

# Sacramento Regional Water Authority

## Leadership Development Training Services

PROPOSAL / May 2023



May 10, 2023

Jim Peifer, Executive Director  
Sacramento Regional Water Authority  
5620 Birdcage Street, Ste 180  
Citrus Heights, CA 95610

**Subject: Proposal for Leadership Development Training Services**

Dear Mr. Peifer:

We are pleased to submit this proposal to the Sacramento Regional Water Authority (RWA) for leadership development training services. Our focus has always been to help utility and local government clients solve their financial, organizational, and technology challenges. We are dedicated to providing management consulting services, including training and leadership development services, to utilities and local governments.

Our mission is to strengthen organizations for those they serve and those who work in them. We provide our clients with the best thinking and execution in organizational design, workforce development, and process improvement.

We believe our firm offers the Authority several distinct advantages:

- **A tailored and insightful approach:** Our team's approach specifically addresses the RWA's needs and will help provide a best practice-level leadership development and training program for its members. Through the Raftelis Performance Academy, Raftelis has created the only leadership development, performance improvement, and innovation training program in the country that is specifically designed to meet the unique needs of utilities and local government. The leadership development and training services that we offer are aimed at supporting high performing leaders, driving process improvement, and fostering innovation and inclusion in utility and local government organizations.

In the wake of the COVID-19 pandemic and the "great resignation," investment in personal and professional development for high-performing and high-potential staff is critical for workforce retention and succession planning.

- **Dynamic and engaging content and course delivery:** We are passionate about supporting the personal and professional development of the public service workforce, which drives us to employ innovation and creativity throughout the process of curriculum design and course delivery. Our programs harness the power of collaboration to fast-track learning, using shared experiences, connection building, information sharing, and hands-on practice to support direct instruction. Our course materials are useful and engaging, and unique and creative graphics are used to synthesize concepts and support dialogue.



We have had significant success working with utilities and local governments to develop high-value leadership development and training services. We are confident our approach will provide the RWA with the public sector focused training and development opportunities it seeks.

We look forward to the opportunity to serve the Sacramento Regional Water Authority. Please contact Jennifer Teal should you have any questions.

Jennifer Teal, Manager  
Phone: 513.818.4220 / Email: [jteal@raftelis.com](mailto:jteal@raftelis.com)

Sincerely,

A handwritten signature in black ink that reads "Julia Novak". The signature is fluid and cursive, with the first name and last name clearly distinguishable.

**Julia Novak**  
*Executive Vice President*



## Making our world better.

The Raftelis Charitable Gift Fund allocates profits, encourages employee contributions, and recognizes time to charitable organizations that support:

1. Access to clean water and conservation
2. Affordability
3. Science, technology, and leadership

Raftelis is investing in improved telecommunication technologies to reduce the firm's number one source of carbon emissions—travel.



## Diversity and inclusion are an integral part of Raftelis' core values.

We are committed to doing our part to fight prejudice, racism, and discrimination by becoming more informed, disengaging with business partners that do not share this commitment, and encouraging our employees to use their skills to work toward a more just society that has no barriers to opportunity.

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## Raftelis Performance Academy

**TRAINING THAT ADDRESSES UTILITY AND LOCAL GOVERNMENT NEEDS**

Utilities and local governments need employees that have a wide array of leadership, analytic, and problem-solving competencies to address the issues and challenges associated with providing high-quality and equitable services that meet current and evolving community needs. Current course offerings provided by the Raftelis Performance Academy provide learning and development opportunities that help meet these needs in the following areas:

- Organizational culture
- Strategic planning
- Developing efficient workflows
- Performance measurement
- Recruitment and retention
- Building a positive work environment
- Change management
- Diversity, equity, and inclusion
- Assessing existing strategies
- Effective work planning
- Business process re-engineering
- Process mapping
- Media training
- Effective Utility Management (EUM)
- Data-driven decision making
- Crisis and risk communication
- Innovation and disruption
- Community engagement

### THE RAFTELIS PERFORMANCE ACADEMY FACILITY

While training opportunities provided by the Raftelis Performance Academy can be offered at your site or virtually, we’ve found that many organizations are looking for an immersive program to send individuals or a whole team. Our state-of-the-art training center in Cincinnati provides flexible seating for 34 participants and break-out rooms for small-group work. Conveniently located for air and car travel, the facility also has lodging across the street.

### TRAINING OPPORTUNITIES FOR ALL CAREER STAGES

Learning and development opportunities are developed to meet the needs of individuals as they progress throughout their careers:

- Entry- to mid-level analysts
- Field/line employee to supervisor transition
- Middle manager to executive transition
- First time managers

### DISCOUNTED COURSE OFFERINGS

As part of this proposal, Raftelis will provide a group discount of 10% off the published tuition rate for RWA member employees who attend courses held at the Raftelis Performance Academy’s Cincinnati facility for one year.



# Scope of Services

To support the learning and professional development of its team, the Sacramento Regional Water Authority is seeking a public-sector focused training partner to provide on-site leadership development training for its members.

Our team has extensive experience developing and delivering high impact leadership development training programs for utility and local government clients. Our focus is on ensuring our content meets the specific needs of the organizations we assist, rather than providing a “one-size fits all” approach.

This proposal provides pricing for on-site leadership development programs during calendar year 2023 hosted by the RWA for its members. Any arrangements for tuition or fee collection between the RWA and its members will be the responsibility of the RWA.

The proposed scope of work and fee schedule includes all professional services, instructional materials, and associated travel and expenses for the proposed training program. It does not include time or expenses related to securing training locations, expendable supplies, and travel or meals for participants. Any expenses beyond those explicitly listed are the responsibility of the RWA.

## Transformative Utility Leaders

### PROGRAM DESCRIPTION

Participants will spend an immersive four days focused on transformative leadership concepts, through a curriculum designed to support emerging and seasoned leaders alike. Key areas of focus include authentic leadership, strategic planning and visioning, communications and innovation, and change management. This program also includes a hands-on utility simulation, designed to provide participants the opportunity to explore the key issues and choices faced by 21<sup>st</sup> century utility organizations. The Transformative Utility Leaders program uses a blend of direct instruction, shared experiences, connection building, hands on exercise, and self-exploration to support participants’ professional and leadership development.

### PROGRAM LOGISTICS

- **Delivery:** Program will consist of four full, consecutive days, to be delivered in-person
- **Maximum Participants:** 25
- **Pre-work:** Prior to meeting in person, participants will be asked to consider a prior leadership or behavioral style assessment that they have completed, such as DiSC<sup>®</sup>, CliftonStrengths<sup>®</sup>, Myers-Briggs Type Indicator (MBTI<sup>®</sup>), etc., and come prepared to discuss the insights it spurred.
- **Fee:** \$25,000 per offering. An optional DiSC<sup>®</sup> Management profile assessment is available for participants for an additional fee of \$150 per participant.
- **Scheduling:** Sessions are typically scheduled Tuesday through Friday, 8:30 – 4:30. The Raftelis team has availability throughout the remainder of the year to schedule one or more course sessions. A \$5,000 deposit is required to reserve each scheduled session.

# Instructors

## Jennifer Teal

### MANAGER

#### PROFILE

Jennifer has over 20 years of public sector experience, including ten years of leadership experience in local government. She has a wide array of expertise in organizational assessment, process improvement, financial management, strategic planning, and leadership development. Jennifer is a certified Lean Six Sigma Black Belt. Her commitment to empowering others has led to the implementation of numerous lean management projects that improve the efficiency and quality of government services and the development of in-house process improvement and innovation academies in multiple communities. She is a skilled facilitator, trainer, and problem solver, having led several organizations through the development of strategic plans, detailed implementation plans, and performance measurement systems.

Jennifer began her local government career as an undergraduate intern with the Village of Lincoln Heights, Ohio, where she developed a parks plan and several grant applications for the community. After working for the Department of Homeland Security and the Department of Defense, Jennifer returned to local government to manage the business operations of the City of Colorado Springs' Stormwater Enterprise. There, she oversaw the business, finance, customer service, IT, and GIS functions of a \$16 million/year utility responsible for maintaining and improving stormwater infrastructure.

In Gahanna, Ohio, Jennifer worked as the deputy finance director, chief financial officer, and finally, city administrator. In her finance roles, Jennifer was instrumental in guiding the City out of the recession while strengthening its financial position and management strategies. Jennifer led the City through a bond rating increase, multiple debt issuances, the development of key financial policies, and multiple rounds of union negotiations. Working with the elected leadership, Jennifer transformed the City's budget and financial reporting processes to align with best practices and Government Finance Officer Association award standards and developed the community's first Citywide strategic plan.

Jennifer is active in the local government industry, has presented at several conferences, and co-authored a recent peer-reviewed article on process improvement in the public sector for the *Journal of Public Integrity*. She is also a lecturer at the Ohio State University John Glenn College of Public Affairs, where she teaches graduate and undergraduate seminars in Local Government Administration.



#### Specialties

- Strategic Planning
- Facilitation
- Organizational assessment
- Training and curriculum development
- Performance management
- Business process improvement
- Lean process development and implementation

#### Professional History

- Raftelis: Manager (2022-present) Senior Consultant (2020-2022); Associate, The Novak Consulting Group (2019-2020)
- The Ohio State University: Lecturer (2019-present)
- J Teal Consulting: Principal Consultant (2017-2019)
- City of Gahanna, Ohio: City Administrator (2016-2017), Chief Financial Officer (2011-2015), Deputy Finance Director (2009-2011)
- City of Colorado Springs, Colorado - Stormwater Enterprise: Business Administrator (2007-2009)
- Missile Defense Agency: Financial Manager (2006-2007)
- Department of Homeland Security: Budget Analyst (2003-2006)
- George Mason University: Budget Assistant (2001-2003)
- Village of Lincoln Heights, Ohio: Economic Development Intern (1999)

#### Education

- Master of Public Administration - George Mason University (2003)
- Bachelor of Arts in Urban Planning and Public Administration - Miami University (2000)

#### Certifications

- Lean Six Sigma Black Belt Certification
- Everything DiSC® Certification

#### Professional Memberships

- International City/County Managers Association (ICMA)
- Engaging Local Government Leaders (ELGL)

# Darin Thomas

## VICE PRESIDENT

### PROFILE

Darin is a seasoned utility industry leader. With an educational background in mechanical engineering, he has been a thought leader in the water and wastewater industry for over 35 years. He has a track record of developing and delivering innovation to the industry, which has resulted in significant economic savings for hundreds of utility organizations. Darin is a skilled utility industry consultant helping utility organizations implement transformational changes that span the areas of cross-jurisdictional cooperation, business process optimization, strategic planning, and adoption and use of technologies to enhance operational performance.

### KEY PROJECT EXPERIENCE

- Sewerage and Water Board of New Orleans – Strategic Planning and Performance Improvement Consulting (2021 – Present)
- Brownsville Public Utilities Board (TX) – Strategy Development and Implementation (2018 – Present)
- Charlotte Water (NC) – Strategy Development, Organizational Assessment and Change Implementation (2018 – Present)
- Pittsburgh Water and Sewer Authority (PA) – Change Management, Creator of the Watermark Academy and Vision Provider for Headwater Performance Dashboard (2019 – 2020)
- City of Tampa Water Department (FL) – Utility EUM Assessment, Strategy Development and Organizational Development Needs Assessment (2018 – 2019)
- Louisville Water Company (KY) – Strategy Development (2018)
- Des Moines Metropolitan Wastewater Reclamation Authority (IA) – Strategic Planning (2019)
- Metro Wastewater Reclamation District (CO) – Strategic Planning and Organizational Capacity Needs Consulting (2016 – 2017)
- District of Columbia Department of Public Works – Strategic Planning and Workforce Training & Development Assessment (2018 -2019)
- DC Water – Strategic planning and Performance Improvement Consulting (2013 – 2016)
- Montgomery County Environmental Services (OH) – Strategic Planning and Performance Management (2017-2018)
- Newport News Waterworks – EUM Assessment and Strategic planning (2016-2018)
- Metro Nashville Water Services – EUM Assessment and Strategic Planning (2015 – 2017)
- City of Baltimore Commission of Public Works – Strategic Planning, Organizational Assessment, Continuous Improvement Consulting (2015 -2017)
- Metropolitan St. Louis MSD – Management Audit and EUM Assessment (2012)
- Sanitary District No. 1 (KY) – Strategic Planning (2012)
- Mount Pleasant Water Works (SC) – Strategic Planning and Performance Management (2011 – 2014)
- Greensboro Water Resources (NC) – Strategic Planning (2020 – Present)
- Winston-Salem/Forsyth Utility Commission – Strategic Planning (2018)
- Rivanna Water, Sewer and Solid Waste Authority (VA) – (2018-2019)



### Professional History

- Raftelis: Vice President (2017-present); Director of Management Consulting (2010-2016)
- ARCADIS US, Inc.: Vice President (2001-2010)
- EarthTech: Business Unit Manager (1099-2001)
- Self Employed Innovations Consultant (1995-1999)
- ADS Environmental Services, Inc.: Vice President (1990-1995)
- Stord Bartz Inc.: Applications Engineer (1987-1990)
- Nutech Engineers: Project Engineer (1985-1987)

### Professional History

- Bachelor of Science in Mechanical Engineering – Michigan Technology University (1985)

### Certifications

- Denver Peak Academy – Lean/Six Sigma Blackbelt (2017)



# Steven Drew

## PRINCIPAL CONSULTANT

### PRFFILE

Steve has over 40 years of experience in water utility management, municipal government leadership, and private consulting. He began his career with the City of Greensboro, NC Water Resources Department where he served at all levels of technical and managerial positions including electronics technician, superintendent, water supply division, and department operations manager until becoming Director of Water Resources utility in 2011. Steve served as assistant city manager before retiring from public service in 2020. Before joining Raftelis, Steve worked as a private consultant in the areas of executive recruitment, technical subject matter review, and RFP development. Steve has extensive experience working in the areas of organizational improvement, governance, strategic planning, continuity of operations, disaster preparedness, capacity development, and capital improvement.

Steve’s wide range of experience has informed his extensive technical knowledge and administrative expertise in the areas of water and wastewater operations, asset management, regulatory compliance, general utility management, executive leadership, assessment, and affecting positive organizational change. As a result, City leadership consistently trusted his recommendations, leading to development and implementation of strategies that addressed a wide range of improvements, upgrades, and efficiencies regarding physical assets, operations, and associated fiscal impact.

Over the course of Steve’s career, he has been a passionate advocate and innovator for organizational improvement and culture change. During the 1990’s, Steve worked with the City’s Human Resources Department’s Training Division to develop its first front-line supervisor and mid-level management development program known as Leadership 2000. From there he participated in curriculum review, served as instructor, and was consulted on Executive Leadership Program development. His passion has always been to learn, foster good working relationships, and provide leadership in areas of Equity and Inclusion and Diversity Training, as well as working to change broken organizational culture to one where every employee respects and understands the responsibility each person has for one another.

Steve was instrumental in developing WaterMARK Academy, (Management, Accountability, Relationships, Key Performance Indicators), where employees throughout the Utility were provided the requisite training and guidance so that they could successfully work together as a team to define and develop the details of MARK, as well as develop an action plan that incorporated established core values of the City organization and the Utility. The WaterMARK Academy continues to improve and stays refreshed with employee leadership at all levels of the program.



### Specialties

- Strategic Planning
- Organizational Assessments
- Continuity & Resiliency of Utility Operations
- Workforce Development
- Diversity & Inclusion
- M/WBE Support and Development
- Disaster Preparedness
- Crisis Management
- Media Communications
- Governance

### Professional History

- Raftelis: Principal Consultant (2022)
- Independent Consultant (2020-2022)
- City of Greensboro, NC: Interim Assistant City Manager (2018–2019), Water Resources Utility Director (2012–2020), Operations Manager (2010-2012), Water Supply Division Manager (2010-2012), Superintendent of Plant M&O (1989-2001), Electronics Technician & Plant Mechanic (1979-1989)

### Education

- Bachelor of Arts Political Science – University of North Carolina at Greensboro (1985)

### Certifications

- NC “A” Surface and “C” Well Water Treatment Facility Operator
- NC Water/Wastewater Maintenance Technologist
- Public Executive Leadership Academy, UNC School of Government
- Micro MBA, Virginia Tech AWWA Utility Leadership

### Professional Memberships

- American Water Works Association
- Water Environment Federation
- NC One Water
- NC Water Operator’s Association
- Society of Maintenance and Reliability Professionals
- National Forum for Black Public Administrators (Life-Time Honorary Membership)
- Toastmasters International (2008 – 2018)
- US Coast Guard Auxiliary - division staff officer – retired (1992-2012)

# Catherine Carter

## SENIOR MANAGER

### PROFILE

Catherine has more than a decade of experience facilitating local government and utility strategic planning processes, as well as considerable expertise conducting assessments of organizational effectiveness practices. With a background in public administration and environmental management, she possesses extensive stakeholder engagement, process design, research, and analytical skills.

Catherine has led or supported numerous strategic planning engagements, ranging in size from governing body retreats to set community goals to large-scale, full organizational efforts involving hundreds of internal and external stakeholders. Recent experience includes governing body retreats with Lafayette (CO), Nantucket (MA), Johnson City (TN), and Minot (ND). Examples of department-level strategic plans include the Sewerage and Water Board of New Orleans (LA), the District of Columbia Department of Public Works (DC), the City of Austin Communication and Technology Management Department (TX), Charlotte Water (NC), and Nashville Metro Water Services (TN). Finally, Catherine has also recently facilitated full-municipality or county strategic plans with the Cities of Gaithersburg (MD) and Avondale (AZ), the Town of Shrewsbury (MA), and Jefferson County (CO).

In addition to strategic planning activities, Catherine has also conducted management studies and organizational assessments. She specializes in issues related to water, wastewater, and stormwater utilities; customer service policies and practices; and other challenges facing public sector organizations across the country. Major initiatives in the last few years include a customer service assessment for Fairfax Water (VA), which included the organization's first-ever customer satisfaction survey; development of a governance framework and structure for the Western Intake Partnership (NC), an organizational structure review and support for realignment for the Anchorage Water and Wastewater Utility (AK), and customer policy manual updates for San Diego Public Utilities (CA) and Pinellas County Utilities (FL).



### Specialties

- Strategic planning
- Facilitation
- Organizational assessment
- Staffing analysis
- Strategy monitoring and implementation
- Risk and resiliency assessment
- Business process improvement
- Comparative industry analyses

### Professional History

- Raftelis: Senior Manager (2022-present); Manager (2019-2021); Senior Consultant (2016-2018); Consultant (2013-2015); Associate Consultant (2011-2012)
- Mecklenburg County Waste Management Advisory Board (appointed term: 2019-2021)
- The Institute for Sustainable Development (2009-2011)

### Education

- Master of Public Administration - University of North Carolina Charlotte (2017)
- Master of Environmental Management - Duke University (2011)
- Bachelor of Science in Business/Economics, Biology, Environmental Studies - Randolph-Macon College (2009)

### Certifications

- Certified DiSC Facilitator
- Change Management & Leadership Certification - Cornell University (2019)
- American Water Works Association Risk & Resiliency Certification (2019)

### Professional Memberships

- AWWA
- ELGL
- Solid Waste Association of North America

# Fees

The per-offering fee for the Transformative Utility Leaders course is \$25,000.

The optional per-participant fee for the DiSC<sup>®</sup> Management profile is \$150.

Any arrangements for tuition or fee collection between the RWA and its organizations will be the responsibility of the RWA.

The proposed scope of services and associated fee includes all professional services and instructional materials for each proposed course. It does not include time or expenses related to securing training locations, expendable supplies, and travel or meals for participants. Any expenses beyond those explicitly listed are the responsibility of the RWA.

A deposit of \$5,000 is required to secure the chosen date, and the remainder will be invoiced following completion of the course.

The Sacramento Regional Water Authority accepts the terms of this engagement letter at a cost of \$25,000 per course offering:

Approved: _____	Date: _____
Name of Signatory: _____	Title: _____