



**WEST VALLEY WATER DISTRICT**  
855 W. BASE LINE ROAD, RIALTO, CA 92376  
PH: (909) 875-1804  
[WWW.WVWD.ORG](http://WWW.WVWD.ORG)

**SPECIAL EXTERNAL AFFAIRS COMMITTEE MEETING  
AGENDA**

**MONDAY, DECEMBER 16, 2024 – 6:00 P.M.**

NOTICE IS HEREBY GIVEN that West Valley Water District has called a meeting of the Engineering, Operations and Planning Committee to meet in the Administrative Conference Room, 855 W. Base Line Road, Rialto, CA 92376.

**BOARD OF DIRECTORS**

**Director Angela Garcia**  
**Director Kelvin Moore**  
**Vice President Jenkins, Alternate**

Members of the public may attend the meeting in person at 855 W. Base Line Road, Rialto, CA 92376, or you may join the meeting using Zoom by clicking this link: <https://us02web.zoom.us/j/8402937790>. Public comment may be submitted via Zoom, by telephone by calling the following number and access code: Dial: (888) 475-4499, Access Code: 840-293-7790, or via email to [administration@wvwd.org](mailto:administration@wvwd.org).

If you require additional assistance, please contact [administration@wvwd.org](mailto:administration@wvwd.org).

## **CALL TO ORDER**

## **PUBLIC PARTICIPATION**

Any person wishing to speak to the Board of Directors on matters listed or not listed on the agenda, within its jurisdiction, is asked to complete a Speaker Card and submit it to the Board Secretary, if you are attending in person. For anyone joining on Zoom, please wait for the Board President's instruction to indicate that you would like to speak. Each speaker is limited to three (3) minutes. Under the State of California Brown Act, the Board of Directors is prohibited from discussing or taking action on any item not listed on the posted agenda. Comments related to noticed Public Hearing(s) and Business Matters will be heard during the occurrence of the item.

Public communication is the time for anyone to address the Board on any agenda item or anything under the jurisdiction of the District. Also, please remember that no disruptions from the crowd will be tolerated. If someone disrupts the meeting, they will be removed.

## **DISCUSSION ITEMS**

1. Updates to the External Affairs Committee
2. Federal Legislative Update
3. State Legislative Report
4. Presentation by JPW on Prop 218 Outreach and Communications Services

## **ADJOURN**

### **Please Note:**

**Material related to an item on this Agenda submitted to the Committee after distribution of the agenda packet are available for public inspection in the District's office located at 855 W. Baseline, Rialto, during normal business hours. Also, such documents are available on the District's website at [www.wvwd.org](http://www.wvwd.org) subject to staff's ability to post the documents before the meeting.**

**Pursuant to Government Code Section 54954.2(a), any request for a disability-related modification or accommodation, including auxiliary aids or services, in order to attend or participate in the above-agendized public meeting should be directed to the Board Secretary, Elvia Dominguez, at least 72 hours in advance of the meeting to ensure availability of the requested service or accommodation. Ms. Dominguez may be contacted by telephone at (909) 875-1804 ext. 703, or in writing at the West Valley Water District, P.O. Box 920, Rialto, CA 92377-0920.**

### **DECLARATION OF POSTING:**

**I declare under penalty of perjury, that I am employed by the West Valley Water District and posted the foregoing Agenda at the District Offices on December 12, 2024.**

*Elvia Dominguez*

Elvia Dominguez, Board Secretary



## STAFF REPORT

**DATE:** December 16, 2024  
**TO:** External Affairs Committee  
**FROM:** Socorro Pantaleon, Public Outreach & Government Affairs Manager  
**SUBJECT:** Presentation by JPW on Prop 218 Outreach and Communication Support Services

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### **MEETING HISTORY:**

08/19/24 External Affairs Committee  
11/25/24 External Affairs Committee

### **BACKGROUND:**

The Public Outreach and Government Affairs Department is committed to reinforcing relationships with the customers that West Valley Water District serves by sharing information on the value of water. As we prepare to communicate with customers the need for a rate adjustment, staff is seeking the assistance of a consultant specialized in the water industry that will be able to support the District in communicating the “why” for the need of a rate adjustment. The consultant will provide guidance on communication to the District to effectively share the importance of a rate adjustment to cover the costs for replacing aging infrastructure, increased treatment costs, operating costs, and planning for the future. It is important to begin communication early to build trust with our customers before the proposed rate adjustments and during the public outreach to ensure the District communicates with all its customers during the Prop 218 process.

### **DISCUSSION:**

An Request For Proposals (RFP) was released in late October on PlanetBids to develop a list of qualified respondents to provide public outreach and for communications support services for Proposition 218, specifically in the water industry. Staff received proposals and interviewed 4 firms with an internal panel that included the public outreach and government affairs, finance and executive departments. JPW Communications was the highest scoring firm among all panelists as the best firm with the experience and capacity to assist West Valley Water District during a successful Prop 218 process.

Exhibit A: JPW Proposal with Survey

### **FISCAL IMPACT:**

Funds have been budgeted in the Public Outreach and Government Affairs Department FY 2024-25 budget. Additional funds may be requested dependent on the final scope of work.

### **REQUESTED ACTION:**

Forward a recommendation to the Board of Directors for review and approval.

**Attachments**

[Exhibit A: JPW Proposal with Survey](#)





FROM GOVERNMENT.  
FOR GOVERNMENT.™



# West Valley Water District

Public Relations Services for Water Rates and Prop 218 Process

November 12, 2024

# Cover Letter

**WEST VALLEY WATER DISTRICT, AL ROBLES,  
855 W. BASELINE, ROAD, RIALTO, CA 92376**

**NOVEMBER 12, 2024**

Dear Al:

We are honored to submit this proposal to support West Valley Water's Prop 218 water rate adjustment outreach. As a firm specializing in public sector communications, our expertise uniquely aligns with the District's objectives to provide clear, accessible, and compelling information to its customers. We understand the essential balance between transparency and engagement when communicating rate adjustments, especially in Southern California's dynamic water service landscape.

West Valley Water District has an impressive history of adapting to the needs of its growing communities, from pioneering water treatment innovations to supporting regional development. With a focus on service and stewardship, the District's commitment to providing safe, reliable, and high-quality water is evident. This legacy aligns with JPW Communications' core values, as we consistently help public agencies communicate complex topics to diverse audiences with clarity and respect.

## **MEET JPW**

JPW is a deliberately boutique agency that serves government clients exclusively and enthusiastically. Our team of 11 has served in and alongside government agencies, so we understand the realities of your world as much as we appreciate the dedication of public servants who serve communities dutifully, and often in the background of daily activities. This is especially true for utilities, like West Valley Water, who provides services to customers 24/7/365.

## **THE JPW DIFFERENCE**

With JPW, you'll get:

- One of only three internationally certified public engagement professionals (IAP2) in California
- A specialized team with deep experience with water and utility communications, including rate adjustments
- Integrated in-house design, videography and photography services

## OUR PROCESS

JPW has a proven record in water rate outreach and has successfully helped water districts manage public expectations, increase awareness and build trust through transparent communications. For each and every project, we apply the Public Relations Society of America's gold-standard RPIE process that stands for research, planning, implementation and evaluation. We know that we must understand a situation before we can share it effectively with the public.

## PAST SUCCESS

As a preview of the project descriptions and case studies that follow in our proposal, our team has experience working with the following agencies on similar projects to those noted in your RFP:

- Western Municipal Water District
- City of Tustin water department:
- Sacramento Area Sewer District (SacSewer)

## THE FINE PRINT

JPW is a proud woman-owned business, as well as a certified Disadvantaged Business Enterprise (DBE) and Small Business Enterprise (SBE). We are headquartered in Carlsbad (San Diego County).

If given the opportunity, JPW would approach this contract with great enthusiasm and fresh perspectives. Please contact me directly at [jenny@jpwcomm.com](mailto:jenny@jpwcomm.com) or (760) 683-8395 x700 should you have any questions. This proposal is valid for 180 days from the day of submittal.

We look forward to hearing from you. Thank you for your consideration.



Jenny Windle, Founder and CEO



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FORM #1 – PROPOSAL REQUIREMENTS

Firm Name	JPW Communications, Inc.
Firm Address	2710 Loker Avenue, W., Suite 300, Carlsbad, CA 92010
Telephone	760-683-8395
Email Address	jenny@jpwcomm.com

In response to West Valley Water District’s Request for Proposals for Public Relations Services – Water Rates and Prop 218 Process, please include the following information in this order of no more than 40 pages:

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 WVWD.

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 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 Public Relations Services – Water Rates and Prop 218 Process.

Print Name: Jenny Windle

Signature: 

Date: 11/8/24

## Our Experience

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JPW Communications is pleased to present our strategic outreach proposal for the Water District's Prop 218 rate adjustment. With a strong track record in public sector communications and transparent rate outreach, we are well-equipped to help the district build community understanding and trust. Specializing in government outreach, we have successfully led Prop 218 campaigns across California, including recent projects for Tustin and Western Water. Our approach centers on clear messaging, proactive engagement, and data-driven strategies to ensure compliance and address public concerns.

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## Our Approach

Our outreach strategy will consist of a phased approach:

1. **Discovery and Planning:** We will conduct research and stakeholder analysis to understand community sentiment and key concerns. Messaging will be developed to align with the district's goals while anticipating potential questions.
  2. **Community Engagement:** Using a multi-channel approach—including informational mailers, community meetings, digital outreach, and targeted media strategies—we will ensure stakeholders receive timely and accurate information about proposed rate changes.
  3. **Transparency and Responsiveness:** We prioritize ongoing communication, monitoring public feedback, and adjusting outreach efforts as needed to ensure that all community voices are heard.
  4. **Compliance and Follow-Up:** We will provide clear documentation and a final report summarizing outcomes and lessons learned, ensuring that every step of the outreach process aligns with legal requirements.
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## Completion and Cost

We are prepared to complete the outreach process within a nine-month timeline, beginning upon contract approval. A detailed project schedule will be finalized in collaboration with district staff to ensure all key deadlines are met. The estimated cost for our services is \$115,235 encompassing all activities outlined in our approach. We pride ourselves on delivering exceptional value while adhering to budget constraints.

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## Disciplinary Status

JPW is proud to report that no disciplinary actions have been taken or are pending against us in the past two years. Our commitment to ethical practices and excellence has remained steadfast, and we are confident in our ability to support the water district with a compliant, community-focused Prop 218 outreach campaign.

## Our Trusted Partners

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JPW Communications recognizes the importance of leveraging specialized expertise to ensure comprehensive and culturally responsive outreach for the Water District's Proposition 218 rate adjustment process. As part of our commitment to inclusive and effective community engagement, we intend to subcontract portions of this project to two highly qualified consultants: Novoa Communications and Big Language.

These subcontracting arrangements have been carefully selected to enhance the reach and impact of our outreach efforts. No additional subcontracting will be undertaken following the award of the contract without the express prior written consent of WVWD.

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## Multicultural Outreach Services

To effectively reach and engage diverse communities within the district, we will work with Melba Tirado of Novoa Communications, a specialist in multicultural outreach strategies. Melba's role will include developing culturally tailored messaging and facilitating engagement efforts with traditionally underserved populations.

Melba has worked in multidisciplinary teams in the areas of nonprofit management, video and radio production, multiple levels of government, and education for 20 years. Her professional experience includes environmental justice, community engagement and communications for capital improvement projects, regional planning organizations, federal and state grant administration, and special event coordination.

Melba spent six years as community relations supervisor for the San Diego North County Transit District, working closely with local governments, educational institutions, businesses, ADA advocates, underserved communities, nonprofit and community organizations. She actively engages communities that might be disproportionately impacted by environmental impacts or don't engage in traditional public process due to barriers such as language, culture, accessibility, and education. Melba has partnered with JPW on multiple outreach and engagement projects throughout the state of California since 2019.

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## Language Translation Services

To ensure language accessibility for all stakeholders, we will engage Big Language, a certified translation services provider. They will be responsible for translating outreach materials into the primary languages spoken within the district, ensuring compliance with language access requirements.





A staff born from  
government, for  
government

## ABOUT US

JPW was born from the need for a communications firm that offers the rare combination of exceptional service, creative ideas and strategic solutions that can only come from firsthand service in the public sector. We serve government enthusiastically and exclusively, and that means that we understand the challenges you face, why they matter, and how to solve them.

## OUR HISTORY

JPW was founded in 2015 by long-time government communicator Jenny Windle, and we have grown to a team of 11 like-minded experts who provide award-winning services for government agencies. Together, we bring 75 years of collective experience working inside and alongside cities, counties, states and special districts. We do this because we believe that public agencies deserve the very best in communication services.

## THE JPW EXPERIENCE

We balance big ideas with practical applications designed specifically for government. The result is strategic communication that actually works.

## OUR VISION

We imagine a world where communities and local government understand each other and work together for the greater good.

## Organization, Date Founded and Ownership

## Insurance Requirements

## Business Affiliations

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JPW Communications is a full-service marketing and communications consulting firm, founded in 2015 by Jenny Windle. As a woman-owned business, JPW specializes in providing outreach, public relations, communications, and strategic consulting services, exclusively and enthusiastically for public-sector clients such as government agencies and water districts. Our team has extensive experience managing complex communications projects, including public engagement campaigns, water rate adjustments, and public information efforts. Founder and CEO Jenny Windle is the primary owner of the firm (95%) and Senior Vice President Susanne Bankhead is minority owner of the firm (5%).

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JPW Communications affirms that we carry the required levels of insurance as outlined in the sample professional services agreement. This includes general liability insurance, professional liability insurance, and workers' compensation insurance. We are committed to maintaining all required coverage throughout the duration of this project to ensure compliance and mitigate risk.

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JPW Communications has established strategic partnerships with a network of communications professionals and agencies, allowing us to provide additional specialized services when necessary. These affiliations enhance our ability to deliver comprehensive solutions when needed. This could include digital engagement platforms like Public Input, Open Gov, AlphaVu or Social Pinpoint, as well as graphic design, video production, and multilingual outreach contractors. We also maintain strong relationships with local media outlets and public relations professionals to facilitate effective media engagement and crisis communications.

JPW Communications maintains active affiliations with California Association of Public Information Officials (CAPIO), City County Communications and Marketing Association (3CMA), Public Relations Society of America (PRSA), and International Association of Public Participation (IAP2). Our involvement includes participating in conferences, training, and professional development opportunities to stay at the forefront of government communications and public engagement best practices. These connections enable us to bring innovative, ethical, and community-focused strategies to our clients.

## List/Description of Prop 218 Engagements

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JPW Communications has extensive experience supporting public agencies with Proposition 218 outreach, focusing on transparency, community engagement, and clear communication to ensure compliance and public understanding. Over the past five years, we have partnered with several clients to guide them through successful rate adjustment processes:

- **SacSewer (2022):** Led outreach efforts for a Prop 218 rate adjustment process for Sacramento Area Sewer District, focusing on stakeholder engagement, media relations, and crafting clear, concise materials to educate the public about the need for rate increases.
- **City of Tustin (2023):** Supported the City of Tustin in its water rate outreach efforts, engaging the community through targeted public meetings, informational materials, and media relations to ensure that residents understood the reasons for the rate adjustments and had their questions addressed.
- **Western Water (2022):** Provided outreach and public relations services for Western Water's Prop 218 rate adjustment process, working closely with District staff to develop clear, accessible messaging and engage customers through social media, bill inserts, and public meetings.
- **City of Tustin (2023):** Assisted the City of Tustin with water and solid waste rate outreach, developing communication strategies and materials to inform residents about changes in solid waste service rates, as well as holding community meetings and managing public feedback.

## List/Description of Tax Measures

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JPW Communications has successfully supported several local governmental tax initiatives over the past five years, focusing on strategic outreach and community engagement to inform and involve residents. Our work has included:

- **Carlsbad Measure A (2016):** Assisted the City of Carlsbad with outreach for Measure A, developing materials, managing media relations, and organizing public presentations to engage residents about the initiative to improve city infrastructure and services.
- **Encinitas Measure K (2024):** Supported the City of Encinitas in promoting Measure K, a local sales tax proposal, through strategic communications, social media outreach, mailers, and community presentations to inform and engage voters.
- **San Marcos Measure Q (2024):** Helped the City of San Marcos with Measure Q, a bond measure for public safety and infrastructure, by facilitating outreach efforts through materials, forums, and media coverage to explain the measure's benefits to residents.

## Experience with Scope of Services

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JPW Communications will deliver a transparent and inclusive outreach strategy for the Proposition 218 water rate adjustment. We start by developing clear, relatable messaging based on the rate study and deploy a multi-channel plan, including direct mail, public meetings, digital outreach, and media engagement, to reach all community members effectively.

We facilitate meaningful public engagement, collecting feedback and adjusting our approach as needed while ensuring full compliance with Proposition 218 requirements. Our process concludes with a comprehensive report detailing our efforts and outcomes, always aiming to build trust and understanding in the community.

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## Experience Supporting 218 Processes

JPW Communications has significant experience in the water industry, specifically in supporting Prop 218 efforts for water and sewer districts. Our team has worked with multiple agencies across California to facilitate rate adjustment processes, educating customers on rate changes and building understanding through clear, accessible communications. We are familiar with the regulatory and legal requirements of Prop 218 and have developed targeted communication strategies that adhere to these guidelines.

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## Our Response to Urgent Issues

We understand that Prop 218 can involve urgent issues, from last-minute inquiries to media responses. JPW Communications maintains a flexible and responsive team to address urgent matters swiftly. We have a system in place for rapid communication and escalation, ensuring that District staff has the support they need in real-time. We prioritize clear communication and transparency with our clients to ensure that all issues are resolved promptly.

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## Our Clients

JPW is proud to serve the public sector exclusively and enthusiastically. Since the firm was founded in 2015, our client roster has grown to more 75 different government agencies across the state, ranging from municipalities including cities and counties, transit and transportation agencies, port districts and water, wastewater and special districts. We are especially proud of our strong reputation working with water agencies and are passionate about the world of water.

Water is personal. Not only does it sustain us all, but every person has their own connection to it. Taste preferences range. Cultural trust in water quality can vary, and thresholds for cost fluctuations differ from household to household. All of this means that your water rate adjustment efforts are going to be received differently by each community and household therein. Given the collaborative nature of water delivery and how blissfully unaware customers are of its complexities, we believe that our deep experience with water projects of all shapes and sizes will benefit your team. We know how to demystify and personalize water services, demonstrating value and establishing the water district as a known commodity to its customers. We've outlined three case studies that we feel underscore this experience.

# CASE STUDY

## City of Tustin: Water Rate Increase

### THE OPPORTUNITY

The City of Tustin Water Services team was faced with the need to increase water rates for customers to keep pace with changing state drinking water standards while also addressing higher rising costs. While the rate adjustment was critical to maintain services and ensure fiscal stability, the team needed to proactively answer customers' questions about why the increase was needed and resolve concerns about the specific needs of Tustin's community members who live on fixed incomes.

### THE APPROACH

JPW was hired to develop a comprehensive outreach strategy for the rate adjustment process to foster trust and goodwill by transparently communicating about the rate adjustment process. Engaging infographics were incorporated across all campaign materials and channels to make complex rate adjustment language more approachable for customers, improving public trust and sentiment about the rate adjustment.

### THE REWARD

At the public hearing on Dec. 5, 2023, Tustin's city council voted to approve the new proposed water rates with a 5-0 vote across the board. Out of 14,000 water customers, the team only received a total of 23 written protests, demonstrating the team's success in engaging the Tustin community about the rate adjustment process and establishing the City of Tustin as a trusted source of information throughout the process.

#### ABOUT THE RATE ADJUSTMENT

The City of Tustin contracts with CR&R Environmental Services to provide trash and recycling collection throughout the community. Each year, rates are evaluated based on CR&R's actual cost of providing solid waste collection service to Tustin customers. To cover the costs associated with the collection and disposal of solid waste, the City of Tustin is proposing a rate adjustment which, if adopted, would go into effect July 1, 2024.

The proposed rates are calculated using Producer Price Index (PPI) adjustments over the 12-month period ending October 31, 2023 and annual disposal costs. Rate factors include the County of Orange landfill gate tipping fee increase of 3.24%, decrease in natural gas PPI of 54.3% and increase in finished goods less food and energy of 5.4%. These expenses have been incorporated into the proposed rates per a formula defined in CR&R's agreement.



**JULY 2024  
PROPOSED SOLID  
WASTE RATE  
INCREASE**

#### PROPOSED RATES FOR FISCAL YEAR 2024-2025

If passed, the proposed Fiscal Year 2024-25 rates will take effect on July 1, 2024. To the right are some of the most common rates for single-family homes, businesses, and apartment buildings. A complete listing of rates can be found on the City's website.



VISIT OUR WEBSITE  
(VISITA NUESTRO SITIO WEB)

#### PROPOSED COMMERCIAL AND MULTIFAMILY RATE SUMMARY - FISCAL YEAR 2024-25

SERVICE DESCRIPTION	CURRENT RATE	PROPOSED RATE	RATE CHANGE
3-Yard Trash Bin	\$150.76	\$151.80	\$1.06
3-Yard Recycle Bin	\$76.08	\$76.78	\$0.70
2-Yard Recycle/Organics Bin	\$52.35	\$52.81	\$0.46
95-Gallon Recycle Cart	\$20.38	\$20.46	\$0.08
65-Gallon Recycle/Organics Cart	\$17.77	\$17.82	\$0.05
35-Gallon Recycle/Organics Cart	\$15.32	\$15.32	No Change

NOTE: Rates for commercial and multifamily services for a single container serviced once a week, billed monthly

#### PROPOSED RESIDENTIAL RATE SUMMARY - FISCAL YEAR 2024-25

RESIDENTIAL RATE	CURRENT RATE	PROPOSED RATE	RATE CHANGE
Single-Family (Monthly)	\$20.54	\$20.73	\$0.19/ month
Single-Family (Annually)	\$246.48	\$248.76	\$2.28 / year

#### PUBLIC HEARING REGARDING PROPOSED SOLID WASTE COLLECTION RATES FOR ALL SOLID WASTE CUSTOMERS IN TUSTIN

NOTICE IS HEREBY GIVEN that on Tuesday June 4, 2024 at 7 p.m. or as soon thereafter as the matter may be heard, the City Council of the City of Tustin will hold a Public Hearing in the Tustin City Council Chamber located at 300 Centennial Way to consider proposed solid waste and recycling collection rates for Fiscal Year 2024-2025, with an effective date of July 1, 2024.

The City Council will hold a public hearing to consider adjusting rates for residential, commercial and multifamily solid waste and recycling collection services and authorizing adjustments for the next five (5) years. A written notice will be mailed to all parties subject to future annual rate adjustments, not less than 30 days prior to the effective date of the adjustment.

#### ABOUT PROPOSITION 218

In 1996, California voters approved Proposition 218, which establishes a specific process for voters to impose or increase certain types of fees. Proposition 218 provides that certain "Property Related" rates are subject to a noticed public hearing and "majority protest" process. This notice is being provided to you pursuant to Section 6 of Article XIII D of the California Constitution (Proposition 218) and Section 51795 of the Government Code which requires that notification be sent 45 days in advance of the public hearing, to the address to which the City customers provides the refuse collection service, or the known mailing address of the property owner, for each identified parcel upon which any new or increased service rate or charge is being proposed.

#### HOW TO PROTEST

Any property owner whose property will be subject to the imposition of the proposed solid waste and recycling rates and any tenant directly responsible for the payment of such rates (i.e., a customer of record) may submit a written protest to the proposed changes. Written protests may be submitted by mail or in person to the City Clerk's Office at 300 Centennial Way, Tustin, CA 92780 or at the Public Hearing date and time noted below, provided they are received prior to the conclusion of the public comment portion of the Public Hearing. A valid protest must include all of the following information:

1. A statement of protest ("protest") will suffice;
2. Service address or Assessor parcel number (by assessor's parcel number, street address, or customer account);
3. Written evidence (example: current copy of a utility bill) that the person is the property owner, if the person was not shown on County of Orange's last equalized assessment roll as the property owner; and
4. Name and signature of the property owner submitting the protest (photocopies will not be accepted).

The City Clerk will accept only one protest per parcel.

If written protests against the proposed rates are not presented by a majority of identified parcels upon which the proposed rates are to be imposed, the City Council will be authorized to adopt the proposed rates. If adopted, the proposed solid waste collection rates will be effective July 1, 2024.

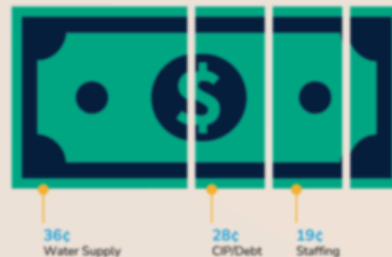
#### GET INVOLVED

The City of Tustin is committed to proactive, two-way communication throughout the rate adjustment process to maximize awareness and minimize public uncertainty.

- Attend the public hearing on Tuesday, June 4 at 7 p.m. at Tustin City Council Chamber, 300 Centennial Way.
- Call with any questions at (714) 573-3037
- Email Acting Assistant Director of Public Works, Stacey Cuevas at [scuevas@tustincity.org](mailto:scuevas@tustincity.org)



**AVISO DE AJUSTE  
PROPUESTO A LA  
TARIFA DE RESIDUOS  
SÓLIDOS A PARTIR DEL  
1 DE JULIO DE 2024**





# CASE STUDY

## Sacramento Sewer: Rate Outreach

### THE OPPORTUNITY

Sac Sewer is the second largest sewage collection utility in California and provides sewage collection, treatment, and resource recovery services to more than 1.6 million people in the Sacramento region. In summer 2023, SacSewer was faced with the need to increase sewer rates for customers to keep pace with critical repairs and maintenance for aging infrastructure and facilities; rising operating, labor, energy and capital costs; and the purchase of expensive materials required for sewer treatment; some of which have increased 300% in recent years.

### THE APPROACH

The team developed a strategic outreach plan to build trust, educate customers on the rate adjustment, and highlight SacSewer's value and assistance programs, aiming to reduce opposition and negative sentiment. Efforts included a communications and demographics audit, messaging, dedicated inquiry channels, staff scripts, a webpage, FAQs, and 218 notices to 600,000 customers, with translations in Russian and Spanish. The team's strategy used infographics and plain language to simplify complex rate adjustment details, boosting trust.

### THE REWARD

At the May 8, 2024, public hearing, SacSewer's Board unanimously adopted the new rates. Out of 600,000 customers, only 280 submitted written protests, highlighting the team's success in informing and engaging the community. Outreach also raised awareness of their financial assistance program, doubling enrollment from 209 in 2023 to 422 in 2024. SacSewer's in-house team noted the rate assistance program page became the top-performing section on the website, reflecting the effectiveness of the outreach efforts.

Proposed Collection Residential/Commercial Rate Adjustments (\$ per month, per ESD)

FY 23/24 Current Rate	FY 24/25	FY 25/26	FY 26/27
\$19.85	\$22.85	\$25.35	\$27.35

Proposed Treatment and Resource Recovery Residential / Commercial Rate Adjustments (\$ per month, per ESD)

FY 23/24 Current Rate	FY 24/25	FY 25/26	FY 26/27
\$37	\$40.50	\$44	\$47



Increased costs for materials required for sewage treatment, some of which have increased 300% in recent years



Inflationary adjustments for operations, labor, energy, and construction expenditures



Autorización por la Junta Directiva del proceso de ajuste de tarifas  
11 de octubre de 2023

Divulgación pública y reuniones informativas y comunitarias  
febrero/marzo de 2024

Audiencia pública  
10 de abril de 2024

Entrada en vigor de las nuevas tarifas  
1 de julio de 2024

Sede del Distrito de Alcazar  
10060 Goethe Road  
Sacramento, CA 95827  
Martes 26 de marzo/ 6-7:30  
\*Esta reunión también tendrá un paso a continuación.  
Desde un dispositivo móvil:  
1. Ingrese esta URL en un navegador <https://zoom.us/join>  
2. Descarga la aplicación Zoom  
3. Ingrese la ID de la reunión: 161 878 2536

## Proposed Three-Year Rate Adjustment

### Sewage Collection, Treatment & Resource Recovery

#### Overview

At the Sacramento Area Sewer District (SacSewer), our charge is clear—protecting public health and the environment for the many communities we serve. We deliver on this mission in a number of different ways, including collecting and treating **billions** of gallons of sewage every year. To do that, we must ensure our pipes, pump stations, and resource recovery facility are in top operating condition. This allows us to continue providing the uninterrupted, reliable service our customers have come to expect.

Being responsible stewards of our ratepayers' money is a job we take very seriously. It is important to both our Board of Directors and staff that we do everything we can to keep rates affordable for our customers. Each year, we update our Long-Term Financial Plan

that features a ten-year financial forecast, an analysis of economic trends impacting SacSewer, the ten-year Capital Funding Projection, and debt management status. We review sewer rates on an annual basis and strive to minimize rate increases for customers where possible.

While we have not had a rate increase in many years, like many other public agencies, we are experiencing mounting financial pressures and increased costs across the board due to the historically high inflation environment that has characterized the U.S. economy. To cover the increased operating and capital project costs, SacSewer determined a sewer rate adjustment is needed over the next three years, starting in July 2024.

The adjustment in sewer rates will allow SacSewer to cover costs associated with the following:

# CASE STUDY

## Western Water: Water Rate Adjustment

### THE OPPORTUNITY

Following a cost-of-service study, Western proposed a multi-year rate increase—a challenging move given the financial strains of the COVID-19 pandemic. Aware of past customer objections and mistrust, Western recognized the need for clear, upfront communication to justify the adjustment.

### THE APPROACH

JPW developed a transparent and comprehensive plan to engage and educate stakeholders throughout the process, despite COVID-19 constraints. Notably, JPW created 22 tailored Prop 218 notices to ensure every customer saw rate charts reflecting their unique combination of Western services, along with engaging visuals and infographics showcasing the value and reliability of Western's service to its customers.

### THE REWARD

Ultimately, the board voted to approve the recommended rate increase and only seven formal protest letters were received. This was a stark contrast to the hundreds of protest letters received during the prior process. The outreach efforts gained respect and appreciation for Western's JPW-supported outreach. The general manager, customers and directors all mentioned how impressive and thorough communication efforts were throughout the process.

**SECURING YOUR WATER FUTURE** SPECIAL RATE NOTICE SPRING 2022

**You're invited to attend a Public Hearing about your rates and charges**

The Board of Directors of Western Municipal Water District. Western will host a Public Hearing to consider changes to the rates and charges outlined in this document. We invite you to join the conversation and participate in the public meeting.

**Comment in support or protest of the proposed rates.**

Any customer or property owner may appear at the hearing to make comments regarding the proposed changes. To submit a formal written letter of support or protest of the proposed rates and charges, customers and property owners who are directly liable to pay water and sewer bills may use any one of the following methods and must meet all criteria below to be considered valid.

Include customer name, parcel number and/or service address.

Indicate whether the letter of support or protest is in response to the proposed water or sewer rates, or both.

Hand signed (if mailed or dropped off) or include an image of the protector's signature (if emailed).

Received prior to the conclusion of the Public Hearing on June 2, 2022.

**Mail:** Western Municipal Water District, Attention: 2022 Proposed Rates, 14205 Meridian Parkway, Riverside, CA 92508

**Email:** boardsecretary@westernwd.com

Note: Protests submitted by electronic means other than the email noted above will not count as formal written protests.

**In person:** Outdoor drop box at: 14205 Meridian Parkway, Riverside, CA 92508

**Get connected. Stay informed.**

Read the full notice

Sign up for notifications at [www.westernwd.com/subscribe](http://www.westernwd.com/subscribe)

Learn about information systems at [www.westernwd.com/2022ProposedRates](http://www.westernwd.com/2022ProposedRates)

Provide a letter of support for opposition

Participate in the Public Hearing on June 2, 2022

This notice is intended to convey general information about the proposed rates. More information can be found in the cost of service study documents at [www.westernwd.com/2022ProposedRates](http://www.westernwd.com/2022ProposedRates).

**Investing in reliability**

Western serves an area where droughts are a regional reality. Increasing local water supplies and regional sustainability, and maintaining critical infrastructure, are vital to making sure that Western customers have a system and water supply resource they can rely on. In the past five years, Western has been awarded more than \$27 million in grant funding to support major system improvements, regional partnerships and customer technology.

**Water supply resources and your delivery system**

In Murietta, we recently completed construction to restore the water supply from the North Well. By tapping into this high-quality local groundwater supply, the North Well decreases our reliance on imported water for our Murietta customers. Upon completion, the water from the North Well will serve Murietta customers exclusively. By connecting the drops for Riverside County with these important projects, our system is more reliable and designed for long-term service to our region.

**Water supply sources**

55% Local Water  
45% Imported Water  
\*Based on average from 2017-2019

**Water service reliability costs**

27% Reduced water demand and imported  
53% Water system operations, maintenance and energy  
20% Asset replacement and administration

Visit [www.westernwd.com/CIIP](http://www.westernwd.com/CIIP) to learn more about how Western is securing your water future.

**SECURING YOUR WATER FUTURE**

**YOUR WATER BUDGET**  
Understand your water budget to take control of water usage

**YOUR INDOOR WATER BUDGET TIER 1**

That's right! Your total water budget is unique to YOU and adjusts with your household size, irrigated area, and daily weather patterns.

**YOUR OUTDOOR WATER BUDGET TIER 2**

Outdoor water budgets adjust each month based on weather conditions and landscaping water needs. Staying within your outdoor water budget throughout the year requires you to take action to change irrigation schedules with each season.

**HOW RATES WORK WITH YOUR WATER BUDGET**  
When used together, water budgets and tiered rates reward efficient water use

**EFFICIENT** TIER 1 - 100% BUDGET - INDOOR  
**TIER 2 - OUTDOOR**

**INEFFICIENT** TIER 3 - 50% OF TIER 1 WATER BUDGET  
**UNSTAINABLE** TIER 4 - ALL EXCESS WATER USE

**Residential Customers**

Your total monthly water budget (water budget) is the sum of your indoor and outdoor water budgets. When water usage stays within your water budget, your water bills are "Tier 1 - Indoor" and "Tier 2 - Outdoor" rates, Western's lowest commodity pricing.

Tier 3 and 4 rates are charged for water use that exceeds a customer's water budget. These rates are more expensive because they include additional costs for programs designed to increase water supply and reliability through more efficient water use.

Due to positive customer responses to Western's water budget structure, demonstrated by decreased water use during the past 10 years, the rate adjustment proposal seeks to eliminate Tier 3. Historically, the Tier 3 rate covered the cost of more expensive water use efficiency programs.

With the elimination of Tier 3, the proposal expands Tiers 3 and 4. Tier 3 is proposed to change from 25 percent of the customer's water budget to 54 percent of the customer's outdoor water budget. Tier 4 rates will be charged for water use exceeding Tier 3.

**Commercial Customers**

Some commercial customers have a water meter only for outdoor watering. These "irrigation" or "landscaping" customers are billed at the "Tier 2 - Outdoor" rate since 100 percent of water use is outdoors.

Some commercial customers have a single water meter for indoor-only or indoor/outdoor use. For "mixed-use" customers, your water budget is calculated using a three-year rolling average of prior monthly use. Currently, 45 percent of your water budget is billed at the "Tier 1 - Indoor" rate and 55 percent at the "Tier 2 - Outdoor" rate.

To allocate costs equitably to all customers, the proposal for "mixed-use" customers is for 58 percent of your water budget to be billed at the "Tier 1 - Indoor" rate and 42 percent at the "Tier 2 - Outdoor" rate.

Schools with mixed-use meters have their water budget calculated using the student count plus the school's irrigated area, if applicable.

Commercial customers are also subject to Tier 3 and Tier 4 rates.

**PROPOSED WATER SERVICE RATES**

A median residential customer will see an average monthly bill increase in the first year. The proposed rates will go into effect with all water billing statements issued on or after July 1, 2022.

Variable changes	Current	Effective 07/01/22
Commodity Charge (per HCF, 1 HCF = 7.48 gallons)		
Water delivered for irrigation (no protection services will be billed at the Tier 1 - Indoor)	\$2,006	\$2,136
Tier 1 - Outdoor	\$4,286	\$4,014
Tier 2 - Irrigation	\$5,138	\$5,141
Tier 4 - Waterfall/Unustainable	\$5,558	\$5,621
Tier 5 - Unustainable	\$6,439	N/A
Leakage Charge (per HCF)		
Power Zone 1 - Citywide Ridge	10,234	N/A
Pumping Charge (per HCF)		
Power Zone 108 - Lafayette Ridge	N/A	\$9,232

**Fixed charge**

System Charge (per month) - based on meter size	Current	Effective 07/01/22
1/4" Meter	\$32.00	\$34.61
3/4" Meter	\$44.99	\$46.40
1" Meter	\$68.56	\$70.17
1 1/2" Meter	\$129.28	\$130.00
2" Meter	\$214.56	\$215.95
3" Meter	\$384.49	\$379.32
4" Meter	\$744.36	\$727.27
6" Meter	\$1,441.58	\$1,415.18
8" Meter	\$2,182.15	\$2,137.54
10" Meter	\$2,907.64	\$2,854.62

**HISTORICAL BILL IMPACTS TO CUSTOMERS**

**SECURING YOUR WATER FUTURE**



# Personnel

One of JPW's biggest differentiators is our people. We are a specially curated group of government communicators who deeply understand the nuances of working in the world of water. We have hand-selected the following team to work with the West Valley Water District team based on their direct experience and acumen. Our team is designed to scale as needed.

## KEY PERSONNEL IN ADMINISTRATION AND MANAGEMENT

JPW's Senior Team, consisting of Jenny Windle, Susanne Bankhead, Marissa Aymar and Leslie Spring drive the strategic direction of JPW and ensure the firm's commitment to delivering exceptional service to our government clients is upheld.

## PRINCIPAL PROJECT TEAM 218 OUTREACH

**Jenny Windle**  
Founder and Ceo

**Susanne Bankhead**  
Partner and Sr. Vice President

**Leslie Spring**  
Senior Director

**Courtney Pittam**  
Senior Manager\*

**Molly Schellenger**  
Sr. Multimedia Designer

**Kit Caldwell**  
Multimedia Designer

**Madeline Atlee-Burke**  
Specialist

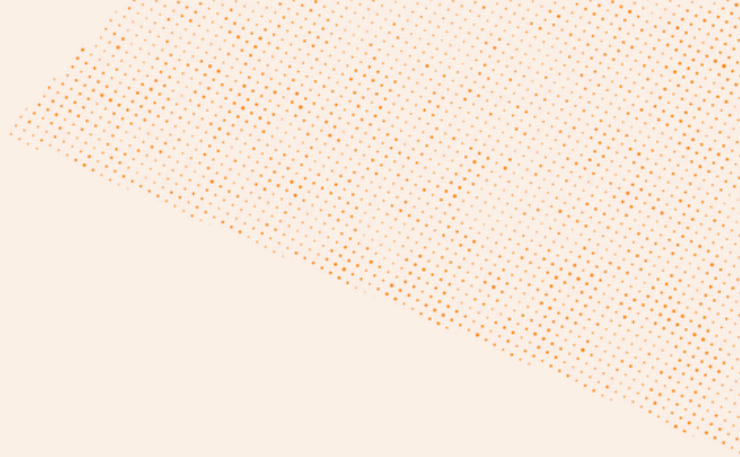
**Lauren Bonanno**  
Coordinator

**Melba Tirado**  
Multicultural Outreach Specialist\*\*

\*Project manager offering day-to-day support

\*\*JPW partner/subcontractor





## “You know the hype man at concerts? That’s Susanne at a public meeting.

Susanne has spent more than 20 years excelling in community engagement and has served at the helm of several complex, high-stakes projects in San Diego like the Mid-Coast Trolley Project, the Terramar Area Coastal Improvement Project, the Ocean Street Beach Access Project and the Plaza de Panama Project.

Today, she uses that expertise at JPW to lead community engagement and strategic planning efforts. She believes every engagement is an opportunity to build trust and enjoys finding ways to boost public participation.

Recognized as an industry leader, Susanne has successfully collaborated with community groups, elected officials and other stakeholders.

Prior to joining JPW, Susanne served as the community relations manager for the City of Carlsbad, where she managed operations for a 12-person team dedicated to keeping internal and external audiences informed. She previously worked for two public affairs firms developing and executing communication and outreach programs.

### EDUCATION

Cal State University, Long Beach  
Masters in Kinesiology

Arkansas State University  
Bachelor of Arts in Kinesiology

International Association of Public Participation Certified Public Participation Professional (CP3)

One of only three certified professionals in the state of California

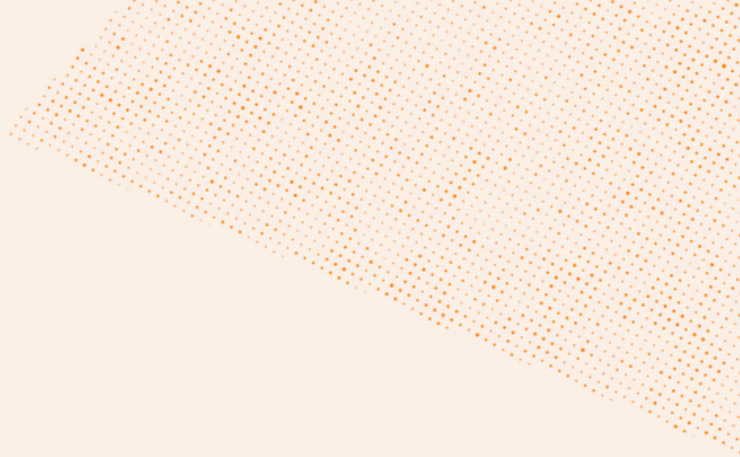
## SUSANNE BANKHEAD PARTNER AND SR. VICE PRESIDENT

### PROJECT EXPERIENCE

Community outreach planning: *Western Municipal Water District; San Diego County Water Authority; City of Tustin; SANDAG, City of Carlsbad City Hall project, San Diego Coastal Rail Trail, Jamul Indian Village, Otay Mesa community plan*

Construction outreach: *City of San Marcos Creek District Project, City of Encinitas Streetscape Project, San Diego County Water Authority Hydropower Project*

Communications strategic planning: *Sacramento Sewer District, Western Municipal Water District, City of Tustin, City of Encinitas, County of San Diego, Long Beach Water Department*



“Work hard, lead with empathy and always keep an open mind.”

Courtney Pittam is an enthusiastic public relations professional dedicated to achieving excellence in every project she undertakes. She is well versed in strategic communications planning, storytelling, community outreach and media relations.

Before joining JPW, she worked for two of the largest public relations firms in San Diego handling issues ranging from recycled water to land use to energy and transportation. She also previously served as the press secretary for San Diego Mayor Todd Gloria.

Notably, Courtney won the American Association of Political Consultants Ballot Measure Campaign in 2019 for her contribution to the “Yes on Measure G/ No on Measure E” campaign, focusing on the San Diego State University acquisition of Snapdragon Stadium.

She has also been trained by the International Association of Public Participation (IAP2).

At JPW, she marries her love for writing with her heart for serving people to craft stories and implement strategies that foster empathy, openmindedness and understanding within communities across California.

**EDUCATION**

Point Loma Nazarene University  
Bachelor of Arts, International Studies  
Provost Academic Scholarship  
Magna Cum Laude

**COURTNEY PITTAM**  
SENIOR MANAGER

PROJECT EXPERIENCE

Organic Waste Recycling Public Outreach; City of San Diego

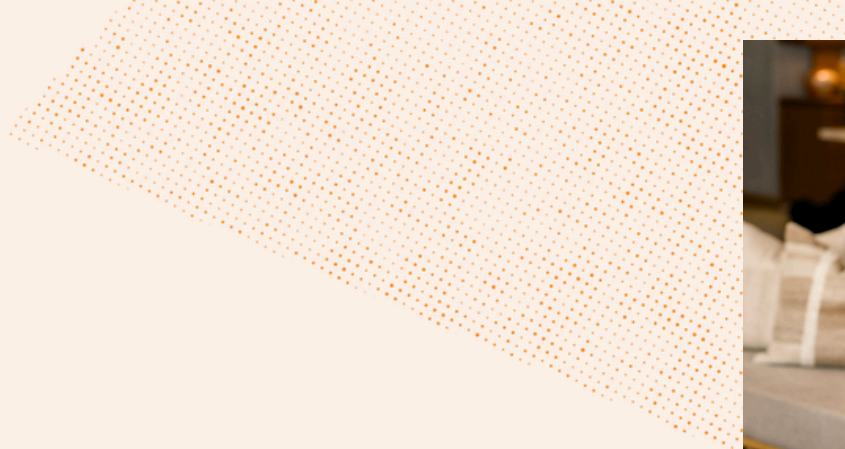
Pure Water San Diego Public Outreach; City of San Diego

Electric Transmission Project Delivery System (PDS) Internal Communications; Pacific Gas and Electric Company (PG&E)

Marketing & Strategic Communications Support; North County Transit District (NCTD)

Marketing & Strategic Communications Support; Elsinore Valley Municipal Water District (EVMWD)

Fats, Oils & Grease (FOG) Campaign; Destin Water



“Every great design begins with an even better story.

Molly is a graphic designer with a broad range of experience in print and digital design across public and private sectors. She is passionate about working on projects that promote environmental sustainability and inform communities in creative and engaging ways.

Prior to joining JPW Communications, Molly worked as a graphic designer for the City of San Marcos elevating their brand and creating collateral for a variety of print, digital and online projects. She also designed for a variety of private and public sector clients including 826 Valencia; UC Davis; and the cities of Long Beach, Agoura Hills and Eastvale.

Molly brings a keen sense for creating impactful designs that capture the audience’s attention and promotes positive change.

**EDUCATION**

University of California, Davis  
Bachelor of Arts in Visual Communication & Design  
Minor in Professional Writing

**MOLLY SCHELLENGER**  
SR. MULTIMEDIA DESIGNER

PROJECT EXPERIENCE

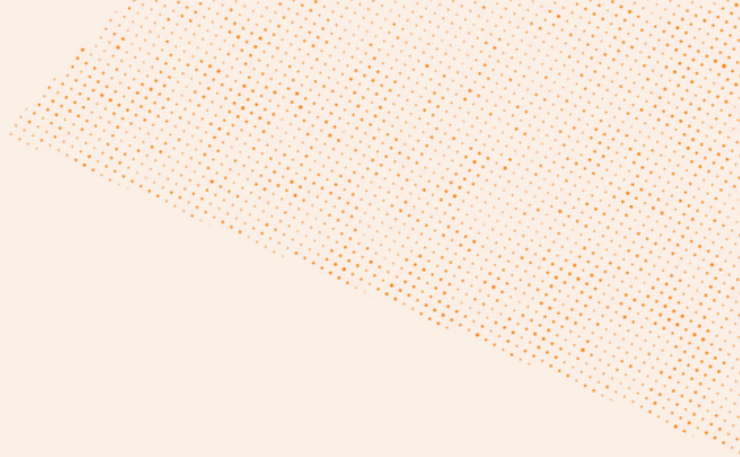
Collateral design; graphic design; campaign development; City of San Marcos (Creek Project)

Landscape guide with custom illustrations, "Landscape is Change" campaign; Calleguas Water District

Marketing materials, illustration and social media graphic development; Long Beach Water Department

Branding and identity development and implementation; City of Agoura Hill

Economic development marketing campaign identity; City of Eastvale



## “Stories express the most complicated ideas in the most digestible ways.

Madeline is a natural storyteller and experienced puzzle solver. She loves finding creative ways to convey messaging and pulling together strategies for implementing campaigns. Being a team player, Madeline is very adaptable in how she can best help get the job done. Most of all, she likes to combine these strategies and attitudes with her clients to best see their vision come to life.

Madeline developed her writing and content development strategies while working at Visit Sacramento. During her time there, she had the unique opportunity of helping various departments with writing blog posts and articles to highlight the city of Sacramento. She refined her project management and client service prowess while working at Aya Healthcare. Managing the completion of travel nurses' files in a timely manner further strengthened her organization and time management abilities.

Her experience working closely with clients, customers, and audiences, has brought her to work with the public sector with an aspiration to engage and connect with communities at large.

At JPW, she brings an out of the box approach and in-depth research method to her creative process. Her specialties include storytelling, customer service, project management, attention to detail and communications.

### **EDUCATION**

Sonoma State University  
Bachelor of Arts in Psychology

## MADELINE ATLEE-BURKE SPECIALIST

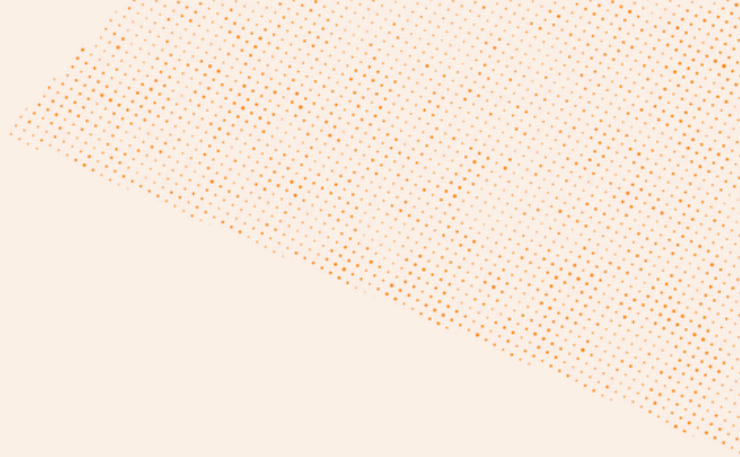
### PROJECT EXPERIENCE

Community engagement; *City of San Marcos*

Public participation, public inquiry management; *City of San Marcos*

Content development; *Santa Ana Watershed Project Authority*





# “Creativity is intelligence having fun.”

Lauren has a passion for working in marketing and communications. She is naturally creative and has great observational skills which helps her to identify client needs. Most of all, she is a strategic thinker and is excited to constantly learn new things. Her background and education in Business Marketing has driven her curiosity to promote public sector programs.

Lauren developed her abilities in client services and project management at her previous role for a real estate investment company. Additionally, she worked with the marketing team to create social media content, sharpen her writing skills through campaigns, and grow the brand through client experience. Her experience working closely with clients and audiences has brought her to work with the public sector with an aspiration to grow and connect with communities at large.

At JPW, Lauren brings a spark of enthusiasm and optimism to create outstanding work in communications and marketing. Her specialties include strategic thinking, storytelling, adaptability, and creative problem solving.

### EDUCATION

San Diego State University  
Bachelor of Science in Business Marketing

## LAUREN BONANNO COORDINATOR

### PROJECT EXPERIENCE

Public inquiries, public outreach contacts and reporting; *City of San Luis Obispo*

Social media concepts for emerging trends; *Eastern Municipal Water District*

Promotional campaign; *City of San Marcos*

Website maintenance and content development; *City of San Marcos*

# Our Approach

## DEMONSTRATED EXPERIENCE IN THE WORLD OF WATER

*Pipeline relining. Meter valve. AMI. Pump station. Hydroelectricity. Water quality. AMR. Water reliability. Flow control. PFAS. Water efficiency. Groundwater aquifer. Proposition 218.*

As an agency born from government, for government, we are proud to understand these terms, what they mean, and how to communicate them to varied audiences. Our acumen comes from decades of work as in-house government communicators and more than nine years serving government agencies as an external partner. All this translates to a team that can get up to speed very quickly, reducing timelines and budget. We truly appreciate public service and understand what's at stake with important projects and initiatives like those West Valley Water District is managing. How the agency handles projects of such magnitude can impact relationships with the public.

We also recognize the added difficulty water agencies face to show their value to customers. In most cases, they're often "invisible" until something goes wrong. This presents a particular challenge when the agency needs to engage the community and customers about a sensitive rate adjustment like this one.

*Luckily, we are here to help.*

JPW has the experience and political acumen to work with the internal external audiences to ensure that this rate adjustment goes smoothly, is inclusive and transparent process, builds trust with all involved, leading to Board adoption and approval of new rates.

We will leverage a mix of communication methods, including social media, presentations, bill inserts, and local media, to ensure the messaging resonates with diverse customer groups. Our team will manage every stage of the outreach process—from initial messaging and the creation of Prop 218 notices to providing ongoing support through meetings and customer service training—ensuring a comprehensive, effective, and transparent outreach campaign.

We rely on the Public Relation Society of America's gold-standard RPIE process that stands for research, planning, implementation and evaluation. We use it because it works for the largest of community engagement campaigns to the smallest of social media efforts.

We are also believers in the International Association of Public Participation (IAP2) spectrum of engagement. In fact, our own Susanne Bankhead (one of only three certified public participation professionals in California) is on the global committee to reevaluate its efficacy, inclusivity and future applications. We use their spectrum as our blueprint to design public meetings, craft engagement strategies and engage people of all backgrounds in local government processes.



RESEARCH



PLANNING



IMPLEMENTATION



EVALUATION

# Research

## ANALYZING THE SITUATION

Research is the foundation of effective communication efforts and we start all of our work with some level of exploration. It helps us define the problem and identify who we are trying to reach. The depth of research we conduct varies by project, but some level of objective research is absolutely necessary to create successful outcomes. We'd recommend the following activities during the research phase.

### **Kickoff meeting**

At this meeting with our key contact, we discuss our scope of work, approach, roles and responsibilities and will prepare for the internal discovery session with the broader project team.

### **Internal discovery session**

JPW will start this public outreach engagement with internal discovery to ensure everyone is on the same page. In this initial session, we will identify goals of the engagement, roles and responsibilities of team members, understand the 218 process, and what success would look like for the outreach program. We use a communications and engagement framework to guide us through the process.

### **Material audit**

We will request background materials from the West Valley team and review current and previous rate adjustment materials, messaging, plans and available research and any other existing materials to understand the organization's narrative, current public values, perceptions, questions and concerns about the rate adjustment. *Assumes WVWD will provide all requested materials including: brand/style guidelines, previous 218 notices, water bill insert specs/schedule.*

### **Stakeholder mapping/database**

Conduct a stakeholder mapping exercise to identify key audiences including customers, community leaders and interest groups that will be interested and impacted by the rate adjustment process. Create and maintain a database of customers to track the status of any customer contacts (e.g., email or phone correspondence, sentiment of inquiries, one-on-one meetings, etc.).

### **Establish phone/email for rate adjustment process**

Establish designated email and hotline to field questions about water rate adjustment process. Use FAQ to develop script to outline resources available and field questions and comments and from customers.



# Planning

## SETTING GOALS & OBJECTIVES

Once research has been completed, we move into the planning phase to take what we've learned and begin crafting meaningful solutions. Our planning phase gives us a framework to guide our efforts by setting goals, identifying audience(s), crafting objectives and defining strategies and tactics.

### Outreach strategy

Using insights from research phase, we would develop a strategy to guide outreach for the 218 water rate adjustment process. the high-level plan will include:

- Defined operational and outreach goals and objectives and tools/tactics to achieve plan/project goals
- Key messages and master narrative or positioning statement
- Tools and tactics to engage all audiences including those harder to reach audiences within the service area
- Timeline for implementation including deadline, task and team responsibility

### Creative concept

With this completed foundation, our team will have everything needed to move into visual concept development for the 218 rate adjustment process. Our design team will create a look/feel for the 218 outreach materials that is consistent with the District's overall brand and provides cohesive to campaign materials. Our standard is to provide three concepts to choose from and then refine a selection into a final concept.





# Implementation

## PUTTING THE PLAN INTO ACTION

This phase is often the busiest and most gratifying phase of our work, as we're able to bring our research and planning to life. Strategies and tactics are now put into place, messages are disseminated, and audiences begin receiving information.

We've structured the tools and tactics into two phases: pre-rate adoption outreach and post-rate adoption outreach activities.

### PHASE 1: PRE-ADOPTION OUTREACH ACTIVITIES

#### Collateral materials

Using key messaging, create the following collateral materials about the rate adjustment process: postcard mailer, PowerPoint presentation, website content, 218 notice for customers, graphics to explain rate structure, timeline, water sources and how to get more information. *Assumes translation in Spanish of all materials.*

#### Internal script/Frequently Asked Questions

Using approved outreach materials and key messages, draft an internal script to share with WVWD staff for situational awareness in advance of outreach materials being mailed to customers. Messaging will establish a single point of contact and the workflow for routing public or media inquiries about the water rate adjustment process to the dedicated phone and email.

#### Briefing materials/PowerPoint for Board

Using key messages and infographics, prepare PowerPoint presentation and briefing materials to prep the Board for the water rate outreach process.

#### Postcard mailer #1

Create content and design mailer to customers, to inform them about rate adjustment process, upcoming public meetings and how to get more information about the process. *Assumes JPW will create content handle design, coordination of printing and mailing to customers. Assumes WVWD will pay for printing and mailing costs and provide customer list and local printer preferences.*



# Implementation (cont'd)

## **Create website content**

Using key messages and infographics created, the team will develop content and post content about the water rate adjustment process on the District's water rates webpage. Information will be updated at three milestones: water rate workshop, community meetings, and the adoption of water rates. Separate materials will be created for Spanish speakers on the site. *Assumes coordination from West Valley IT staff, public affairs team to ensure JPW can implement changes.*

## **Water bill insert #1**

Using approved messaging and infographics, create insert in water bills to reference water rate adjustment process, public meetings and where to find more information. *Assumes WVWD provides sizes and specs for water bill inserts. JPW handles content and design.*

## **Social media and eblast #1**

Create graphic template for water rate adjustment process and draft post content. Send an eblast to customers with information about the water rate adjustment process. *Assumes WVWD would handle distribution through District-owned social media channels and eblast system and would provide the customer list.*

## **News article/release #1**

Post news article and send news releases to media to create awareness of the public meeting and Board hearing and how to get involved.

## **218 Notice**

Create 218 notice to be mailed to all customers. *Assumes JPW to handle content, design and coordination of printing and mailing services for notice. West Valley to handle printing and mailing costs.*

## **Presentations to community-based organizations/community groups/business groups (up to 10)**

Identify audiences for presentations or meetings about the rate adjustment process. Groups could include community-based organizations, business groups, harder to reach audiences, those on a fixed income, seniors, apartment owners and Spanish speakers in community. *Assumes WVWD would attend presentations/meetings. JPW would provide support materials and assist with preparation.*

## **Support team on virtual community meetings (up to 4)**

Support team with meeting design and materials needs for up to four virtual community meetings to share information about water rate adjustment process. Meetings could be structured by customer type (residential, commercial, other, etc.). *Assumes WVWD would attend meetings and JPW would provide support materials and assist with preparation.*



# Implementation (cont'd)

## **News article/release #2**

Post news article and send news releases to media to create awareness of the Board hearing on water rates. As needed, develop talking points and provide information to media inquiries, in coordination with public affairs team.

## **Social media and eblast #2**

Using water rate adjustment graphic template draft post content to create awareness of the Board hearing on water rates. Send an eblast to customers with information about the water rate adjustment Board hearing. *Assumes WVWD would handle distribution through District-owned social media channels and eblast system and would provide the customer list.*

## **Water rate adoption at Board workshop: Estimated March 2025**

Hold water rate workshop at Board meeting. *Assumes JPW will provide presentation deck and assist with talking points and preparation. West Valley team to attend and present.*

## **PHASE 2: POST-ADOPTION OUTREACH ACTIVITIES**

### **Social media and eblast #3**

Using water rate adjustment graphic template, draft post content to create awareness of the Board action on water rates and next steps. Send an eblast to customers with information about the water rate adjustment, Board action and next steps. *Assumes WVWD would handle distribution through District-owned social media channels and eblast system and would provide the customer list.*

### **News article/release #3**

Post news article and send news releases to media to create awareness of the Board hearing on water rates and recap action taken. As needed, develop talking points and provide information to media inquiries, in coordination with public affairs team.

### **Water bill insert #2**

Using approved messaging and infographics, create insert in water bills to recap water rate adjustment process and reference new rates. *Assumes WVWD provides sizes and specs for water bill inserts. JPW handles content and design.*





# Evaluation

## ANALYZING OUR WORK

Evaluation tells us whether we achieved our goals and objectives, and if so, to what degree. We are focused on two specific measurement tools during this phase: outputs and outcomes:

**Outputs** measure activities. We also call this the "counting" measurement. We outline how many "things" we did -- the number of news releases issued; the number of notifications distributed; the number of community outreach events held. While it is important to understand these elements, they do not provide a direct value to understanding the effectiveness of a campaign.

**Outcomes**, on the other hand, show a clearer picture of how your efforts performed. What was the community's sentiment through the rate adjustment process? Did we reach everyone we needed? Do customers understand the need for rate adjustments? These are the more far-reaching impacts that carry a greater impact. Finally, we do not leave evaluation to the end of a campaign. Instead, we build in reporting mechanisms along the way so that during the implementation phase we can gauge how things are performing in real-time and calibrate the campaign, if needed, to better drive successful outcomes.

Based on the activities outlined in the RFP, we could expect our evaluation metrics to include:

- Public inquiry management and sentiment tracking (e.g. percentage of positive, negative or neutral inquiries by phone or email)
- Stakeholder feedback
- Board adoption of water rates
- Participation and attendance at community events
- Campaign performance (e.g. social media engagement rates, newsletter open rates, media coverage, etc.)

*Assumes JPW will establish tracking databases and dashboards for team to track all public inquiries about rate adjustment in real time. West Valley team will be responsible for updating since they will be monitoring phone/email. JPW can assist with a more hands-on approach, if needed.*



# Cost Proposal

DESCRIPTION OF SERVICES	ESTIMATED COST
<b>RESEARCH   JANUARY 2025   Activities include:</b> <ul style="list-style-type: none"> <li>• Hosting client kick-off meeting to review scope of work, project schedule, expectations and budget (virtual)</li> <li>• Conducting initial research and review of WVWD's existing style guides, standards and any design/inspiration samples</li> <li>• Establishing outreach communication tracking record (SmartSheet)</li> <li>• Mapping of stakeholders to identify methods of reaching WVWD's customer</li> </ul>	\$4,500
<b>PLANNING   FEBRUARY 2025   Activities include:</b> <ul style="list-style-type: none"> <li>• Creating outreach strategy</li> <li>• Drafting key messages</li> <li>• Outlining visual creative concept to establish a cohesive identity for Prop 218 outreach</li> </ul>	\$5,000
<b>IMPLEMENTATION   FEBRUARY-SEPTEMBER 2025   Activities include:</b> <ul style="list-style-type: none"> <li>• Designing collateral materials: PowerPoint template, Prop 218 notice (1), website content (1 page), social media posts (up to 10 posts), bill stuffers (2), e-blasts (up to three) as well as digital assets and graphics to support these materials</li> <li>• Supporting community meetings and/or workshop(s): JPW to prep staff with collateral, key messages, possible questions and tips for a successful meeting. JPW attendance at meetings is not included in this scope of work.</li> <li>• Preparing social media copy and supporting graphics based on Prop 218 content and key messages</li> <li>• Supporting media relations (as needed)</li> <li>• Ongoing project update meetings to maximize efficiencies (one 30-minute meeting every other week; assumes 18 meetings from January-September 2025)</li> <li>• <i>ASSUMPTIONS: Client to provide translation support services. JPW to create two versions (English and Spanish) of final printed materials using client-provided translated copy. Client responsible for the scheduling of social media posts and newsletter distributions.</i></li> </ul>	\$45,500
<b>EVALUATION   ON-GOING   Activities Include:</b> <ul style="list-style-type: none"> <li>• Monitoring project email address</li> <li>• Logging inquires and attributing sentiment for tracking</li> <li>• Facilitating WVWD's response to customer questions</li> </ul>	\$5,500
<b>TOTAL</b>	<b>\$60,500</b>

# Optional Survey Support Services

DESCRIPTION OF SERVICES	ESTIMATED COST
<b>Community survey services   Activities include:</b> <ul style="list-style-type: none"><li>• Pre-campaign sentiment survey to establish baseline perceptions about WVWD's rates and/or services. Includes drafting, creating and promoting plan for survey</li><li>• Post-campaign sentiment survey to evaluate changes in customer perceptions after rate adjustment process concludes. Includes drafting, creating and promotional plan for survey</li></ul>	\$2,000
<b>RECOMMENDED SUPPORT   Optional</b> <ul style="list-style-type: none"><li>• JPW typically partners with Centiment to provide response support services that are geotagged to customers' services areas within specified zip codes.</li></ul>	\$10,000
<b>TOTAL</b>	<b>\$12,000</b>

# Hourly fee schedule

POSITION	BILLING RATE (\$/HR)
President	\$300
Sr. Vice President	\$275
Vice President	\$250
Sr. Director	\$220
Director	\$205
Art Director	\$185
Sr. Manager	\$185
Sr. Multimedia Designer	\$185
Manager	\$170
Multimedia Designer	\$155
Videographer/Photographer	\$155
Sr. Specialist	\$155
Specialist	\$135
Coordinator	\$105
Admin Assistant	\$100

## APPROACH FOR PREPARING ESTIMATES

JPW will bill on a time and materials basis in 15-minute increments in accordance with its annual rate sheet.

## DIRECT COSTS

Client agrees to reimburse JPW monthly for extraordinary out-of-pocket costs and expenses incurred in performing the functions described above, including, but not limited to: large-volume (more than 100 at a time) photocopying, printing, postage, clipping service, overnight mail delivery and courier services, which shall be billed at net. A customary 20 percent markup will be added to all advertising buyouts, printing, stock photography purchases and goods or services that are procured on behalf of the Client.

FORM #2 – FIRM INFORMATION REQUIREMENTS

Firm Name & Website	JPW Communications, Inc., <a href="https://www.jpwcomm.com/">https://www.jpwcomm.com/</a>
Years in Business	9 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	0
Number and nature of the professional staff to be employed in this engagement on a part-time basis	JPW Communications employs a team of 10 full time and 1 part time employees specialized in marketing, communications, graphic design, videography, and photography. While all employees will be available to assist on this engagement, we have specially curated a team of 8 individuals that will be working on this engagement part-time.
Main Point of Contact Name, Title, Email & Telephone	Jenny Windle Founder and CEO jenny@jpwcomm.com 760-683-8395



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	Susanne Bankhead
Title	Partner and Senior Vice President
Length of Tenure	9 years
Previous Work Experience	Communications Relations Manager at the City of Carlsbad Director of Communications and Public Affairs at MJE Marketing Services
Educational Background	California State University, Long Beach - Masters of Arts, Kinesiology Arkansas State University - Bachelor's of Science, Kinesiology
Certifications	IAP2 Certified Public Participation Professional, one of three in California
Project Role and Responsibilities	Susanne would be available to advise on inclusive engagement strategies to ensure that the plan resonates with target audiences, and that everyone feels involved in the process.
Technical Skills and Qualifications for The Project	Strategic support, communications planning, strategic planning, public outreach, public engagement planning
Hours to Be Worked On-Site	0
Hours to Be Worked Remotely	71

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	Courtney Pittam
Title	Senior Marketing and Communications Manager
Length of Tenure	8 months
Previous Work Experience	Senior Account Executive at Katz & Associates Senior Press Secretary for Mayor Todd Gloria at the City of San Diego Senior Account Executive at Southwest Strategies
Educational Background	Point Loma Nazarene University - Bachelor of Arts in International/Global Studies
Certifications	Trained by the International Association of Public Participation to engage the public effectively.
Project Role and Responsibilities	Project manager offering day-to-day support.
Technical Skills and Qualifications for The Project	Strategic support, communications planning, strategic planning, project management, public outreach, public engagement planning, behavior change campaigns, implementation support, research, writing, event planning and coordination, social media, website and public inquiry management
Hours to Be Worked On-Site	0
Hours to Be Worked Remotely	135

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	Molly Schellenger
Title	Senior Multimedia Designer
Length of Tenure	2 years and 6 months
Previous Work Experience	Graphic Design and Creative Specialist for the City of San Marcos Art and Design Instructor for the San Marcos Unified School District
Educational Background	University of California, Davis - Bachelor of Arts, Graphic Design
Certifications	N/A
Project Role and Responsibilities	Graphic design
Technical Skills and Qualifications for The Project	Graphic design
Hours to Be Worked On-Site	0
Hours to Be Worked Remotely	152

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	Madeline Atlee-Burke
Title	Marketing and Communications Specialist
Length of Tenure	1 year and 10 months
Previous Work Experience	Compliance Specialist at Aya Healthcare Information Specialist and Content Writer at Visit Sacramento
Educational Background	California State University, Sonoma - Bachelor of Art's, Psychology
Certifications	N/A
Project Role and Responsibilities	Assist with creating outreach materials, social media campaign, website content, media relations plan and other as-needed support items.
Technical Skills and Qualifications for The Project	Communications planning, public outreach, public engagement planning, behavior change campaigns, implementation support, research, writing, event planning and coordination, social media, website and public inquiry management
Hours to Be Worked On-Site	0
Hours to Be Worked Remotely	136

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	Lauren Bonanno
Title	Marketing and Communications Coordinator
Length of Tenure	1 year and 9 months
Previous Work Experience	Marketing Intern at McKinney Capital
Educational Background	California State University, San Diego - Bachelor of Science, Business/Marketing
Certifications	N/A
Project Role and Responsibilities	Assist with creating outreach materials, social media campaign, website content, media relations plan and other as-needed support items.
Technical Skills and Qualifications for The Project	Communications planning, public outreach, public engagement planning, behavior change campaigns, implementation support, research, writing, event planning and coordination, social media, website and public inquiry
Hours to Be Worked On-Site	0
Hours to Be Worked Remotely	111



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	Novoa Communications Inc (Melba Tirado)
Title	Multicultural Outreach Specialist
Length of Tenure	5 years
Previous Work Experience	Community Relations Supervisor for San Diego North County Transit District
Educational Background	University of Southern California - Master of Arts, Communication Management University of Southern California - Bachelor of Arts, Communications
Certifications	N/A
Project Role and Responsibilities	Spanish translation services and multicultural outreach support
Technical Skills and Qualifications for The Project	Bilingual in Spanish, communications and public relations and youth outreach
Hours to Be Worked On-Site	0
Hours to Be Worked Remotely	40

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	Big Language Solutions
Title	N/A
Length of Tenure	N/A
Previous Work Experience	Big Language provides translation and interpretation services to the government, legal, healthcare, financial services, and insurance industries, to name a few. JPW has worked with Big Language on several projects and they are a trusted partner.
Educational Background	N/A
Certifications	N/A
Project Role and Responsibilities	Translation of materials and outreach items into multiple languages.
Technical Skills and Qualifications for The Project	Certified to translate materials into multiple languages.
Hours to Be Worked On-Site	0
Hours to Be Worked Remotely	TBD

FORM #4 – CLIENT REFERENCES

Client Name	City of Tustin
Contact – Name, Title, Email & Telephone	Stephanie Najera   Communications Manager snajera@tustinca.org   P: 714-573-3107
Services Provided and Dates	Client since 2019 Services provided: communications audit, strategic communications plan, community rebrand, branding implementation, crisis communications
Examples of Work (provide links)	Water rate adjustment: <a href="https://www.jpwcomm.com/work/tustin-water-outreach">https://www.jpwcomm.com/work/tustin-water-outreach</a> Rebrand: <a href="https://www.jpwcomm.com/work/tustin-rebrand">https://www.jpwcomm.com/work/tustin-rebrand</a>
Explain similarities in services to those requested by West Valley Water District	For the City of Tustin, we helped them with a 218 notice for their water services. Our job was to foster trust and goodwill by being transparent with the public. We were very successful , receiving 23 written protests out of 14,000 water customers.
Explain differences in services to those requested by West Valley Water District	For the City of Tustin, we have done multiple forms of work for them ranging from rebrands, communication plans and public outreach. Working with you, we would take a more definitive approach and put our focus on the 218 notice.

FORM #4 – CLIENT REFERENCES

Client Name	Western Municipal Water District
Contact – Name, Title, Email & Telephone	Craig Miller   General Manager cmiller@wmwd.com   P: 951-571-7100
Services Provided and Dates	Client since 2016 Services provided: strategic communications planning, strategic counsel, collateral creation, water rate increase outreach, agency rebrand and launch, ongoing comms support
Examples of Work (provide links)	Strategic Communications: <a href="https://www.jpwcomm.com/work/western-water-strategy">https://www.jpwcomm.com/work/western-water-strategy</a> Community Outreach: <a href="https://www.jpwcomm.com/work/western-water-construction-outreach">https://www.jpwcomm.com/work/western-water-construction-outreach</a> , Rebranding: <a href="https://www.jpwcomm.com/work/western-water-rebrand">https://www.jpwcomm.com/work/western-water-rebrand</a>
Explain similarities in services to those requested by West Valley Water District	Our team has had a lot of experience presenting our findings and strategies to City Councils and Board's. We are also very experience with the different forms of communication that are most effective internally and externally. For Western Water, we have created internal communication plans and strategic communications plan for outlining rate increases to the public.
Explain differences in services to those requested by West Valley Water District	Some of the work we have done for this client involved rebranding, this is not something we would recommend for this project.

FORM #4 – CLIENT REFERENCES

Client Name	San Diego County Water Authority
Contact – Name, Title, Email & Telephone	Graciela Sevilla   Public Affairs Supervisor gsevilla@sdcwa.org   P: 858-522-6708
Services Provided and Dates	<b>Client since 2022</b> Services provided: strategic planning, community engagement, public outreach, graphic design, media relations
Examples of Work (provide links)	Public Outreach: <a href="https://www.jpwcomm.com/work/san-diego-water-authority-san-vicente">https://www.jpwcomm.com/work/san-diego-water-authority-san-vicente</a> Community Outreach: <a href="https://www.jpwcomm.com/work/san-diego-water-authority-twin-oaks-relining">https://www.jpwcomm.com/work/san-diego-water-authority-twin-oaks-relining</a>
Explain similarities in services to those requested by West Valley Water District	Services provided: strategic planning, community engagement, public outreach, graphic design, media relations, demystifying complex, technical information
Explain differences in services to those requested by West Valley Water District	Our work with SDCWA did not include any 218 outreach support.