process.

The collective policy, political, and communications experience possessed by the Lucien Partners team is unrivaled among Sacramento lobbying firms. Our firm has been at the forefront of the most contentious political battles during the Governor Newsom's first three years, and we have successfully helped our clients compromise that have not injured their operations.

The following personnel on the Lucien Partners team will assist in providing comprehensive services:

Darryl Lucien, Managing Partner at Lucien Partners, will serve as the project manager, political strategist, and will liaison with the Legislature and governor's administration to represent WVWD interests. Lucien will be responsible for providing between 65% and 90% of the services given that this RFP predominantly focuses on lobbying services.

Steve Cruz, Founder at Cruz Strategies, will serve as a lead strategists and legislative advocate on alongside Darryl Lucien, assisting WVWD liaise with the Legislature and Governor's administration to represent WVWD's interests. Cruz will partner with Lucien to provide approximately 35% - 50% of the services needed to fulfill the requirements of this RFP.

Brian Adams, Strategic Advisor at Lucien Partners, will advise on political strategy, coalition building strategies, and external relations strategies for Lucien Partners. Adams may join meetings with Lucien Partners and the WVWD, on occasion, but will not substantially interface with the WVWD. Adams will provide between 5% and 30% of the services depending on the needs and engagements of WVWD.

Derek Smith, Strategic Advisor at Lucien Partners, will advise on strategies to navigate the Newsom administration, including the California Natural Resources Agency and its purview, and the California Environmental Protection Agency and its purview. Smith may join meetings with Lucien Partners and the WWWD, on occasion, but will not substantially interface with the WWWD. Smith will provide between 15% and 30% of the services depending on the needs and engagements of WWWD.

Jade Stevens, Communications Director, will advise and develop strategies on media relations if a determination is made that media engagement is likely to bolster WWWD's legislative and regulatory strategies. Lucien Partners will not engage with any media engagements, discreet or overt, without prior discussion with WWWD officials. Stevens will not typically interface with the WWWD except in cases where her role becomes a pivotal component of success. Stevens will provide between 5% and 30% of the services depending on the needs and engagements of WWWD.

Kenedi Rogers, Legislative Analyst at Lucien Partners, will provide administrative support services to Darryl Lucien. Rogers will not directly interface with the WWWD, the Legislature, or the Governor's administration.

PROJECT ORGANIZATION - KEY PERSONNEL

Darryl Lucien is the *Managing Partner* at Lucien Partners, bringing more than 12 years of senior legislative, governmental advocacy, public affairs, and political campaign experience.

Lucien will serve as the project manager for this proposed contractual relationship. His achievements include shepherding over 60 bills into state law, and secured hundreds of millions of dollars in funding for its California clients and constituents.

Lucien has a comprehensive understanding of the political gradations that guide decision-making in the Legislature, with consistent involvement in high-stakes political battles. With the breadth of his legislative experience serving as Policy Director to the Assembly Majority Leader and Speaker *Pro Tem*, superior coalition building acumen, and knowledge of policy details, Lucien has assembled a team which approaches crises with confidence, and helps clients navigate disadvantageous political terrains with tactical superiority.

In addition to Lucien's legislative experience, he has served as the political director for the California Legislative Black Caucus's political program, has managed multiple ballot measure campaigns, and managed electoral campaigns for members of the state Legislature.

Lucien has leveraged this experience to produce public affairs strategies that are tailored to tangibly assist lobbying teams successfully count votes. All of Lucien Partners public affairs strategies take political winds, leanings, and landmines into consideration as we assist clients navigate both external and internal political pressures.

Lucien has worked extensively with organized labor across the state. He serves as a delegate to the Los Angeles County Federation of Labor and on their Council on Political Education, the largest regional labor organization in the State. As an advocate for working people who

believes in economic opportunity, Lucien can hold labor leaders accountable during policy deliberations on various topics.

Lucien attended Pierce College in the Los Angeles Community College District, earned a Bachelor of Arts in political science from CSU Long Beach, and is a church pianist and percussionist. He has served on the City of Sacramento's Planning and Design Commission for five years. Lucien lives in Sacramento, Los Angeles, and the Inland Empire with his wife and six children.

Steve Cruz is a partner at Cruz Strategies and brings with him over 20 years of legislative and political experience having worked on behalf of a multitude of interests, both public and private, before the California State Legislature and various state agencies. His clients have included Fortune 500 companies, national retailers, home builders, local governments, renewable energy firms, professional trade associations, and non-profits.

Mr. Cruz possesses a broad range of policy experience and is well respected in the Capitol for his advocacy work on behalf of real estate development interests, in the areas of infrastructure, housing, construction, finance, water, environmental resources, and land use. He currently represents one of the largest public water agencies in California and possesses deep understanding of California water law and politics. For nearly a decade, Mr. Cruz has advocated for the homebuilding industry and previously served as an in-house lobbyist for the California Building Industry Association. In this capacity, he successfully represents California homebuilders on array of land use and housing policy. Mr. Cruz also owned and operated a real estate development company where he acquired and sold a significant number of properties, and he successfully managed development projects through the entitlements and construction process. Through these endeavors, Mr. Cruz has developed a keen understanding for how business interacts with government and public policy. Additionally, he continues to represent homebuilders and other industries at the local level across Northern California.

Before his lobbying career, Mr. Cruz worked in the administration of Mayor Willie L. Brown Jr., where he served as the Chief State Legislative Advocate for the City and County of San Francisco. He advanced an ambitious legislative and regulatory agenda and utilized his vast knowledge of policymaking and state budget process to secure state funding for vital programs and services.

Mr. Cruz began his career in the California State Legislature with the Honorable Hilda L. Solis, a former State Senator and U.S. Labor Secretary. In this role, he advised the Senator on critical public policy matters in the areas of labor and employment, education and public safety.

Brian Adams serves as a Strategic Advisor at Lucien Partners, specializing in issue campaigns, political campaigns, public advocacy campaigns, and coalition building.

He is an industry leader recognized for his digital media and coalition building strategies on political campaigns', and his rolodex of political influencers across the state.

Adam's work for statewide messaging and coalition building initiatives has produced

significant results. His recent work has included overseeing the California End Child Poverty campaign. This campaign concluded with the allocation of \$2 billion in state appropriations to eliminate child poverty in California. Brian has also managed the Keep CA Clean public affairs initiative, an online campaign, to build political support for the waste management and recycling industry. The result of this campaign was a \$300 million allocation from the State General Fund for the industry.

Adam's work has been featured in Campaigns and Elections, Los Angeles Times, Sacramento Bee, KPCC, Jewish Journal, LA Weekly, Patch, Argonaut, and many more local publications. In addition, his work has been featured in all of California's major television markets. He has advised the following organizations on curating digital strategies: U.S. Department of Housing and Urban Development, Los Angeles City Council, Emerge California, Ignite, Special Needs Network, City of Carson, and several members of the California State Legislature.

Adams received his baccalaureate education from Hobart and William Smith Colleges in New York and is a husband and parent of one son.

Derek Smith serves as a *Strategic Advisor* at Lucien Partners, bringing 30-plus years of experience and relationships in land use, infrastructure, energy, and procurement advocacy.

Mr. Smith is a longtime politico in Bay Area politics, having served on the transition team of Mayor-elect Gavin Newsom, and as a fixture in San Francisco politics regularly engaging with the San Francisco Public Utilities Commission, the Port of San Francisco, and San Francisco City Hall on land use and procurement related matters.

In both public and private sector settings, his procurement expertise has resulted in the production of over 10,000 residential units, commercial space, educational and recreational properties. Mr. Smith's projects have employed thousands of Californians, generated nearly one billion dollars of economic activity, and brought a quarter-billion dollars in capital investment to the State.

Mr. Smith's background is in construction management, but because of regular advocacy in the Bay Area and his proximity and longtime friendship with Gavin Newsom, he launched Marinship Consulting in 2019 to assist clients navigate the objectives of Governor Newsom's administration. Through his work at Marinship Consulting he advised Fortune 500 companies and investor-owned utilities on how to navigate the California Public Utilities Commission, California Energy Commission, and the California Natural Resources Agency.

Mr. Smith recently joined Lucien Partners in 2021 to build out a full-service regulatory engagement arm within Lucien Partners to provide comprehensive services that are impactful and in the interests of clients and the State of California.

Passionate about a better California for all of the Golden State's residents, he applies his craft with discretion and vigor. Mr. Smith is a graduate of the University of California at Berkeley and Stanford University with degrees in mechanical (bachelor of science) and civil engineering (master of science), respectively. A proud parent of two young adult sons and a college-going daughter, he lives in the San Francisco Bay Area.

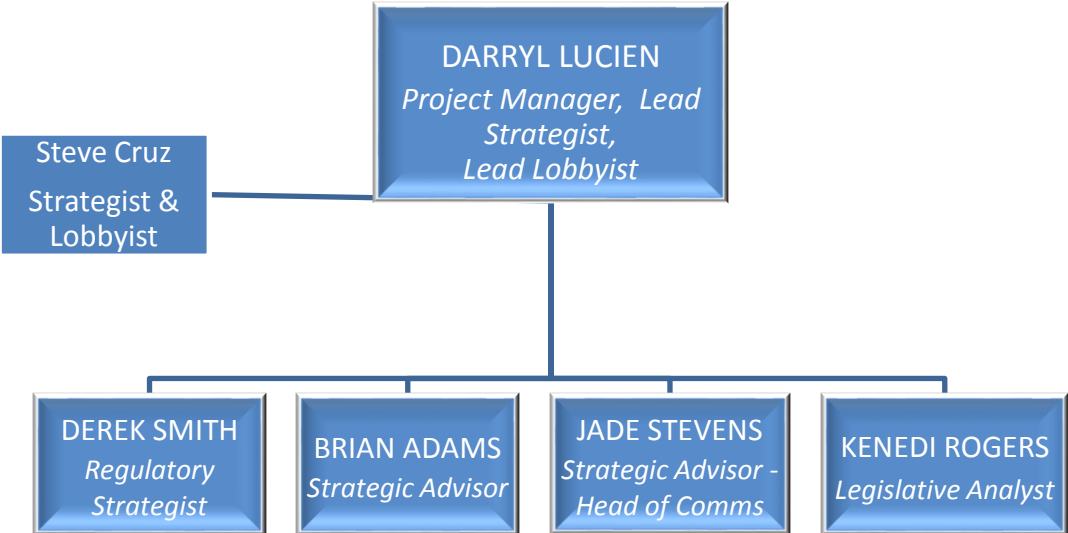
Jade Stevens is the *Head of Communications* at Lucien Partners, will lead all media strategy, manage and curate additional relationships in media, curate content, and oversee management of all media assets.

Stevens is an award-winning public relations strategist and writer, with professional management experience in the public and private sectors. She has been engaged in community, government and media relations; crisis communications; events and communications planning; issues and crisis management; philanthropy and cause-related marketing; social media, digital and website content management.

Stevens is proud to have been able to offer her insight to an expansive list of clients in categories spanning from banking, entertainment, technology, healthcare and financial services. Her relationships have earned clients' coverage in top tier media including New York Times, Los Angeles Times, San Francisco Chronicle, Sacramento Bee, Los Angeles News Group, CalMatters, Huffington Post, La Opinión, Blavity, BuzzFeed, Complex, Telemundo, and Univision, among others. A frequent public speaker on public relations and communications topics, Jade serves as a lecturer at California State University, Dominguez Hills communications program. She is past president of the Young Professionals at the Public Relations Society of America, Los Angeles chapter, and still advises a number of elected officials on media relations.

Stevens attended the University of Redlands, earned her Bachelor of Science in public relations and advertising from CSU Dominguez Hills and a Master of Business Administration with an emphasis in marketing and business analytics from the Marshall School of Business at the University of Southern California. She lives in Los Angeles and the Inland Empire.

ORGANIZATIONAL STRUCTURE OF TEAM



Most of the work will be performed out of our Sacramento office.

DEMONSTRATED EXPERIENCE

Lucien Partners has represented multiple clients who are members of the Fortune 500 on expansive, politically charged battles. Additionally, Lucien Partners has also represented technology unicorns (companies whose valuation exceeds \$1 billion), a nearly \$1 billion private equity fund, several law enforcement unions whose annual departmental budgets collectively exceed \$2.5 billion, and the second largest school district in the country (Los Angeles Unified School District) whose annual budget is \$8.9 billion dollars. Additionally, Lucien Partners has consistently helped clients who were perceived as political underdogs navigate complex political issues and emerge successful.

Lucien Partners' experience includes representing some of the most politically imperiled clients and successfully defended their interests. Our client list includes the following:

1. *East Valley Water District*
2. *Central Basin Municipal Water District*
3. *San Diego County Water Authority*
4. *Sacramento; County Of*
5. *San Diego County Regional Airport Authority*
6. *San Jose; City Of*
7. *San Mateo; County Of*
8. *California Building Industry Association (Only Handling Water Policy)*
9. *Los Angeles Unified School District,*
10. *United Health Care,*
11. *General Motors,*
12. *Postmates,*
13. *Bulletin Displays,*
14. *Los Angeles Police Protective League,*
15. *San Francisco Police Officers Association,*
16. *American Investment Council*
17. *American Hospital Properties of California, LLC*
18. *Bluestone Safe*
19. *Deputy Sheriffs Assn of San Diego,*
20. *Pierce Health Solutions,*
21. *Bill Bloomfield,*
22. *RAI Services Company,*
23. *Better Place Forests,*
24. *Aura Financial,*

25. *Charles R. Drew University of Medicine and Science,*

26. *L.A. Promise Fund.*

27. *The Chernin Group (TCG) Capital*

We believe our work on behalf of the following clients best represents our ability to successfully help clients overcome significant political challenges:

Name of Client: Los Angeles Police Protective League & California Coalition of Law Enforcement Associations (CCLEA)

Contact: It is best to contact both Teresa Ochoa (teresa@lappl.org) & Craig Lally, President, at the same time via email; (craiglally@lappl.org); (661) 714-2634.

Scope: State Legislative Advocacy, State Regulatory Advocacy, State and Local Political Consulting, State and Local Coalition Building.

Narrative:

The law enforcement profession has received an unparalleled level of international scrutiny over the past three years. This scrutiny reached a feverish pitch in 2020 in response to an unjustified murder in Minneapolis. This event provoked international protests for more than 75 days, placing policymakers and law enforcement organizations on a collision course over the future of the profession in state capitals across the country.

Lawmakers were eager to act, and unfortunately introduced an unprecedented wave of draconian measures designed to punish the profession instead of focusing on meaningful reforms that would catalyze culture change, behavioral practices, and recruitment practices.

Lucien Partners positioned its clients to have meaningful and honest discussions about reforming the profession, in stark contrast to many law enforcement unions. Initially, the tensions were too high for collaborative discussions. Consequentially, Lucien Partners was asked to embark on a major educational campaign to mitigate and defeat adverse policy proposals.

Lucien Partners made these early findings:

- The Legislature, even those lawmakers with substantial local government experience, did not understand the profession of policing. There existed a substantial body of literature on “force science,” a meld of psychology, physiology, and endocrinology, that the Legislature had not factored into its policy deliberations.
- Law enforcement unions did not have a history of seeking to use the legislative process to advocate for the further professionalization of the profession.
- The messaging from law enforcement unions was often unpersuasive and lacked policy merit. The worst groups ignored public opinion while the best groups were unaware of the opinions of the Legislature concerning the profession.
- Police organizations did not effectively fight misinformation.
- Legislators’ expectations of law enforcement did not match the administration of justice in California through policy, procedure, officer training, and the realities of the profession.

- Each law enforcement agency is governed by different rules, resulting in disparate outcomes.
- Recent public events, unrelated to policing in California, created an unavoidable political mandate to pass sweeping legislation injurious to the profession.

These findings resulted in Lucien Partners working collaboratively with multiple unions and consultants to develop a comprehensive public affairs campaign.

Our team performed extensive research into policies, academic research findings, and notable publications on policing. We managed public opinion research, both focus groups and polling, and merged policy research with public opinion research to develop cogent policy platforms. We developed meaningful, broadly supported police reforms for which to advocate, and public policy arguments in opposition to injurious legislative proposals. This information was distributed to lobbying teams and utilized to develop collateral educational materials, produce video content to support legislative findings, amplified on the campaign's digital media platforms, and equipped lawmakers with politically palatable, coherent, and justifiable reasons for not supporting ill-advised "reforms."

The culmination of this effort resulted in the passage of landmark legislation to require law enforcement agencies to improve accountability of police. Passage of this legislation, the intensity of our lobbying effort, and the goodwill that was developed as a good-faith negotiator assisted our coalition defeated nearly a dozen bills against the backdrop of the most difficult period in the history of the profession and negotiated reasonable amendments to the remaining measures.

Lucien Partners carefully mitigated any public outcry from the defeat of the most intense reforms. We provided our legislative allies with sufficient public affairs and strategic cover to blunt blowback with their own constituencies.

Name of Client: Postmates

Contact: Vikrum Aiyer, Vice President of Government Affairs; vikrum.aiyer@gmail.com; (510) 468-9841. It is best to contact Vikrum via text to setup a call with him.

Scope of work performed: General Local Legislative Advocacy, Political Consulting, Coalition Building.

Narrative:

Lucien Partners was asked to assist Postmates navigate legislation that threatened to result in the loss of substantial revenue to the company. Policy makers were debating the imposition of a rate cap on food delivery platforms to provide economic relief for restaurants. The author of the motion was unwilling to negotiate on any terms, further solidifying the challenges.

The Lucien Partners team quickly identified the following complex set of challenges the company was facing:

1. Aside from articulating the impacts of the proposed policy on the delivery platforms, the public policy argument as to why the rate cap should not be adopted was unclear.
2. The company had few external allies or coalition partners to augment the lobbying effort.
3. Emergency legislation was being adopted in record timing.
4. Policymakers were foregoing policy committee hearings, which both eliminated a prospective chokepoint and accelerated the timeline of ordinance adoption.
5. The company had not identified a someone to champion defeat or amendments to the introduced legislation.
6. Print publications were highlighting perspectives from notable restaurants and chefs (all of whom were white), which had a considerable adverse impact to the delivery platforms, but not conveying the unintended policy consequences of the proposed ordinance.
7. Organized labor was politically agitating policymakers to support the proposed ordinance, and the food delivery platforms lacked comparable political heft.
8. The murder of George Floyd distracted the attention of the public and policymakers on issues related to food delivery, price gouging, and the Gig economy to those of police accountability and structural racism.

The Lucien Partners team analyzed the proposed policy and produced a set of arguments that included the following: the policy would have a disproportionately, negative impact on minority-owned restaurants, and restaurants within the food ‘deserts’. We developed a cogent rationale concerning how the policy would exacerbate food deserts in the midst of a pandemic.

Recognizing that delivery platform companies did not have the credibility to convey these messages, the Lucien Partners team leveraged its relationships with the Black Business groups and other business organizations to equip these organizations with this message. Lucien Partners later expanded this coalition to include notable high-profile nonprofit organizations, minority-owned restaurants, and neighborhood influencers within key districts.

The Lucien Partners team organized this coalition of businesses, educated and rallied them behind the issues and talking points, and prepared them to formally and independently engage key policymakers.

On April 27, 2020, the LA Times senior food writer authored an article entitled “*LA looks to help restaurants by capping food delivery fees at 15%.*” providing notable amplification and political momentum to the author of the rate cap motion. To counter this messaging, on May 18, 2020, an LA Times article was published entitled “*In twist, dozens of Los Angeles restaurants oppose delivery app fee cap.*”

The Lucien Partners team successfully leveraged our coalition into an article that detailed our policy arguments against the rate cap. It further cemented the message to policymakers that the unintended consequences of the policy should not be overlooked, especially as it relates to minority restaurants, among the hardest hit by the pandemic.

Lucien Partners leveraged its policy acumen and its relationships within the organized labor community as an opportunity to discuss an alternative to the rate cap that would benefit both public sector city unions, and the delivery platforms. We assembled a coalition of labor unions to join the delivery platform companies in opposition to the rate cap, despite the tensions over Proposition 22.

This political shift, combined with our robust earned and paid media strategies enabled Lucien Partners to effectively make the case to the Chair of the committee that this proposed policy deserved considerable committee scrutiny. While the Chair had the authority to waive consideration of the policy, it chose to hold a committee hearing, allowing food network companies additional time to build out our public affairs strategy.

In the interim, Lucien Partners assisted Postmates in guiding the following efforts: recruiting notable community leaders, organization and deployment of restaurant owners to engage Council offices, drafting a variety of tailored talking points, author unique letters of opposition for submission by various groups, place opinion-editorials in ethnic newspapers, executing several media buys on platforms targeted to garner attention from specific policymakers, assisting in the coordination of public testimony from drivers and merchants on the Postmates platform, and recruitment of workers and community organizers to place calls, emails, and provide public testimony.

Lucien Partners subsequently formalized the Black Restaurant Coalition as a voice to augment and supplement Postmates on issues of mutual concern and interest.

This effort “encouraged” Chair of the Committee to engage the author of the motion to raise the rate cap, which resulted in a 33% increase to the originally proposed rate cap.

Name of Client: Charles R. Drew University of Medicine and Science

Contact: Angela Minniefield, *Vice President of Strategic Advancement*
(323) 563-4969.

AngelaMinniefield@cdrewu.edu; Best contact - email Ms. Minniefield with cc: to Cazzie Burns(cazzieburns@cdrewu.edu) to arrange call.

Scope: General Local Legislative Advocacy, Political Consulting, Coalition Building.

Narrative:

CDU successfully obtained more than \$10 million in revenue from the state of California in 2019 after executing an ambitious legislative strategy architected by Lucien Partners.

Lucien Partners assisted CDU in liaising with its existing allies more intentionally and convey a persuasive message to a broader group of legislators about the importance of funding CDU to achieve their policy aspirations.

CDU is the only Historically Black Graduate Institution in the West, and the promise of it as a premier educational institution in South Los Angeles has never been realized since its creation in the aftermath of the Watts riots.

Lucien Partners developed an advocacy and engagement strategy that presented compelling data and analyses to illustrate the overlap of CDU's mission and the Legislature's stated public policy goals. Lucien Partners cultivated a coalition of political partners that included the California Medical Association, local elected officials in the area, State Legislators, Congressional Representatives, California Hospital Association, notable primary care clinics that CDU has a relationship with, and nonprofit allies that have political reach throughout Southern California.

We leveraged these coalitions of support to win grants from the Office of Statewide Health Planning and Development, Proposition 63 dollars, Proposition 56 dollars, and General Fund dollars through the State Budget Act. The California Legislative Black Caucus endorsed and incorporated our funding request into their budget request to the Governor.

We also leveraged CDU's diversity to demonstrate to the California Legislative Latino Caucus that CDU graduates more Latino pre-med student, and physicians, per capita, than any other postsecondary educational institution in the state.

Execution of this comprehensive strategy yielded more than \$10 million in funding for CDU in 2019.

PROPOSED PROCESS AND METHODOLOGY TO ACCOMPLISH THE WORK

Our distinction is evidenced by the breadth and variety of relationships we use to build impactful coalitions, and by the innovative strategy we employ to produce measurable results for clients. We employ an analytical approach to determine the political pressure points and the conditions that are necessary for policy initiatives to gain traction.

Organizational and Administrative

Lucien Partners customarily begins the conversation seeking to understand the client's perception of their government relations operation. Using a traditional SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis, our team seeks to align with issues that are of import to the client, and challenges assumptions, when necessary.

Lucien Partners will also inquire to better understand WVWD recent accomplishments, pending legislative projects, organizational and operational goals, history of labor relations, the status of envisioned capital outlay projects, and the sensitivities of the WVWD member agencies. Lucien Partners will produce a set of recommendations, in the form of a Government Relations Action Plan, that will guide our work through the next year, highlight key performance indicators, identify prerequisite actions that must be taken to achieve objectives, and prioritize engagements.

Given the timeline outlined in this RFP, Lucien Partners anticipates expediting this process and also immediately briefing WVWD on all introduced legislation to begin developing an engagement strategy.

General Legislative Engagement and Representation

Lucien Partners will monitor all legislative and regulatory items of interest to the WVWD, and attend all public hearings that have or are likely to agendize these items for consideration. The WVWD will receive a synopsis of actions taken and recommendations to consider moving forward.

Lucien Partners will proactively advise the WVWD on opportunities to sponsor legislation, including drafting legislative language, seeking legislative authors and co-authors, coalition building, negotiating with the Legislature, Governor's office, and opponents concerning amendments, providing the WVWD with a vote count ahead of key legislative votes, and actively lobbying for support of our legislation.

Lucien Partners will work with the WVWD to develop amendments to legislation and regulations that are hostile to the WVWD and WVWD ratepayers. If seeking amendments is impractical, Lucien Partners will propose strategies to defeat the legislation and work to reduce the likelihood of success. These strategies may include strategically positioning key officials from the WVWD to provide public testimony, facilitating *ex parte* communications with key legislators and staff, and other strategies.

Lucien Partners will draft official correspondence, for the WVWD review and approval, to distribute to the Legislature indicating the WVWD position and rationale. In addition to the

necessary technical information, Lucien Partners will research and formulate arguments for maximum resonance.

Government Relations Action Plan

The Lucien Partners approach to advocacy involves high-level execution of continuous campaigns to position the WVWD to maximize its legislative and state budgetary impact. These campaigns may include procuring state general fund dollars and bond funding, passing or defeating legislation, or successfully managing state regulators.

Most public sector agencies develop a set of legislative principles to guide their advocacy efforts and help legislative advocates understand the issues and interests of the agency. Lucien Partners recommends building a comprehensive strategy to strengthen WVWD political vulnerabilities, maximize its ability to close on its opportunities, and mitigate threats. This Government Relations Action Plan would yield actionable strategies to facilitate WVWD short, medium, and long-term goals. It includes message development, communications, partnerships, coalitions, and sequence.

Concerning water policy in California, stakeholders must be intentional in their development of strategy and execution. The efforts of the Latino Water Coalition were instrumental in galvanizing Latino Democratic Caucus Members to agitate the Democratic Caucuses in the Legislature to move on what culminated in the Safe, Clean, and Reliable Drinking Water Supply Act of 2010. A great degree of intentionality will continue to be necessary to have the opportunity to shape the future of water and energy policy in California.

High Touch/High Engagement Regulatory/Legislative Approach

Lucien Partners' approach to executing an ambitious agenda is to preemptively cultivate legislative champions, allies, and supporters. An ongoing channel of communication with a broad cross-section of key decision-makers on WVWD-related interests is needed. It is essential that local state representatives are kept abreast of WVWD priorities, including water quality, water treatment, capital outlay, the status of water supplies, and threats to water reliability.

It is also important to note that municipalities and special districts overlook opportunities to effectively communicate with legislators and their staff. In any meetings with legislators, the electeds and staff are seeking to discern what the legislative action item is, if any. These communications should be consistent and in furtherance of the Government Relations Action Plan referenced above.

If the WVWD has established this infrastructure, Lucien Partners will work with the SDCWA to build upon existing efforts. Lucien Partners can also work with the SDCWA to develop a comprehensive, well-organized presentation.

In addition to the WVWD and Inland Empire legislative delegation, Lucien Partners recommends the continuous assessment of the WVWD relationships with key legislators outside of the Inland Empire. On behalf of the WVWD, Lucien Partners will leverage its extensive relationships with the Chairs of the Legislative Committees that have jurisdiction

over water, energy, the environment, and the budget committees and subcommittees. It is imperative that the WVWD exert influence outside county lines to run an effective advocacy program in Sacramento.

Coalition Building

Working in coalitions is one of the most essential activities that the WVWD should undertake in Sacramento. Coalition work may add considerable political weight to our efforts in shaping proposed regulations and bolster the WVWD case for budget appropriations and grant dollars. Public sector agencies do not have the capability to leverage the same political strategies as the private sector. Lucien Partners recommends building and maintaining a strong rolodex of allies, and demonstrating leadership through consistent, strategic and timely communications with the Legislature.

Potential coalition partners may include allied water agencies, labor unions, environmental groups, business groups, ethnic business groups, civil rights organizations, and tribal nations. To the extent that the WVWD has common ground or common grievances with other water agencies of size, the WVWD may want to consider taking a leadership role in collaborating to jointly convene the legislative representatives of these agencies.

Lucien Partners recommends maintaining and building coalition partners to form a chorus on budget asks, which have the potential to create jobs, improve water quality, and advance important public policy goals for which there is substantial legislative interest. Lucien Partners has successfully assembled coalitions for statewide ballot measures, and for numerous clients to overcome formidable political opposition.

Brian Adams will take a leadership role in any local coalition-building efforts that are needed for success in Sacramento, as he is in regular collaboration with labor unions, business interests, and key stakeholder groups across the state. Darryl Lucien also fulfills a similar role handling statewide interest groups in Sacramento and also has extensive relationships in Los Angeles County.

Synchronizing with the Inland Empire delegation

Lucien Partners is well positioned to be a continuous facilitator of this legislative delegation on a range of topics to ensure the flow of critical information to the delegation. Additionally, lawmakers are prone to disconnect from their district without consistent, meaningful engagements. The WVWD should consider the value and necessity of multiple convenings of the legislative delegation to discuss issues of regional significance, including but not limited to issues involving energy, water, land use, and other issues of significance. Building upon this concept, the WVWD should consider formalizing partnerships with water agencies who have similar interests to collectively convene legislative representatives to begin building the foundation for a larger campaign aligned with the Government Relations Action Plan.

Messaging Alignment

Lucien Partners asserts that the WVWD should continuously identify the nexus between the prevailing conversations in the Legislature and WVWD interests, and develop campaigns to

advance progress toward the achievement of the goals outlined in the Government Relations Plan. A brief example, for WWWD consideration, is below:

Wildfire prevention and mitigation have been important conversations over the past few years. This will not seem immediately relevant to water agencies across the state in the eyes of most legislators and legislative staff. However, the question that Lucien Partners asks is this: is there a role or significant impact that funding groundwater recharge efforts can play to reduce the severity of wildfires in Fire Hazard Severity Zones? Clearly, the state has taken an increasing interest in funding brush clearing and mitigation efforts, but should the state also be thinking about the nexus between wildfire mitigation and water policy? Some researchers have found that when a fire occurs, almost 10 times more land is burned in a hydrological drought year than in a non-drought year. There is, perhaps, sufficient evidence to make a case, if reinforced by science, that the impacts of wildfires on groundwater or the impacts of groundwater on wildfires is worthy of additional conversation and funding to water agencies to undertake additional groundwater cleanup and recharge.

Climate change is an elevated priority in Sacramento, however, the resources distributed through the state’s cap and trade focus minimally on the impacts of sea level rise on saltwater intrusion and wastewater treatment plants. Governor Newsom proposed a \$4.8 billion climate bond in his initial 2020 Budget Act proposal, but sidelined the effort as COVID-19 became the state’s highest priority. Should SDCWA consider aggressively staking out a public position that solidifies water priorities as an important component of a climate bond? Once this is determined, the Lucien Partners team can work with the District to develop a multi-dimensional campaign to elevate this as a priority of statewide concern.

As legislative priorities shift, the WWWD should be mindful of the intersections between shifted priorities and WWWD short, medium, and long-term objectives. Aligning messaging with the prevailing political winds is not guaranteed to gain traction, but if the message achieves saturation, the probability of success increases exponentially.

DESCRIBE HOW YOUR PROPOSAL WILL MEET THE CURRENT AND FUTURE NEEDS OF WWWD’S CUSTOMERS AND STAKEHOLDERS

Lucien Partners will meet the current and future needs of the District and its stakeholders by developing and executing strategies to advance legislation and procure resources for the district. This includes working closely with the WWWD to build political support for grant applications to ensure these applications successfully advance and ensuring that the District’s voice is

While some firms propose to assist with grant writing applications, Lucien Partners focuses more closely on ensuring that grant applications are viewed as a policy and political priority.

LIST OF WHAT WVWD WOULD NEED TO PROVIDE TO YOU OR ASSIST YOU WITH, AND A SCHEDULE OF WHEN IT WOULD BE NEEDED

To successfully assist clients accomplish their goals, Lucien Partners clients to do the following:

- Allocate time for a biweekly, recurring call to discuss District business.
- Quickly establish legislative and budgetary priorities for the 2021-22 legislative cycle.
- Provide access to the District’s leadership team so that Lucien Partners professionals can quickly access the correct person to procure information as necessary.
- Prescribe the most effective methods of communications for issues requiring a quick response.

The District should also be ready to provide data on District operations that will assist Lucien Partners develop a compelling narrative about what the district’s needs are.

HOW YOU WILL INVOLVE AND WORK CLOSELY WITH THE PUBLIC AFFAIRS DEPARTMENT

Lucien Partners develops strategies that leverage all components of a public affairs program in order to achieve objectives. Having a vision for how the instruments of an elite public affairs program form an effective chorus in Sacramento compels our team to be in close contact with other public affairs professionals on the execution of a plan.

PROPOSED COMMUNICATIONS TOOLS/RESOURCES AND BENEFITS

Ongoing Client Communication

The Lucien Partners approach to communication includes a concise summary of information, regular updates on pending action items, attachment of detailed materials—including bill matrices, bill text, bill analyses, regulatory communications, letters of support and opposition for bills, vote cards, information regarding the status of legislation, and a contextual summary.

Lucien Partners uses a range of mediums to communicate with clients, including traditional e-mail, Slack, WhatsApp, Microsoft Teams, and G Suite products. Our team will align with client preferences. Lucien Partners will work with WVWD to design a communication schedule, including recurring meetings, to provide legislative updates, convey progress on action items, and propose alternative plans. Our team is committed to working with WVWD to determine the right balance and method of communication.

Proposed Schedule

Per the tentative schedule for awarding a contract, WVWD will need to move quickly to build its program in light of the following deadlines that have passed:

- Presentation of the Governor’s proposed 2021 Budget Act.
- Deadline to have new legislation drafted by legislative counsel.
- Deadline to introduce legislation for the 2021 legislative cycle.
- Furthermore, legislative referrals to policy committees will have already begun.

First 15 days:

- Lucien Partners will be prepared to brief with WVWD on all bills referred to policy committees immediately after receiving notice to proceed, and seek to understand budgetary goals, and specific regulatory challenges.
- Lucien Partners will seek to understand the coordination, roles, and interplay of all WVWD contractors and internal legislative staff. Additionally, Lucien Partners will work with WVWD on protocols for communications.
- Policy Committees may begin within the first 10 days but there is a high probability that policy committees will not begin until late March or after Spring recess.
- Darryl Lucien will directly notify (via text, call, or email) the following legislators that Lucien Partners will commence representing WVWD:
 - Senator Henry Stern (D-Calabasas) and his staff, Chair of Senate Natural Resources and Water
 - Senator Bob Wieckowski (D-Fremont) and his staff, Chair of the Senate Budget Subcommittee on Resources and Water
 - Speaker Anthony Rendon (D-Southgate) and Alf Brandt (his resources staff person)
 - Assemblymember Richard Bloom (D-Santa Monica) and his staff, Chair of the Assembly Budget Subcommittee on Transportation and Resources
 - Assemblymember Luz Rivas (D-Los Angeles) and her staff, Chair of the Assembly Natural Resources Committee
 - Assemblymember Eduardo Garcia (D-Coachella) and his staff, Chair of the Assembly Water, Parks, and Wildlife Committee
 - Remaining members of the WVWD legislative delegation and their staff.
- Lucien Partners will contact the Governor’s administration, consistent with the assigned scope of work, to ensure they associate Lucien Partners with SDCWA:
 - Wade Crowfoot, Secretary of the Natural Resources Agency
 - Jared Blumenfeld, Secretary of the California Environmental Protection Agency
 - Kate Gordon, Christine Hironaka, and Rachel Waggoner in the Governor’s office.
 - Jolie Onodera, in the Department of Finance
 - And other regulators, consistent with Lucien Partners assigned scope.

First (60 days)

- Setup meetings with the San Diego legislative delegation, key legislators, and committee members of relevant committees to discuss the year’s legislative, budget, and regulatory priorities.
- Begin discussions with the Governor’s administration about the agency’s key legislative, regulatory, and budget priorities.
- Develop Government Relations Action Plan for the responsibilities and objectives assigned to Lucien Partners.
- Begin discussions with prospective external partners, allies, etc., consistent with Action Plan and WVWD’s approval.
- Assess the value of media liaising and engagement to achieve legislative, regulatory, budget goals.

FEE SCHEDULE

Lucien Partners proposes the following monthly fee schedule:

- **Legislative Advocacy - \$9,000**
 - *The proposed services included with this fee include:*
 - **LEGISLATIVE & REGULATORY ADVOCACY** - Monitoring, advising, and representing clients before the California Legislature, Governor's Office, and state regulatory agencies.
 - **COALITION BUILDING & STAKEHOLDER ENGAGEMENT** - We cultivate and galvanize strategic alliances to equip Lucien Partners clients with the political muscle needed to achieve victory.
 - **RESEARCH, PLANNING, & STRATEGY** - We analyze the political landscape, frame the issue, identify potential allies and opponents, develop action items, mitigate risks, establish timelines, and build audibles into clients’ political game plans.
- Lucien Partners can provide the following services for an additional fee:
 - **PROJECT MANAGEMENT** - We design and execute complex campaigns that include elements of media, advocacy, external relations, mobilization, and coordination of interests, messages, and stakeholders to convince public officials.
 - **VOTER EDUCATION & MOBILIZATION** - Lucien Partners is prepared to strategically educate and mobilize voters and important constituencies on clients’ issues if lawmakers aren’t prepared to listen. When voters speak, nothing else matters.

METHODOLOGY: This fee reflects the multiple staff who will involve themselves in this process. Additionally, West Basin Municipal Water District, Central Basin Municipal Water District, and Eastern Municipal Water District all pay similar rates.

Identification of Anticipated Potential Problems

Lucien Partners does not anticipate, outside of legislative engagements, any potential problems in providing the level of service outlined in this proposal.

Responses to Form #2 - Vendor Information Requirements

| | |
|---|---|
| Firm Name & Website | Lucien Global <i>dba</i> Lucien Partners |
| Years in Business | June 2018 - Present |
| Firm Parent Company | Not Applicable |
| Number and nature of professional staff to be employed in this engagement on a full-time basis | 2, unless the scope of engagement calls for additional elements |
| Number and nature of professional staff to be employed in this engagement on a part-time basis | 2, unless the scope of engagement calls for additional elements |
| Main point of Contact: | Darryl Lucien, Managing Partner darryl@lucienpartners.com 562-673-0682 |

Responses to Form #3 - Project Staff Requirements

| | |
|--|---|
| Staff Member Name | Darryl Lucien |
| Title | Managing Partner |
| Length of Tenure | 2018 - Present |
| Previous Work Experience | California State Assembly (2010 -2018) |
| Educational Background | B.A. from CSU Long Beach |
| Certifications | N/A |
| Project Roles and Responsibilities | Project Manager, Lead Lobbyist & Strategist |
| Technical Skills and Qualifications for the Project | N/A |
| Hours to be worked on-site | Approximately 10 - 30 hours per week |
| Hours to be worked remotely | N/A |

| | |
|--|---|
| Staff Member Name | Brian Adams |
| Title | Strategic Advisor |
| Length of Tenure | January 2021 - Present |
| Previous Work Experience | Trusted Messenger Marketing (2012 -2016) California State Assembly (2014-2017) |
| Educational Background | B.A. from Hobart and William Smith Colleges |
| Certifications | N/A |
| Project Roles and Responsibilities | Media & Coalition building strategist |
| Technical Skills and Qualifications for the Project | N/A |
| Hours to be worked on-site | Approximately 5 - 10 hours per week unless more time is necessary |
| Hours to be worked remotely | N/A |

| | |
|--|---|
| Staff Member Name | Jade Stevens |
| Title | Head of Communications |
| Length of Tenure | June 2020 - Present |
| Previous Work Experience | Los Angeles City Controller (2018-2019) California State Assembly (2016 -2017) |
| Educational Background | B.A. from CSU Dominguez Hills MBA from Univ. Southern CA |
| Certifications | N/A |
| Project Roles and Responsibilities | Leverage media to impact and assist lobbying engagements; develop marketing/lobbying materials for high productivity meetings |
| Technical Skills and Qualifications for the Project | N/A |
| Hours to be worked on-site | Approximately 10 - 12 hours per week unless more time is necessary |
| Hours to be worked remotely | N/A |

| | |
|--|---|
| Staff Member Name | Derek Smith |
| Title | Strategic Advisor |
| Length of Tenure | June 2020 - Present |
| Previous Work Experience | Marinship Development Interest (2005 - Present) |
| Educational Background | B.S. from UC Berkeley M.S. from Stanford |
| Certifications | N/A |
| Project Roles and Responsibilities | Watch and inquire on regulatory developments of significance. |
| Technical Skills and Qualifications for the Project | N/A |

| | |
|-----------------------------|---|
| Hours to be worked on-site | Approximately 5 - 10 hours per week unless more time is necessary |
| Hours to be worked remotely | N/A |

Responses to Form #4 - Client References

| | |
|---|--|
| Client Name | Los Angeles Police Protective League & California Coalition of Law Enforcement Associations (CCLEA) |
| Contact - Name, Title, Email, & Telephone | It is best to contact both Teresa Ochoa, Assistant, (teresa@lappl.org) & Craig Lally, President, at the same time via email; (craiglally@lappl.org); (661) 714-2634. |
| Services Provided and Dates | June 2018 - Present |
| Examples of Work | See Appendix B |
| Explain Similarities | The scope of work similar and Lucien Partners is prepared to, appropriately, bring the same level of intensity to ensure that WVWD is known, well-received, and positioned to take advantage of all available opportunities. |
| Explain differences | Law enforcement lobbying is high intensity lobbying that requires multipronged strategies, depth of relationships, and an ability to quickly synthesize complex, controversial, emotionally charged information into intelligible information. West Valley may find itself in similarly intense scenarios, but it is unlikely that the intensity will reach the same fever. |

| | |
|---|---|
| Client Name | Postmates |
| Contact - Name, Title, Email, & Telephone | Vikrum Aiyer, Vice President of Government Affairs; vikrum.aiyer@gmail.com; (510) 468-9841. It is best to contact Vikrum via text to setup a call with him. |
| Services Provided and Dates | May 2020 - Present |
| Examples of Work | See Appendix A |
| Explain Similarities | Postmates sought an advocacy firm with the sophistication to develop multidimensional strategies to achieve objectives under tense circumstances. |
| Explain differences | <p>Much of the work performed for Postmates involved blitzing various governmental entities to quell substantial public policy concerns. Lucien Partners was hired well after problems began to emerge.</p> <p>WVWD is in a unique position to build a program that insulates the organizations from additional scrutiny and/or criticism and thus starts on solid footing.</p> |

| | |
|---|---|
| Client Name | Charles R. Drew University |
| Contact - Name, Title, Email, & Telephone | <p>Contact: Angela Minniefield, <i>Vice President of Strategic Advancement</i> (323) 563-4969. AngelaMinniefield@cdrewu.edu; Best contact - email Ms. Minniefield with cc: to Cazzie Burns(cazzieburns@cdrewu.edu) to arrange call.</p> |
| Services Provided and Dates | January 2019 - Present |
| Examples of Work | http://lawattstimes.com/index.php?option=com_content&view=article&id=5937:charles-r-drew-university-of-medicine-and-science-earns-7-5-million-appropriation-from-california-legislature-the-budget-act-of-2019-includes-allocation-for-enrollment-growth-activities-student-support-services-and-academic-facilities-upgrades&catid=24&Itemid=119 |
| Explain Similarities | Both WVWD and CDU are regarded similarly in that they are public serving institutions and the goals to obtain more state funding are similarly aligned although they do not conflict given the distinct sources of funding each organization is seeking. |

| | |
|---------------------|--|
| Explain differences | The primary differences are that each organization is concerned about very distinct policy areas and budget funding areas. |
|---------------------|--|

Certifications

Lucien Partners certifies that it is in compliance with the conflict-of-interest provisions listed on page six of the RFP.

The undersigned hereby agrees to comply with all of the terms and conditions put forth in West Valley Water District’s Request for Proposals for State Lobbyist Services.



Darryl Lucien, Lucien Partners
March 26, 2021

Appendix A - Postmates

Earned Media Coverage



In an unexpected move, more than 20 Los Angeles restaurants, including Canter's, Sichuan Impression and Sweetfin, have signed a petition opposing a City Council proposal to cap third-party delivery app fees.

protocol

support Black-owned restaurants. "By having the visibility that they now have on these delivery apps and having the opportunity to market themselves, they're reaching a new audience that would not probably have found them."



Coalition Building and Grassroots Organizing

Supporting Organizations

- **Community**
 - NAACP Los Angeles Chapter
 - Southern Christian Leadership Conference
 - Congress of Racial Equality
- **Faith-Based**
 - Baptist Ministers Conference of Los Angeles
 - Ward AME Church
- **Community Based Organizations**
 - Black Business Association
 - Crenshaw Chamber of Commerce
 - Community Build
 - Vermont Village EDC
- **Local Media**
 - California Black Media
 - Our Weekly
 - Glorified Christian Newspaper
 - LA Focus
 - PACE Newspaper
 - Los Angeles News Observer
 - Los Angeles Standard Newspaper
- **Black Owned and Operated Restaurants**
 - Harold and Belle's
 - Mel's Fish Shack
 - Post and Beam
 - Southern Girls Dessert
 - Stout Burgers
 - Court Cafe



NAACP LA



CRENSHAW CHAMBER OF COMMERCE
Empowering Business and Promoting Commerce Through Electronic Economic Development




post & beam



CALIFORNIA BLACK MEDIA



Opposition Letters



May 15, 2020

Hon. Curren Price, Councilmember
Los Angeles City Council Economic Development Committee, Chair
200 N Spring St, Room 480
Los Angeles, CA 90012

RE: Council File No.: 20-0470

Dear Chairman Price:

The undersigned coalition of unions are strongly opposed to implementing a rate cap on third-party food delivery providers because we believe that this is action is not the best direction to take for the City of Los Angeles.

The City of Los Angeles is facing a historic budget deficit that is being balanced on the backs of the working families that we collectively represent. Many of the city's unions are being furloughed and asked to delay receipt of collectively bargained benefits when we can least afford to be absorbing these spending cuts. The cost of living in our city remains out of reach for even the highest paid workers our coalition represents.

We urge you and the Council to consider the enactment of an economic resiliency fee or tax that is placed upon food delivery apps such as Postmates, DoorDash, UberEats, and GrubHub. We are currently in discussions to understand the potential revenue estimates of such a fee or tax but believe that this sum could raise between \$9 million to \$20 million dollars or more over the next fiscal year. This has potential to not only benefit the restaurants you care about, but also city workers.

We ask you to table this motion where it currently sits to allow us more time to explore the revenue opportunities that may be available for the city to backfill the cuts that are being imposed on our members.

Sincerely,

Steve E. Belhumeur, Executive Director
Engineers & Architects Association of Los Angeles

Victor Gordo, Business Manager
Laborer's International Union of North America Local 777

Ron Miller, Executive Secretary
LA/OC Building & Construction Trades Council



July 23, 2020

The Honorable Hilda Solis, Supervisor
856 Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, CA 90012

Dear Supervisor Solis:

The NAACP of Los Angeles, National Action Network, Southern Christian Leadership Conference, Baptist Ministers Conference, Congress of Racist Equality and Ward African Methodist Episcopal Church strongly opposes the requirement of food delivery platform workers to have a food handler certification card to operate in Los Angeles County. The idea of this policy would be harmful to Black individuals and people of color who are trying to survive while trying to navigate this new normal amid the coronavirus pandemic.

The reasoning for requiring a food handler certification is not clear. These workers do not handle the food in any way. Delivery drivers should not be penalized for factors outside of their control and for those that which primarily fall on those that prepare the food.

A requirement for certification will create yet another barrier for people of color who make up the majority of the food delivery driver workforce and are looking for gainful employment. While the overall unemployment rate went down in response to businesses beginning to reopen that it continues to rise for Black individuals and people of color. This certification creates another hurdle that eligible, yet unemployed, Black workers will have to jump through if the Board of Supervisors support this. It will discourage many, who are already facing hiring discrimination and systemic obstacles, in their job search to consider food delivery as a means for generating income.

Collectively, our organizations have more than 250 years of experience fighting for civil rights justice and have mobilized no less than 5 million to fight for the removal all barriers of racial discrimination and ensure the political, educational, social and economic equality of all citizens. Our mission is to ensure a society in which all individuals have equal rights without racial discrimination.

We should prioritize dismantling systemic racism over this policy which is not manageable for Black individuals and people of color. Help us seek true parity for our community by voting against the requiring delivery drivers to carry food handler cards.

Sincerely,

Alison Haddy-Hampstead
President, NAACP - Los Angeles Branch

Alison Dove
Chairman, Congress of Racial Equality (CORE)
Founder, Kingdom Day Parade Los Angeles

John Eger
Rev. John E. Eger
Ward AME Church

Rev. Jonathan Bledsoe
Western Regional Director National Action Network

Paula Wilton Davis
CEO, Southern Christian Leadership Conference
California

Patrick P. Talbot
President, Baptist Ministers Conference of Los Angeles and Southern California

CC: Supervisors Mark Ridley-Thomas, Sheila Keuhl, Kathryn Barger and Janice Hahn



6/29/2020

The Honorable Hilda Solis, Supervisor
856 Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, CA 90012

Dear Supervisor:

I Gregg Dulan strongly oppose any rate cap on third-party food delivery providers. The impact of the coronavirus has been substantial to Black-owned restaurants. The request for policy change will strongly disadvantage small businesses and low income as well as minority communities. Outside of this conversation restaurants have expressed concern with the soaring costs of goods and fixed expenses.

The pandemic has caused long-term problems in access to capital, racial health disparities, and difficulties in providing for the vulnerable. The Black restaurant industry's economic pain caused by the pandemic is just beginning and will be long-lasting.

Please help avoid unnecessary strain and prolonged harm by voting against the rate cap and urging that efforts to help Black restaurants take priority in your discussion.

Sincerely,

Gregg Dulan
Owner
Dulan's



6/29/2020

The Honorable Hilda Solis, Supervisor
856 Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, CA 90012

Dear Supervisor:

Deyanah Othman strongly opposes any rate cap on third-party food delivery providers. The impact of the coronavirus has been substantial to Black owned restaurants. The request for policy change will disadvantage us even more in economic development, growth, and small business preservation. Outside of this conversation restaurants have expressed concern with the soaring costs of goods and fixed expenses. Our community cannot afford this.

The pandemic has caused long-term problems in access to capital, racial health disparities, and difficulties in providing for the vulnerable. The Black restaurant industry's economic pain caused by the pandemic is just beginning and will be long-lasting.

Please help avoid unnecessary strain and prolonged harm by voting against the rate cap and urging that efforts to help Black restaurants take priority in your discussion.

Sincerely,

Deyanah Othman
Manager
Orleans & York

Black Restaurant Coalition of Los Angeles Members



Paid Media



A screenshot of the La Opinión website homepage. At the top, the logo "La Opinión" is centered, with "Desde 1920" underneath. To the right, there is a "SUSCRIBETE AHORA" button with a price of "Sólo \$3.5 por mes". Below the logo is a navigation menu with categories: CORONAVIRUS, AYUDA ECONÓMICA, DONALD TRUMP, SALUD, INMIGRACIÓN, CENSO 2020, COMIDA, and AUTOS. The main content area features several articles. A large article on the left is titled "Colapsan líneas telefónicas para solicitar ayuda económica para indocumentados de California". To its right, there are smaller articles: "El condado de Los Ángeles espera reabrir el 4 de julio" and "DHS amplía las restricciones fronterizas con México y Canadá hasta el 22 de junio". On the far right, there is a prominent yellow-bordered advertisement for Curren Price, titled "GRACIAS" and "Concejal Curren Price por preservar el acceso a los alimentos en nuestra comunidad." The ad includes a photo of Curren Price and logos for various businesses like "stout" and "Sinceramente". At the bottom right of the page, there is a banner for "ELECCIONES 2020" with an American flag graphic.

Digital Content and Website Development



Black Business Association
 May 30, 2020 · 🌐

City Council will make a decision on Wednesday that could increase customer charges for food delivery app services and lower the wages for drivers through a delivery rate cap for restaurants.

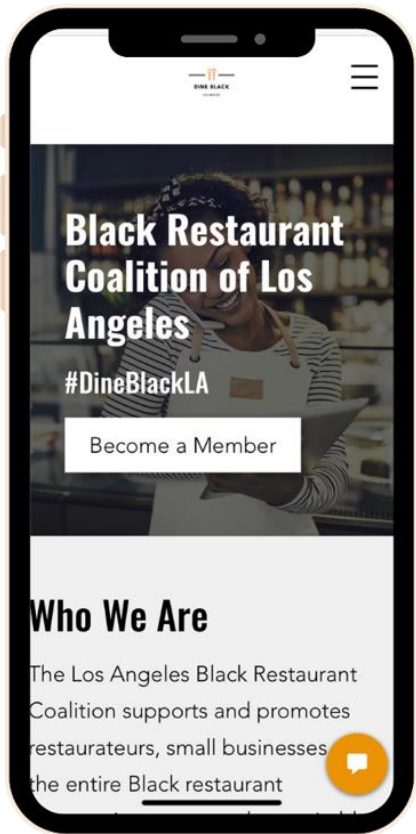
The apps cannot afford to lose that amount of revenue from restaurants. The loss of revenue is so much that it will cause apps to reduce drivers and restaurants from our community on the platform.

As we continue to battle with the coronavirus, we can't risk something as essential as food.

Help Us Keep Food in South LA and make your voice heard by clicking the link and signing this petition.

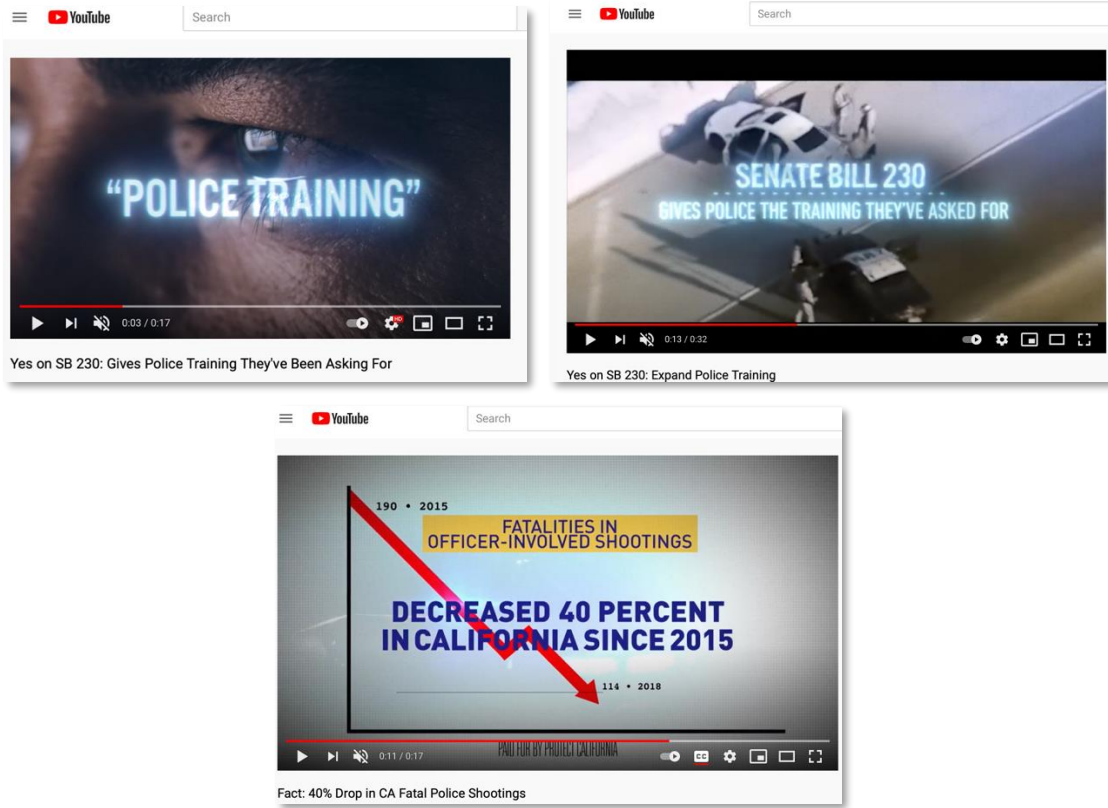
bit.ly/FOODINSOUTHLA

**The City of Los Angeles
 has introduced a new law
 that could make it
 more expensive to order
 delivery from your favorite
 LA restaurants.**

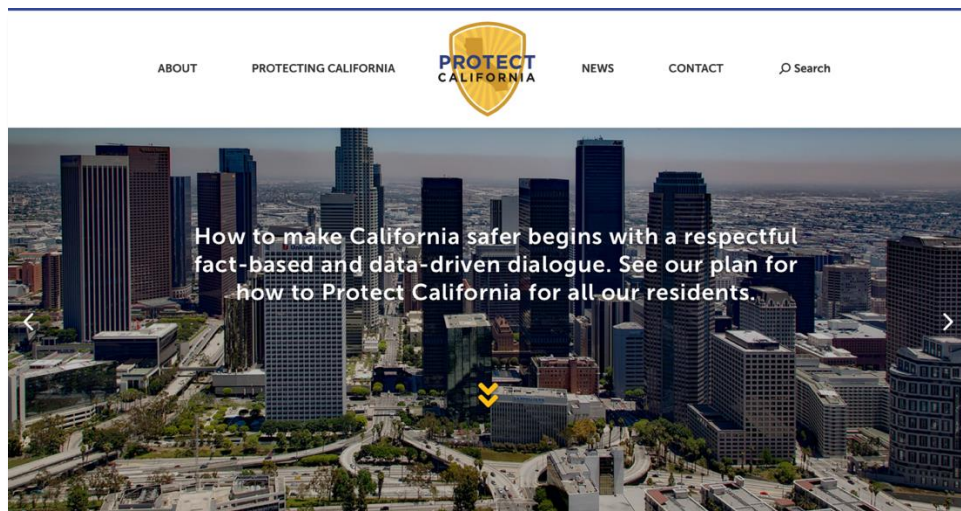


Appendix B - Law Enforcement

Video Development



Website Content Development



Collateral Development

POLICING IN CALIFORNIA: MYTH VS. FACT

Issue 1: Fatal Officer Involved Shooting (OIS) Incidents 2015-2018

MYTH:
The ACLU's Lizzie Buchen recently wrote: "...every day that goes by without addressing California's epidemic^{1,2} of police violence is another day that a police officer may violently take another life."³

FACT:
California Fatal OIS Incidents 2015-2018⁴

| Year | Incidents |
|------|-----------|
| 2015 | 126 |
| 2016 | 133 |
| 2017 | 112 |
| 2018 | 114 |

National Fatal OIS Incidents 2015-2018⁵

| Year | Incidents |
|------|-----------|
| 2015 | 935 |
| 2016 | 943 |
| 2017 | 987 |
| 2018 | 989 |

According to the Washington Post's Fatal Force Database, California has experienced a **40% DECREASE** in Fatal OIS incidents since 2015.

Protect California's comprehensive plan to create safer neighborhoods addresses the systemic issues contributing to crime and strives to ensure each interaction between California public safety officers and the communities they serve is grounded in mutual respect.
See Protect California's Plan to achieve these goals at www.Protectca.com

Footnote added: Information of statistics, including any leading or trailing digit, is approximate and may vary slightly from actual data. © 2018 Protect California. All rights reserved. 1. Lizzie Buchen, "Police Violence in California: An Epidemic," ACLU, 2018. 2. Lizzie Buchen, "Police Violence in California: An Epidemic," ACLU, 2018. 3. Lizzie Buchen, "Police Violence in California: An Epidemic," ACLU, 2018. 4. Washington Post, "Fatal Force Database," 2018. 5. Washington Post, "Fatal Force Database," 2018.

POLICING IN CALIFORNIA: MYTH VS. FACT

Issue 2: Fatal OIS Incidents—California vs. National Average

MYTH:
The ACLU's Lizzie Buchen recently wrote: "California police kill people at a rate **37 percent higher** than the national per capita average."

FACT:
NATIONAL PER CAPITA AVERAGE %^{1,2}

| State | % Change |
|-----------------------------|---------------|
| #1 New Mexico | +212.21% |
| #2 Alaska | +211.49% |
| #3 Arizona | +180.37% |
| #4 Oklahoma | +162.96% |
| #5 Kansas | +154.11% |
| #6 Colorado | +153.33% |
| #7 Idaho | +142.19% |
| #8 Nevada | +137.92% |
| #9 Arkansas | +128.95% |
| #10 Wyoming | +127.30% |
| #11 Utah | +86.86% |
| #12 Montana | +85.54% |
| #13 North Dakota | +72.09% |
| #14 Kentucky | +60.08% |
| #15 Georgia | +27.26% |
| ACLU CALIFORNIA MYTH | -37% |
| #16 Oregon | +23.12% |
| #17 Missouri | +20.55% |
| #18 West Virginia | +22.20% |
| #19 Tennessee | +26.03% |
| #20 South Dakota | +15.59% |
| #21 Mississippi | +9.88% |
| #22 Louisiana | +5.52% |
| #23 Vermont | +4.79% |
| NATIONAL AVERAGE | 0.53% |
| #24 Texas | -1.40% |
| #25 Washington | -2.32% |
| 27 CALIFORNIA | -5.43% |

According to the Washington Post's Fatal Force Database, California is **5.43% BELOW** the national per capita average. **THE ACLU IS NOT BEING TRUTHFUL.**

Senate Bill 230 is part of Protect California's comprehensive plan to improve outcomes when public safety officers interact with the community they serve. Senate Bill 230 will provide the training officers have been asking for.
See Protect California's Plan to achieve these goals at www.Protectca.com

1. https://www.aclu.org/press-releases/aclu-reveals-ranking-police-officers-the-kill-rates-when-california-police-are-used-201807
2. https://www.washingtonpost.com/news/energy-environment/wp/2018/07/02/lethal-police-shootings-in-the-us-are-on-the-rise-again-20180702/ Annual Estimates of the Resident Population for the United States, Regions, States, and Puerto Rico: April 1, 2010 to July 1, 2018

Experts Agree...Pulling these 4 Levers Will Improve Officer/Community Outcomes

QUALITY TRAINING
Reduce the number of high risk events through better training for public safety officers.
SB 230

STRONG POLICIES
Establish minimum standard for use-of-force/evaluation policies and reporting procedures.
SB 230

REDUCE ACCESS TO GUNS
Prevent high-risk individuals from access to guns.
SB 230

REDUCE VIOLENT CRIME
Reduce violent crime and the number of arrests.
SB 230

Go to ProtectCA.com to see our plan to make California safer.

NUMBER OF ARMED & PROHIBITED PERSONS

(Per APSS Database)

| Year | Number of Armed & Prohibited Persons |
|------|--------------------------------------|
| 2008 | 10,266 |
| 2009 | 13,707 |
| 2010 | 16,921 |
| 2011 | 18,268 |
| 2012 | 19,008 |
| 2013 | 19,770 |
| 2014 | 21,249 |
| 2015 | 20,490 |
| 2016 | 20,483 |
| 2017 | 21,426 |
| 2018 | 22,574 |
| 2019 | 23,222 |

1 = 2,000 ARMED & PROHIBITED PERSONS

San Francisco Chronicle
March 15, 2018
California struggles to seize guns from people who shouldn't have them

Los Angeles Times
March 15, 2018
Number of criminals who improperly own guns increases in California

www.ProtectCA.com

1. https://www.sfgate.com/news/article/Police-struggle-to-seize-guns-from-people-who-shouldn-t-have-them-10174173.php
2. https://www.latimes.com/nation/la-na-crime-guns-20180315-crime-guns-20180315-story.html
3. https://www.latimes.com/nation/la-na-crime-guns-20180315-crime-guns-20180315-story.html
4. https://www.latimes.com/nation/la-na-crime-guns-20180315-crime-guns-20180315-story.html

Opposition Letters



March 7, 2019
 Honorable Xavier Becerra
 1300 "I" Street
 Sacramento, CA 95814-2919

RE: Armed and Prohibited Persons System

Dear Attorney General Becerra,

We have read with great concern the recent news reports about the 23,200 criminals and mentally ill people improperly owning firearms in California. These individuals and their weapons pose a significant threat to both public safety officers and the residents we serve. We commend your efforts and the efforts of your investigators in addressing this growing backlog.

The law enforcement coalition partners that formed Protect California are committed to working with you and your office, the legislature and Governor Newsom to find immediate solutions to remove these weapons from those identified in the Armed and Prohibited Persons System as swiftly and safely as possible. This system was created by a unanimous vote of the State Legislature in 2001 and has taken thousands of weapons off California's streets.

Each member organization within Protect California is committed to meet with their respective Chief of Police or County Sheriff to seek resources from the local level to assist your office in seizing prohibited weapons from criminals and the mentally ill.

According to credible research, removing guns from high risk individuals will have a positive impact on outcomes when public safety officers and the residents we serve interact and reduce crime. Protect California is committed to working toward achieving these positive outcomes as part of our comprehensive plan to improve safety for all Californians.

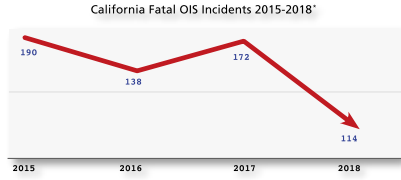
To learn more about our efforts please go to ProtectCA.com.

Sincerely,
 Rob Harris, President
 Protect California

© 1308 West 8th Street, #400, Los Angeles, CA 90017 | 424-348-4282 | www.protectca.com



www.Protectca.com

↓ Although Fatal Officer Involved Shootings (OIS) in California have **Declined 40%** since 2015, **We Need SB 230!**



Experts Agree... **Pulling these 4 Levers Will Improve Officer/Community Outcomes**






QUALITY TRAINING

Reduce the number of high risk events through better training for public safety officers.¹

SB 230

STRONG POLICIES

Establish minimum standard for use-of-force/de-escalation policies and reporting procedures.¹

SB 230

REDUCE ACCESS TO GUNS

Prevent high-risk individuals from access to guns.²

See Protect California's Letter to AG Becerra RE Armed and Prohibited Persons System

REDUCE VIOLENT CRIME

Reduce violent crime and the number of arrests.³

Go to ProtectCA.com to see our plan to make California safer.

www.Protectca.com

*Source: Bloomberg - First News https://www.bloomberg.com/news/2018-03-06/california-shootings-2018.html#story=2018-03-06-california-shootings-2018. ¹Source: https://www.protectca.com/press-releases/2018-03-06-california-shootings-2018.html#story=2018-03-06-california-shootings-2018. ²Source: https://www.protectca.com/press-releases/2018-03-06-california-shootings-2018.html#story=2018-03-06-california-shootings-2018. ³Source: https://www.protectca.com/press-releases/2018-03-06-california-shootings-2018.html#story=2018-03-06-california-shootings-2018.

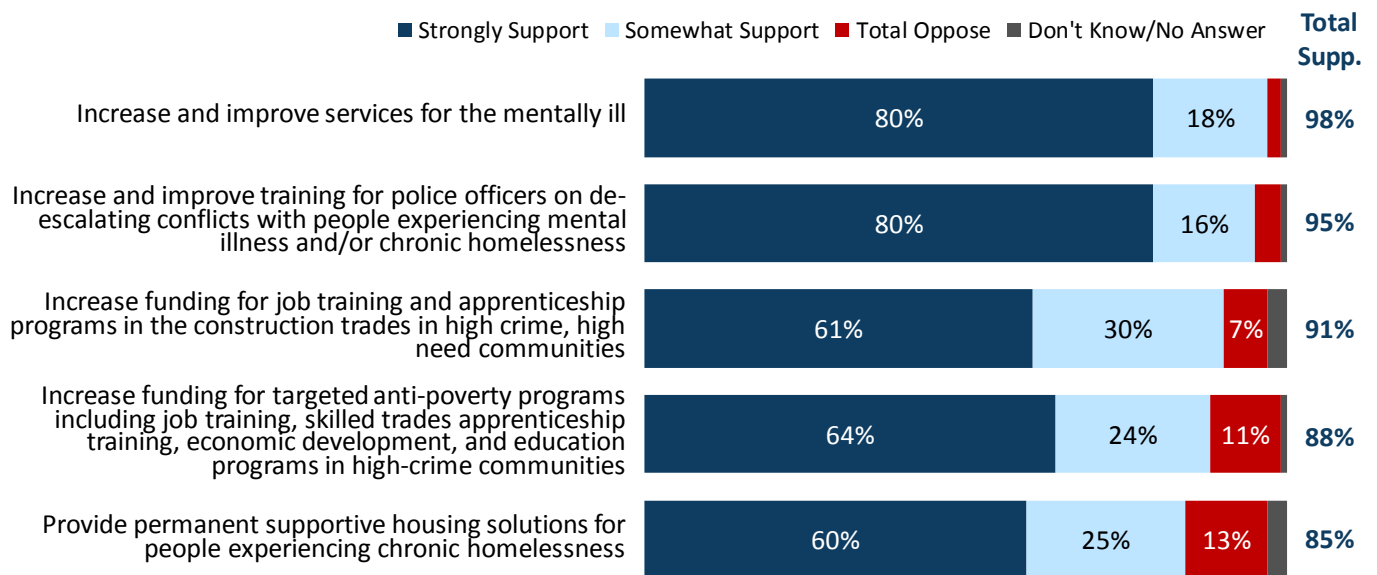
Test and Polling Public Sentiment



TO Interested Parties
FROM FM3 Research
RE: California Voter Attitudes on Public Safety Proposals
DATE February 6, 2019

Fairbank, Maslin, Maullin, Metz & Associates (FM3) recently completed a survey of 800 registered voters in California that found **overwhelming support for proposals to improve public safety with a plan that includes better training for law enforcement officers, services for people experiencing mental illness or homeless, and funding for job training in high-crime communities**¹. Further, the survey shows that California voters have strongly favorable opinions of local law enforcement officers in their community and believe officers have a difficult and dangerous job. Key findings from the survey include: **Nearly 90 percent or more support each of five proposed steps that are part of a plan to improve public safety in California.** As shown in Figure 1, nearly every surveyed voter (98%) supports increasing and improving services for the mentally ill, including 80 percent who “strongly” support it. Voters also nearly unanimously support increasing training for police officers on de-escalating conflicts with people experiencing mental illness or homelessness (95% total support; 80% “strongly” support).

Figure 1: Support for Proposals to Improve Public Safety in California

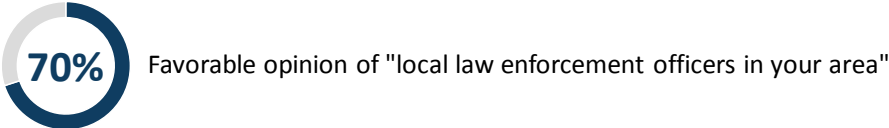


There is also strong support for other elements of a plan to address the root causes of crime, including increasing funding for job training and apprenticeship programs in construction trades (91% total support; 61% “strongly” support) and increasing funding for a variety of anti-poverty programs in high-crime communities (88% total support; 64% “strongly” support); and providing permanent supportive housing solutions for the chronically homeless (85% total support; 60% “strongly” support).

Support for these components of a public safety plan is also broad. **Majorities of all major demographic groups support each component**, including all political parties, age grouping, racial/ethnic groups, genders, education attainment levels, household income levels, and major regions of the state.

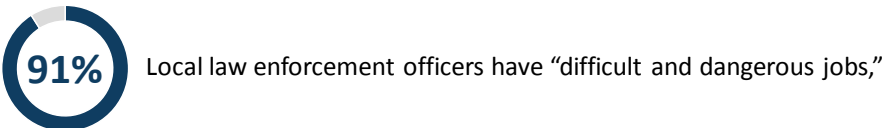
Further, the survey found that voters have broadly favorable opinions of local law enforcement officers and recognize that their job is difficult and dangerous. Seven-in-ten voters (70%) have a favorable opinion of local law enforcement officers in their area (Figure 2), compared to just two-in-ten who have unfavorable opinions and 10 percent who did not offer an opinion.

Figure 2: Favorability Rating of Local Law Enforcement Officers

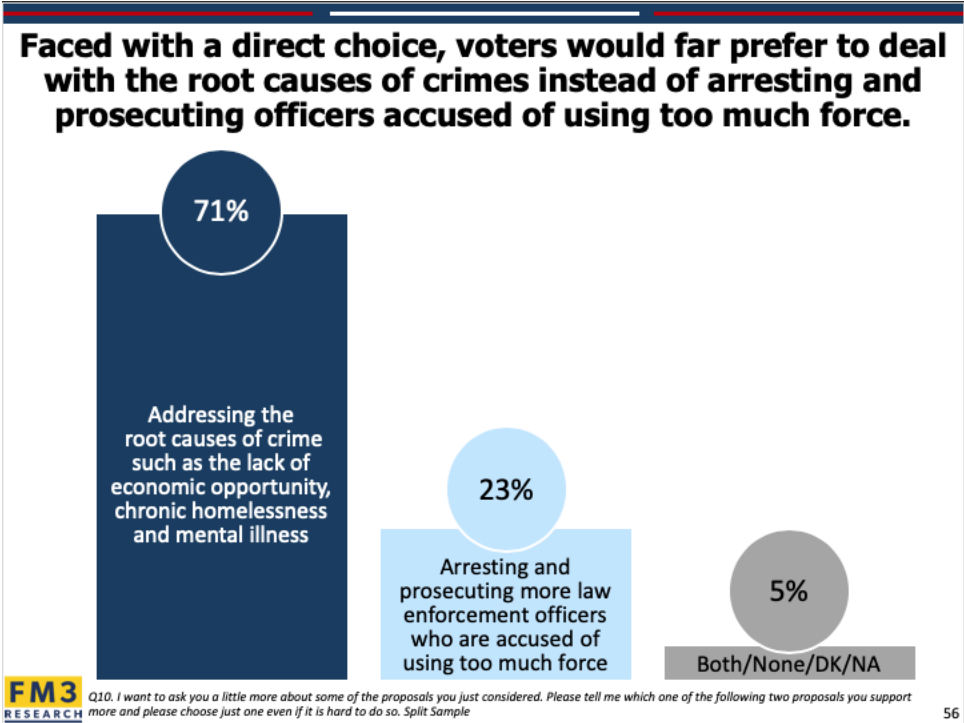


In addition, more than nine-in-ten voters (91%) agree that law enforcement officers have a "dangerous and difficult job," more than ten times the number who do not think so - just 8% (Figure 3).

Figure 3: Agreement that Law Enforcement Officers Have "Difficult and Dangerous Jobs"



Finally, when faced with a direct vote choice, voters would far prefer to deal with the root causes of crimes instead of arresting and prosecuting officers accused of using too much force (Slide below).



ⁱ **Survey Methodology:** From December 9 - 13, 2018, FM3 completed 800 telephone interviews (landlines and cell phones) with registered voters in California. Survey interviews were conducted in English and Spanish. Results have a margin of sampling error of $\pm 3.5\%$ at the 95% confidence interval. Some percentages may not sum to 100% due to rounding.



CALIFORNIA STRATEGIES & ADVOCACY, LLC

March 25, 2021

Mr. Al Robles
Purchasing Supervisor
West Valley Water District
855 W. Base Line Road
Rialto, CA 92376

Dear Mr. Robles:

On behalf of California Strategies and Advocacy, LLC, we respectfully submit the enclosed proposal in response to the West Valley Water District's Request for Proposals for State Lobbying Services. We would be honored to serve the needs of the District in the California public policy arena.

California Strategies and Advocacy (CSA) is a firm with statewide presence that specializes in governmental relations strategy, consulting and direct advocacy. We enjoy a broad group of professionals with diverse policy backgrounds that combine to form one of the preeminent firms in California. We are confident we have the experience and expertise to represent the needs of the District in the California public policy arena.

CSA has experience with all the topics and institutions mentioned, as well as existing relationships, that would allow CSA to immediately assist with the District's policy agenda. Kristin is an expert legislative leader who served three terms in the California Assembly, focusing much of her time on water policy, and just completed her service as Chair of the Stanislaus County Board of Supervisors and Board Member for the San Joaquin Valley Air Pollution Control District. Her strong relationships with both Democratic and Republican legislators, including the legislative leaders and key staff, provide clients with unique advocacy access. Jim Lites' experience and expertise covers a wide range of subject matters and agencies, including the state budget. He served in a number of staff roles in the California Legislature before moving into advocacy, including as Chief of Staff to Speaker Emeritus Cruz Bustamante. Senator Jim Brulte (Ret.) is a well-respected, effective leader across the State, frequently called upon by Democratic and Republican decision makers for advice, strategy, and guidance.

The reach and breadth of our clients at CSA means our firm regularly appears before nearly every policy committee in the Legislature and a wide variety of regulatory agencies in Sacramento and across the State. We work closely with legislative leaders, the Governor's Administration, rank-and-file members in the Senate and Assembly, and high-ranking members of virtually every department, agency, commission, and board in California's government. In addition, we have decades of successful outcomes before key regulatory bodies.

We are confident that the collective experience and relationships we have are uniquely able to help WVWD achieve its policy goals and objectives. We have listed the rest of the information requested below and are eager to go further into detail on our experience and relationships through a Zoom or in-person interview.

We thank you for your consideration and look forward to discussing our qualifications.

Sincerely,



Kristin Olsen
Partner



Jim Lites
Partner



Sen. Jim Brulte (Ret.)
Partner

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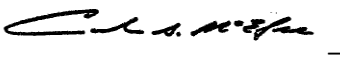
- Cover Letter
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- Client References
- CSA Approach and Scope of Services
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- Communication
- Identification of Anticipated Potential Problems
- CSA Team information and Biographies
- Proposed Schedule
- Proposed Fee Schedule
- Conflict of Interest
- Prohibited Contracts
- Form #2
- Form #3
- Form #4

FORM #1

| | |
|---------------|--|
| Firm Name | California Strategies & Advocacy, LLC |
| Firm Address | 980 9 th Street, Suite 2000 Sacramento, CA 95814 |
| Telephone | 916-266-4575 |
| Email Address | CamdenM@calstrat.com |

The undersigned hereby agrees to comply with all the terms and conditions put forth in West Valley Water District's Request for Proposals for State Lobbyist Services.

Camden S. McEfee

Signature: 

Date: March 25, 2021

Executive Summary

California Strategies and Advocacy, LLC, enthusiastically submits a proposal in response to the Request for Proposals for State Lobbying Services on behalf of the West Valley Water District (WVWD or the District). California Strategies and Advocacy (CSA) is a leading public affairs, consulting, legislative and regulatory advocacy firm with the experience and expertise to successfully represent the District in California public policy circles. CSA has nine offices in the state, with headquarters in Sacramento. Our large geographical presence gives us insight that spans statewide, regional and local perspectives to guide our clientele in pursuit of a successful public policy agenda.

We have assembled a team of skilled strategists, advocates and support to offer a high level of respected and effective strategic counsel and representation. We have the resources to focus on salient issues, monitor current and new developments and bring quality advocacy. We firmly believe active and visible integration of District officials into general and targeted advocacy activities is vital to educate and guide policymakers to the desired outcome. This partnership requires close collaboration and communication and will afford the best opportunity for public policy success. The CSA team can plan for known public policy challenges and respond effectively to those that are unexpected. We have the ability to assess issue dynamics and engage with the WVWD legislative delegation to work toward a successful solution.

CSA professionals will commit the time necessary to serve the needs of the District. While legislative activity is seasonal, planning and collaboration during downtime is often necessary to be fully prepared for the coming year. We will seek to incorporate data and statistics wherever possible to educate and inform and underscore the need for a specific public policy outcome. CSA will work with the District to develop schedules that accommodate the advancement of public policy goals and timelines.

We have a long track record of experience and successful outcomes for a variety of public and private sector clients. Some of our clients are very long-term, with relationships that span over 20 years -- an indication of our ability to forge effective and sustained partnerships.

Overall, CSA presents an opportunity for the District to engage thoughtful and effective representatives in Sacramento, and we look forward to the ability to serve on your behalf. We welcome the opportunity to develop a relationship with WVWD for years to come.

Subcontracting Disclosure

California Strategies and Advocacy will service the West Valley Water District state lobbying needs and requirements fully within CSA resources and does not intend to subcontract for supportive advocacy services.

General Qualifications / Firm Background

California Strategies and Advocacy, LLC, is a leading statewide, full-service government relations and lobbying firm headquartered in Sacramento, with offices in Silicon Valley, Los Angeles, Irvine, the Inland Empire, Monterey, Modesto, and San Diego. We provide targeted legislative, administrative, and

regulatory advocacy, useful policy analyses, and outcomes-based governmental strategies that achieve the objectives of our clients, which include public and government entities, associations, private companies, and non-profit organizations. Our bipartisan firm has unrivaled experience across all three branches of government, state agencies, and on both sides of the political aisle. We have the unparalleled ability to develop broad strategic visions and implement targeted actions needed to achieve results and exceed expectations.

California Strategies, LLC, was founded in 1997, and California Strategies and Advocacy, LLC, was formed in 2004. Over the past 20+ years, the company has grown to include an experienced team of policymakers and political strategists with experience in the highest levels of California state government and proven records of achievement in the government, business, and not-for-profit sectors. Our expertise is navigating the government and public policy decision-making processes. CSA has written, secured approval for, and implemented legislation and regulations, secured public funding (through both grants and state budget allocations) for numerous projects, and executed comprehensive governmental affairs strategies. Today, we have 45 members of the firm – 30 partners and 13 associates and administrative support personnel. CSA currently services the state advocacy needs of 123 public and private sector clients with 20 registered lobbyists.

CSA employs a solution-oriented approach to developing and implementing strategic initiatives based on specific goals, objectives, and priorities to achieve successful results. We will help the District maintain active communication and bipartisan state government relationships to bring first-hand, expert knowledge of the issues that are important to the District.

Over the last 20+ years we have had the opportunity to be very selective on which clients we work for and what projects we work on. Our selective, custom-tailored approach is the key to maximizing successful results for clients. We view our relationships as long-term partnerships. Our clients' needs and problems become our own, and we task ourselves to strategically and efficiently solve potential issues to maximize benefits and opportunities.

We would be honored to serve the legislative advocacy needs of the West Valley Water District (WVWD or District) and help you achieve your public policy goals and objectives in California.

Experience

CSA Legislative Successes

- *Example 1:* We have worked with LP Building Solutions to educate legislators and stakeholders on issues surrounding wood-based construction and home hardening/fire safety standards for building in the Wildland-Urban Interface (WUI). In 2020, despite COVID challenges, after working with the bill authors and speaking with both chairs of the Insurance committees, we were successful in amending legislation (SB 292, SB 1199) to alleviate LP's concerns and remove our opposition.
- *Example 2:* CSA worked with San Diego Gas & Electric to pass AB 3163 last year (now Chaptered into law) in order to expand ways to help meet state renewable/clean energy goals. Additionally, we worked strategically with the same client to kill gut-and-amend legislation (AB 1659) that would have negatively impacted ratepayers across California.

CSA Regulatory Successes

- *Example 1:* CSA helped both EOS Climate (now Xpansiv) and Honeywell Appliances make changes to CARB’s Compliance Offset Protocol for Ozone Depleting Substances (HFC reductions) that helped secure more funding for fixing/replacing rooftop air conditioning units and supermarket refrigeration cases through the use of carbon offsets. This required submitting technical recommendations, meeting with high- and low-level staff, making public comments, and so on.
- *Example 2:* CSA helped a Client providing a “Software as a Service” transportation planning software to secure Software as a License software designation through the Department of General Services and subsequently secure millions of contracts with CARB, Caltrans and the Office of Planning and Research. This required securing letters of support from state agencies for the Client to DGS, working with DGS to secure the state designation, and helping market the product with state agencies.

CSA Budgetary Successes Calstrat has helped secure over \$100 million dollars in clean energy grant and incentive funding for Clients.

- *Example 1:* CSA has worked with ENGIE at the CPUC to allow battery storage projects to receive SGIP and NEM funding. This has required submitting CPUC comments with suggested changes to each program, working with CPUC SGIP Program Administrators to answer Client questions and helping with actual SGIP application submissions.
- *Example 2:* CSA helped Advanced Microgrid Solutions make changes to the CEC EPIC program to allow building efficiency and battery storage programs to qualify, wrote a grant proposal and secured millions of dollars in EPIC funding. This required talking with CEC Commissioners and staff, legislative leaders and advocates for securing funding, strategizing with Client on grant and writing grant.

Client References

San Diego Gas & Electric: Kent Kauss, Vice President for Government Affairs.

(916) 216-4888. kkauss@semprautilities.com

CSA works with SDG&E and its sister company SoCalGas on a variety of issues related to energy policy with the California Legislature and Governor’s Administration.

Brookfield Renewable Energy Marketing: Scott Hennessey, VP, Federal Policy.

(917) 561-5967. Scott.hennessey@brookfieldrenewable.com

CSA works with Brookfield Renewable on many areas of renewable energy policy with the Governor’s Administration and Agencies, the California Legislature, local governments, and others.

San Francisco Bay Area Rapid Transit District (BART): Amanda Cruz, Manager of Government Relations and Legislative Affairs.

(510) 874-7422. ACruz1@bart.gov

CSA works with BART on issues relating to passenger rail with the Governor's Administration and Agencies, the California Legislature, and others.

CSA Approach and Scope of Services

The West Valley Water District, servicing 70,000 customers over multiple municipal jurisdictions, requires unique levels of cooperation and engagement to fulfill the service agreements fundamental to the business and operations of the District. The broad range of engagement necessary to provide successful regional service will translate to the work of public policy agenda execution. CSA will be able to work with the District to formulate effective and respected engagement of state policymakers to pursue the District's public policy goals. We use a knowledge and relationship-based approach in our advocacy work, relying on genuine relationships that CSA partners have in the legislative and regulatory arenas as well as on deep policy knowledge and subject-matter expertise, including complex water policy matters.

Planning / Strategy Sessions – Our team will collaborate with the WVWD team to devise a strategy for advancing the District's legislative, state budget, and regulatory platform and priorities. We spend considerable time with our clients in the preparation of their government relations goals and objectives and to help develop the strategies and tactics to achieve those goals. Our work includes status and strategy sessions throughout the legislative session and can include extensive Fall/Winter planning sessions. Throughout the year, we will provide recommendations in a timely manner that allows WVWD to implement actions in both strategic and tactical ways. We will also provide insight for the District's annual and periodic reviews and updates to its legislative platform and priorities.

Representation and Advocacy with the Legislature, Governor's Office, and State Agencies – By building on and leveraging existing strong relationships with legislative leaders in both the Senate and Assembly, key legislative committee chairs and members, committee consultants and staff, and other elected and appointed officials, we will monitor and gather intelligence about priority bills, amendments, legislative hearings, regulatory proceedings, rulemaking hearings, and other matters important to WVWD. We will schedule meetings with authors, staff, and sponsoring organizations to advocate on behalf of bills favorable to WVWD and against bills that would negatively impact WVWD, and we will be available to testify in committee hearings – if needed - when these bills are being heard. We will also help determine when the Client should engage directly on a measure.

Our team has extensive experience testifying at both legislative and Executive Branch agency and board public hearings. We believe that for public testimony to be effective, it must be preceded by concentrated educational and advocacy meetings with elected or appointed officials who will be overseeing and making official decisions at the public hearing. We work with our clients to develop disciplined messaging and background materials that will be used in these pre-hearing meetings and that will support a specific "ask" of the public official. If working with a coalition of like-minded stakeholders (whether ACSA and/or others), we seek to ensure that all messaging is agreed to in advance and that our coalition partners do not stray in the preliminary meetings or in the public hearing.

In instances when directly sponsoring a legislative measure makes sense, we will work with the WVWD team to draft bill language, secure authors and co-authors, prepare fact sheets and supporting materials,

build coalitions, prepare witnesses for committee hearings, and so on. We will ensure that authors carrying a bill for WVWD feel they have a reliable partner in us and that they have all information needed to pursue successful passage of the bill.

We have also worked closely with Governor Newsom and his staff. One recent project for reference is during our representation in 2019 of the Pacific Gas & Electric investors (over 25 investment firms) through the PG&E bankruptcy proceeding. We coordinated frequently with the Governor's lead staff including Ana Matosantos, Ann Patterson, Tracy Arnold, Paul Rosenstiel, and others to understand and coordinate actions the Governor wanted to see in the bankruptcy court by PG&E. This included setting up meetings, developing presentations, and following up with elected and appointed officials.

Gather and Provide Important Documents – We will provide copies of bills and amendments; committee reports; state agency rules, regulations, or reports; and/or other information reasonably available that is pertinent to WVWD's advocacy program. We will also provide information on emerging issues that could be of interest, conveying our perceptions of the policy and political currents that affect the District's priority policy and budget issues. We closely monitor, report and engage in the agency rule-making process for our clients and have experience working with the Department of Finance and GO-Biz on proposed regulations that must follow the more robust "Major Regulation" rule-making process (\$50M or greater economic impact annually on CA businesses). We will also provide information related to state grant funding opportunities that may become available for District projects.

Tracking Services – Using Capitol Track and other methods, we will monitor all introduced and amended versions of legislation that has potential interest to or impact on WVWD. Our advocacy team has extensive experience tracking newly introduced legislation, last-minute amended legislation, proposed regulations from state agencies, boards and commissions, and state budget items. We coordinate with clients to develop and maintain updated priority bill lists.

Client Communication – We believe the best way to serve clients is to engage in regular and consistent communication, including pre-scheduled weekly status update and planning calls, monthly reports, and an end-of-session comprehensive report. Each of these activities can be done more or less often, depending on the desire of the Client. We seek input from our clients regularly – sometimes daily when needed – on priority activities using a variety of communication avenues, including in-person meetings, Zoom meetings, telephone calls, texts, emails, and written correspondence.

When it comes to client inquiries and/or requests, we respond expeditiously. In fact, our clients frequently complement our timely and frequent communication with them, allowing them to remain informed and confident in our work.

Relationship Building – Our team will help ensure that WVWD leaders build and strengthen relationships with members of the Legislature and legislative leaders, as well as with key water leaders through state agencies, including the State Water Board, DWR, CDFW, and others.

Events – We will represent WVWD at policy and political events, when requested, including caucus policy retreats, member fundraisers, and so on. As one example, Kristin has solid relationships within the legislative women's caucus and represents other clients at the caucus' events.

FPPC – We will fulfill all state registration and reporting requirements imposed on lobbyists, as required by the Fair Political Practices Commission.

WVWD Role in Advocacy

Often, successful advocacy requires clear and concise materials that both educate decision makers and describe the needs of the organization. CSA is skilled at collaborating with clients to develop effective materials. We will rely on the WVWD Public Affairs Department for both general and detailed information on public policy priorities to use in advocacy efforts. CSA will then work with the District to draft and finalize necessary materials.

Direct participation in general and specific advocacy activities is an element we always recommend, including for WVWD officials. General advocacy will consist of meet and greet sessions with policymakers and staff, while specific advocacy will center around the pursuit of specific public policy goals. Often, hearing directly from constituents and service providers is critical in guiding policymakers to conclusions that can satisfy the public policy priorities of the District. Direct engagement should be a consistent component of advocacy, and CSA will advise when general and specific engagement is required.

Communication

CSA will tailor communications to the desires and preferences of the District (also see Client Communication in Scope of Services above). Generally, email and telephonic communications will be frequent, particularly when active advocacy projects are underway. Communication will include reports and descriptions of legislative proposals via tracking services and regular notifications of amendments and relevant hearings, sometimes daily. Otherwise, written communications can be provided of legislative and advocacy activities, which can be transmitted on a schedule desired by the client.

CSA will invest time with District personnel to identify the communication needs and implement them accordingly.

Anticipated Potential Problems

Occasionally, variables around certain topics arise that complicate public policy endeavors. At times, challenges are anticipated; other situations can be unforeseen. Politics and other stakeholders are always factors in policy discussions. When such situations occur, they must be addressed quickly and directly.

CSA will work to address challenges, assess opportunities for compromise, and seek to find the common ground necessary for success. In some scenarios, efforts to reach an agreement can result in agreeing to disagree, which will require direct advocacy to advance our position and goals. The experience, relationships and reputation of CSA principals within the California legislative and regulatory arenas allow us to maximize opportunities to overcome challenges to the District's public policy agenda.

CSA has incredible breadth of experience across the entire firm. There may be situations where we may informally call upon colleagues to assist in certain situations. This is a cultural element of our firm that presents a value-add beyond the lead principals that can accrue to the benefit of all firm clientele.

California Strategies and Advocacy Team

CSA proposes the following team to execute the scope of work desired by the District, which will be carried out principally in the Sacramento headquarters of our firm.

- **Kristin Olsen**, Partner; Kristin is a registered lobbyist and will serve as lead strategist and advocate on behalf of the District. Kristin works in both the Modesto and Sacramento offices of CSA.
- **Jim Lites**, Partner and Vice Chairman; Jim is a registered lobbyist and will serve as strategist and advocate on behalf of the District. Jim is based in the Sacramento CSA office.
- **Senator Jim Brulte (Ret.)**, Partner; Jim will provide strategic consulting and expertise to help accomplish the District's goals. Jim is based in the Inland Empire CSA office.
- **Lily MacKay**, Associate; Lily is a registered lobbyist and will support the District with direct advocacy, communication and other assignments. Lily is based in the Sacramento CSA office.
- **Lina Bernal**, Associate; Lina will provide bill monitoring services and scheduling on behalf of the District. Lina is based in the Sacramento CSA office.

Team Member Biographies

Kristin Olsen • CSA Partner

Olsen helps others effectively work within the government sphere and political landscape, with a proven track record of delivering State funding for water resources. She helped negotiate and pass the 2014 Water Bond and was active in a myriad of policy issues, with emphasis on water, agriculture, education, and government reform. The bipartisan relationships she has developed and experience she has gained over the past 25 years as both a Capitol staffer and an elected official at the local and state levels, including as Minority Leader of the State Assembly, along with her experience as a trade association executive and higher education administrator, make her uniquely suited to help clients navigate the key players, policies, politics, and processes of state and local government.



While serving as one of the top four leaders in the Legislature, Olsen developed a statewide reputation as a dynamic, forward-thinking leader – “the sort of person the Republicans need” (LA Daily News) and whom Democratic Governor Jerry Brown described as “pragmatic and effective.” She was often cited by both Republican and Democratic peers, as well as by reporters in the media, as one of the most effective legislators and communicators, known for building solid bipartisan relationships. During her legislative tenure, she served on the Water (Vice Chair), Insurance, Agriculture (Vice Chair), Health, Privacy, Education (Vice Chair), and Higher Education (Vice Chair) Committees.

Active in her community and across the State, Olsen serves on the Board for Legacy Health Endowment, on the Leadership Council for California Competes, is a founding board member of New Way California,

the Treasurer for Women in California Politics (WICP), and a Board of Director for CA Women Lead that recruits and trains women to pursue appointed and elected office. She is one of just 300 Aspen-Rodel Fellows across the United States and the California State Director for the National Foundation for Women Legislators. In 2018, Olsen was named one of 60 California Influencers – a role in which she provided commentary on policy matters and election issues for McClatchy newspapers across California.

Olsen served four years on the Stanislaus County Board of Supervisors and the San Joaquin Air Pollution Control District (2017-2020), six years in the California State Assembly (2010-2016), five years on the Modesto City Council (2005-10), and two years on the Modesto Planning Commission (2004-05). Professionally, she served as the Assistant Vice President for Communications and Public Affairs at CSU Stanislaus (2006-2010), and as the Senior Communications Manager for the California Restaurant Association (1999-2004). Her first job out of college was as a California Senate Fellow ('96-'97) and then a legislative aide and press secretary in the State Senate.

Olsen graduated magna cum laude with a B.A. from Westmont College and is a strong voice for a well-rounded, liberal arts education. She lives in Modesto, CA, with her three children, and loves music and soccer.

Jim Lites • CSA Partner & Vice Chairman

Jim Lites has over 30 years of experience in government, consulting, and association management.

As a long-time legislative advocate, Jim has experience in various policy arenas including transportation, public transit, tax policy, privacy, housing policy, wireless telecommunications, aviation, passenger rail, public pension policy, mortgage insurance, local government and cargo and goods movement. Jim also engages in the state budget and works regularly with various clients to achieve budget-related goals. Jim currently serves on the Technical Advisory Committee for the San Bernardino International Airport and has previous service on the California Maritime Security Council, the California Freight Advisory Committee and the Advisory Board of Reviver Auto, a California technology start-up company.



In 2009, Jim was selected to serve as the Executive Director of the newly formed California Airports Council (CAC), representing the 31 California commercial airports. The CAC educates policymakers on California commercial aviation and issues that impact airport finance and operations. Over the last 10 years, Jim has helped build the CAC into the respected voice for California's commercial airports and received the Wanamaker Award for his impact on the aviation industry in 2013.

Jim began his public service in the Senate Fellowship Program in 1989, assigned to the Senate Budget Committee. He later served in the State Assembly in various positions including: Chief Consultant to the Assembly Committee on Revenue and Taxation, Chief of Staff to Assembly Member Marguerite Archie-Hudson and Senior Consultant for tax policy, economic development and international trade to Assembly Speaker Cruz Bustamante. Finally, Jim served as Chief of Staff to Speaker Emeritus

Bustamante. Before joining California Strategies, Jim was a Partner in the public policy advocacy firm of Schott & Lites from 1999 to 2015.

Jim volunteered to represent his Arden Park Neighborhood Association pro-bono and played a key role in updating California state law with the enactment of AB 394, Chapter 297, Statutes of 2005. This bill deleted unenforceable racial and religious residency restrictions that still appeared within CC&Rs for older housing developments.

In his community, Jim volunteered as President of the Board of Directors for the Arden Park Dolphins Swim Team from 2004-2007 and Head Coach of the Arden Park Shooting Stars girls youth soccer team from 2001 through 2010. In 2013, Jim was appointed to a vacancy on the Board of Directors of the Arden Park Recreation and Park District and served as Board Chairman in 2015-16. Jim was re-elected in 2016.

Jim served on the Undergraduate Student Association Council as the elected Academic Affairs Commissioner at University of California Los Angeles in 1987 and earned his Bachelor's degree in Political Science from UCLA in 1988. After completing the California State Senate Fellowship, Jim studied international political economy at the Universidad de Belgrano in Argentina in 1990 and is fluent in Spanish. Jim completed his Master's degree in International Affairs at California State University, Sacramento in 1995.

Jim's hobbies include international travel, photography, acid jazz, wine tasting, tropical aquariums and more recently, staying home during COVID. Jim was born in Pasadena, California and currently resides in Sacramento with his wife and has three adult daughters.

Senator Jim Brulte (Ret.) • CSA Partner

Senator Jim Brulte (Ret.) is the only freshman in California history to be elected leader of his party in both the State Senate and the State Assembly. He served in the state legislature from 1990-2004, representing the Inland Empire counties of Riverside and San Bernardino.

During his time in Sacramento, Brulte established a reputation as an expert on the California Budget and wrote comprehensive legislation to reform California's worker's compensation and welfare systems. He also wrote legislation to equalize the education funding formula which supported disadvantaged rural and suburban school districts.

Senator Brulte is a highly acclaimed speaker on California politics and public policy. He is regularly interviewed by local, national and international television, radio and newspaper outlets. His national interviews can be seen on Fox News, CNN, MSNBC, Fox Business, One America News as well as CBS, NBC and ABC. He is also regularly interviewed by national television affiliates in Southern, Central and Northern California.

During his tenure as Chair of the California Republican Party, Brulte focused his party's efforts on electing Republicans to County Boards of Supervisors, City Councils, School Boards and Special



Districts. As a principal of California Strategies, Brulte leverages these local elected official contacts to assist his clients in generating positive outcomes.

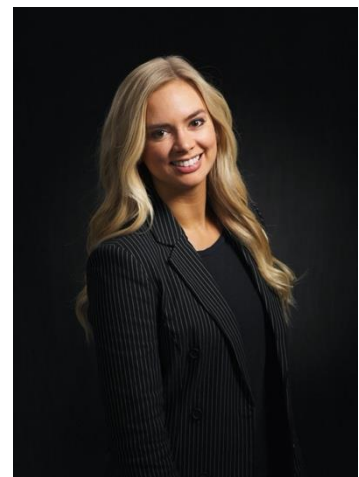
Brulte’s clients have successfully completed projects in Riverside, San Bernardino, Los Angeles, Kern and Orange Counties.

Recently named one of the 100 most powerful people in Southern California by The Los Angeles Times and one of the top 20 “most powerful political players in California” by Capitol Weekly, Jim Brulte opened the California Strategies Inland Empire office in 2005.

Currently, a member of the Statewide Advisory Board of the Public Policy Institute of California, Brulte has served in three presidential administrations and has been appointed by two California governors to state boards. Capitol Weekly wrote that “over the last 15 years, there has been no more enduring force in California Republican politics than Jim Brulte.”

Lily MacKay • Associate & Registered Lobbyist

Lily leads on a variety of projects in both the legislative and public affairs field, blending her skill set from both the public and private sectors. Prior to joining California Strategies, she worked at Unearth Campaigns, a digital public affairs firm, as an account executive where she managed projects, created content, and produced reports explaining campaign metrics for a variety of clients. Her background in client services and digital media combined with several years of experience in the State Capitol brings a unique blend of skills to the California Strategies team.



Mackay received her Bachelor’s degree in violin performance from Azusa Pacific University, graduating with honors.

Lina Bernal • Associate

Lina joined California Strategies and Advocacy in 2015 and has over 25 years of association management and legislative advocacy experience. She manages all legislative monitoring and client communications on current and amended legislation.



Lina manages all administrative affairs for the California Airports Council, including meeting planning, logistics & packet preparation, tax compliance, audits, invoicing, and accounts receivable, and coordination and management of the annual Airport Leadership Development Course.

Lina began her career in marketing, working for a subscription electronic legislative tracking service, and subsequently a retail software developer. She also served as an Account Administrator for California Advocates

Management Services. Lina spent 16 years at Schott & Lites Advocates prior to joining California Strategies.

Lina was born and raised in Fairfield, California and graduated from the University of California, Davis with a Bachelor's degree in Communications. She is a former volunteer for the Sacramento Crisis Nursery, and is versed in Spanish and Ilocano, a Filipino dialect. She enjoys wine tasting, traveling, and spending time with her family and their rescue dogs, Felix Navidog and Champion.

Schedule

With regard to scheduling, CSA will invest the time necessary to fulfill the public policy goals of the District. In the legislative context, sometimes the time investment can be seasonal or otherwise tied to the legislative calendar. However, when the Legislature is not in session during the fall, it allows for planning and less formal outreach with policymakers for the coming year.

Regularly scheduled activities on behalf of the WVWD will include bill monitoring and reporting, scheduled discussions with District staff and periodic presentations to the governing body. Overall, collective time commitments among the members of the CSA team may range from 20-40 hours per week, depending upon the level of activity, or during preparation of reports or presentations.

Fee Schedule

- Hourly Fee Option
CSA proposes our hourly rate of \$400 for services and engagement of principals and \$200 for support staff and administrative services.
- Monthly Retainer Option
CSA Proposes a monthly retainer of \$10,000. This will be invoiced monthly and be inclusive of our services except for travel as directed by the client.

Conflict of Interest

California Strategies and Advocacy has not identified any conflicts of interest related to this solicitation of State Lobbyist Services.

Prohibited Contracts

California Strategies and Advocacy has not identified any of the circumstances outlined in the Request for Proposals that constitute a prohibition on entering into a contract with our firm.

Summary

We are confident CSA can play a thoughtful and strategic role to achieve WVWD's public policy objectives. The CSA expertise and experience, budget experience and current relationships with key

state officials in the Legislative and Executive Branches present the District with the best value selection for State Lobbying Services.

FORM #2 – FIRM INFORMATION REQUIREMENTS

| | |
|---|---|
| <p>Firm Name & Website</p> | <p>California Strategies and Advocacy, LLC www.calstrat.com</p> |
| <p>Years in Business</p> | <p>California Strategies and Advocacy, LLC – 17 years</p> |
| <p>Firm Parent Company (if applicable)</p> | <p>None</p> |
| <p>Number and nature of the professional staff to be employed in this engagement on a full-time basis</p> | <p>None</p> |
| <p>Number and nature of the professional staff to be employed in this engagement on a part-time basis</p> | <p>Five</p> |
| <p>Main Point of Contact Name, Title, Email & Telephone</p> | <p>Kristin Olsen, Partner Kristin@calstrat.com (209) 968-9386</p> |

FORM #3 – PROJECT STAFF REQUIREMENTS

| | |
|---|--|
| Name | Kristin Olsen |
| Title | Partner, California Strategies and Advocacy, LLC |
| Length of Tenure | Two years |
| Previous Work Experience | Stanislaus County Supervisor 2017-2020 Red Suit, LLC – Principal and Founder 2016-2018 CA State Assemblymember 2010-2016 Modesto City Councilmember 2005-2010 Director, then AVP at CSU Stanislaus 2006-2010 |
| Educational Background | BA Communication Studies, Westmont College 1996 Graduate fellowship, Sacramento State 1996-97 Executive leadership program trainings taught by U of VA & Harvard faculty 2005-2014 |
| Certifications | Registered Lobbyist |
| Project Role and Responsibilities | Team Lead / Lobbyist |
| Technical Skills and Qualifications for The Project | Negotiation, communications, & advocacy skills Strong bi-partisan relationships in the Legislature Knowledge of & experience working on water policy, including groundwater, conveyance, storage, transfers, recycling, desalination, SWP, CVP, affordability... |
| Hours to Be Worked On-Site | n/a |
| Hours to Be Worked Remotely | 10-20 |

FORM #3 – PROJECT STAFF REQUIREMENTS

| | |
|---|---|
| Name | Jim Lites |
| Title | Partner and Vice Chairman, California Strategies and Advocacy, LLC |
| Length of Tenure | 5.5 years |
| Previous Work Experience | Schott & Lites Advocates, 17 years Staff person, California State Assembly & Senate, 9 years |
| Educational Background | Bachelor's of Arts, Political Science, UCLA, 1988 Master's of Arts, International Affairs, Sacramento State University, 1995 |
| Certifications | Registered Lobbyist Licensed Real Estate Agent |
| Project Role and Responsibilities | Strategy and materials development and direct advocacy |
| Technical Skills and Qualifications for The Project | Lobbyist with 22 years experience |
| Hours to Be Worked On-Site | n/a |
| Hours to Be Worked Remotely | 10-15, depending upon season and specific projects |

FORM #3 – PROJECT STAFF REQUIREMENTS

| | |
|---|--|
| Name | Senator Jim Brulte (Ret.) |
| Title | Partner, California Strategies and Advocacy, LLC |
| Length of Tenure | 16 years |
| Previous Work Experience | Member California State Senate 1996-2004 Member, California State Assembly 1990- 1996 |
| Educational Background | BA Political Science, California State Polytechnic University, Pomona 1980 |
| Certifications | n/a |
| Project Role and Responsibilities | General legislative and Executive Branch strategist |
| Technical Skills and Qualifications for The Project | Served as Minority Leader in the State Assembly and State Senate Served in 3 Presidential administrations Served on Commissions appointed by 2 California Governors Served Previously as a consultant to West Valley Water District Serves currently as a consultant to the Inland Empire Utility Agency |
| Hours to Be Worked On-Site | As needed to interact with Agency Leadership and Staff |
| Hours to Be Worked Remotely | As needed to successfully implement Agency goals |

FORM #3 – PROJECT STAFF REQUIREMENTS

| | |
|---|---|
| Name | Lily Mackay |
| Title | Associate, California Strategies and Advocacy, LLC |
| Length of Tenure | One year |
| Previous Work Experience | <ul style="list-style-type: none"> • Scheduler and Legislative Aide in the CA State Capitol 2017-2019 • Associate at Unearth Campaigns, a digital public affairs firm 2019-2020 |
| Educational Background | B.S., Arts from Azusa Pacific, graduating with honors |
| Certifications | Registered Lobbyist |
| Project Role and Responsibilities | Legislative support: provide updates on legislation, prepare materials, participate and coordinate meeting requests to legislators, staff and other stakeholders, provide assistance as needed. |
| Technical Skills and Qualifications for The Project | Provides strong legislative experience and relationships. |
| Hours to Be Worked On-Site | n/a |
| Hours to Be Worked Remotely | As needed (TBD) |

FORM #3 – PROJECT STAFF REQUIREMENTS

| | |
|---|---|
| Name | Lina Bernal |
| Title | Associate, California Strategies and Advocacy, LLC |
| Length of Tenure | Five years |
| Previous Work Experience | <ul style="list-style-type: none"> • Legislative Aide, Schott & Lites Advocates, Apr. 2013 – Nov. 2015 • Account Administrator, California Advocates Management Services, Oct. 2012-Apr. 2013 • Legislative Aide, Schott & Lites Advocates, Sept. 1999- Sept. 2012 |
| Educational Background | B.A., Communications from University of California, Davis |
| Certifications | n/a |
| Project Role and Responsibilities | Legislative support: monitor legislation, provide updates on amended bills of interest, coordinate meeting requests to legislators, staff and other stakeholders, assist Kristin Olsen, Jim Lites, Senator Jim Brulte (Ret.) and Lily MacKay as needed. |
| Technical Skills and Qualifications for The Project | Twenty+ years of legislative support experience. |
| Hours to Be Worked On-Site | n/a |
| Hours to Be Worked Remotely | As needed (TBD) |

FORM #4 – CLIENT REFERENCES

| | |
|---|---|
| Client Name | San Diego Gas & Electric |
| Contact – Name, Title, Email & Telephone | Kent Kauss, Vice President for Government Affairs (916) 216-4888. kkauss@semprautilities.com |
| Service Provided And Dates | State Lobbying Services, 2018-Present |
| Examples of Work (provide links) | <p>Advocate for & against bills related to wildfires and vegetation management, renewable natural gas, and other policies as requested. Also serve as the lobbying team’s lead for all policy and political activities related to the legislative women’s caucus.</p> <p>Assisted in the passage of AB 1363/Chapter 444 in 2020.</p> <p>Prevented legislation harmful to ratepayers from moving forward: AB 1659.</p> |
| Explain similarities in services to those requested by West Valley Water District | Legislative lobbying and affiliated services (meeting with legislators and staff, preparing materials, attending events, monitoring hearings, etc...) |
| Explain differences in services to those requested by West Valley Water District | For SDG&E, we generally do not work in the regulatory space. Also, SDG&E does its own bill tracking and monitoring. |

FORM #4 – CLIENT REFERENCES

| | |
|---|---|
| Client Name | Brookfield Renewable Energy Marketing |
| Contact – Name, Title, Email & Telephone | Scott Hennessey. VP, Federal Policy (917) 561-5967. Scott.hennessey@brookfieldrenewable.com |
| Service Provided And Dates | State Lobbying Services, 2019 - Present |
| Examples of Work (provide links) | Collaborate with San Diego County Water Authority on advancing pumped storage project. Monitor legislative opportunities & threats to Brookfield renewable energy projects. Helped pass SB 364 in 2020. |
| Explain similarities in services to those requested by West Valley Water District | Meeting with legislators and staff, working with like-minded stakeholders, advancing legislative and regulatory goals, meeting with state agency officials, monitoring legislative hearings & regulatory proceedings. |
| Explain differences in services to those requested by West Valley Water District | Brookfield Renewable has us follow a very narrow scope of work and prefers us to be in a supporting role rather than lead role when advocating for and against bills. |

FORM #4 – CLIENT REFERENCES

| | |
|---|--|
| Client Name | San Francisco Bay Area Rapid Transit District |
| Contact – Name, Title, Email & Telephone | Ms. Amanda Cruz Manager of Government Relations and Legislative Affairs Acruz1@bart.gov (510) 464-6146 |
| Services Provided and Dates | Full Legislative Advocacy Services – for sponsored measures: strategy development, solicitation of authorship, collaboration on materials, meeting scheduling, comprehensive advocacy engagement, strategy consulting and problem resolution and Brown Administration advocacy. 1999 through the present. |
| Examples of Work | Management of BART-sponsored measure, AB 923/Chapter 314, Statutes of 2019 . Provided BART full direct access to CAL-ISO wholesale electricity market. Management of BART-sponsored measure, AB 730/Chapter 46, Statutes of 2017 . Provided BART permanent authority to issue prohibition orders after six-year pilot program. Circulating Letters of Support for legislative signatures in support of BART project funding proposals. |
| Explain similarities in services to those requested by West Valley Water District | The Scope of Work for legislative advocacy services including monitoring and reporting, management of sponsored bills, strategy development, advocacy on specific proposals, education and communication with the WVWD legislative delegation are examples of similar services. |
| Explain differences in services to those requested by West Valley Water District | The WVWD services will differ in orientation towards the Water Committees of each house, and state agencies including the Department of Water Resources, California Environmental Protection Agency, Natural Resources Agency and water policy issue stakeholders. |