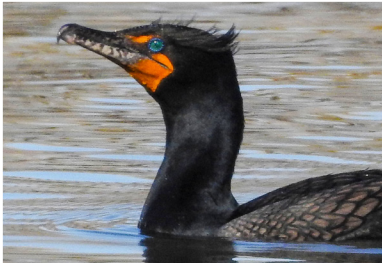




VICTOR VALLEY WASTEWATER RECLAMATION AUTHORITY
STRATEGIC VISION PROJECT

DECEMBER 18, 2025



Mojave Narrows Regional Park

A lush oasis along the Mojave River featuring lakes, wetlands, trails, and abundant wildlife would significantly benefit from recycled generated by a regional wastewater program.

Source: Sharon Lee via Flickr used under CC BY 2.0.

1. Executive Summary

The Victor Valley Wastewater Reclamation Authority (VWVRA) and its Member Agencies (MAs) are at a defining moment for shaping the Victor Valley region with this opportunity to develop a broader strategic regional approach to wastewater and recycled water management. Together, they have a unique opportunity to advance a regional vision that enhances the vitality and resilience of the communities they serve. As growth continues across the Victor Valley, the region faces mounting pressures due to limited water supplies, increasingly complex regulatory demands, and the need for efficient, sustainable infrastructure investment. By embracing a collaborative approach, VWVRA and its MAs will ultimately support responsible growth, strengthen long-term water security, and leave a legacy of visionary leadership and innovation that benefits generations to come.

The West Yost team's approach will deliver a Strategic Vision that is technically achievable, supported by consensus around common goals, and allows VWVRA and its MAs to make coordinated, data-driven decisions that maximize system efficiency and community benefit, as well as strengthen regional eligibility for state and federal funding programs that prioritize integrated resource management. Key elements of our team's approach are as follows:

- Structured stakeholder engagement that unites MAs through transparency and collaboration
- Creative, data-driven strategies that optimize regional system performance and Member Agency value
- Vision built around long-term water supply sustainability and resilience
- Interactive tools that support regional collaboration beyond the project timeline

BUILDING ONE VISION: **Uniting MAs Through Transparency and Collaboration**

Success for this project depends equally on the strength of partnership and thoughtful planning. Effective regional planning relies on trust, collaboration, transparency, and consensus around common goals. Our team brings decades of experience helping regional utilities align shared goals, and we are committed to facilitating a process that empowers VWVRA and its MAs to build a resilient, unified, and adaptive future. We excel in helping agencies move from individual interests toward a unified vision with collective outcomes, developing a shared sense of ownership and accountability that continues through implementation.

This project will kick off with the preparation and presentation of materials that demonstrate the tangible environmental, financial, and operational benefits of regional collaboration. Led by Nate Cullen, the presentation will highlight lessons learned from leading regional programs including the Inland Empire Utilities Agency, Stanislaus Regional Water Supply Agency, Clean Water Services, the Orange County Water District's Groundwater Replenishment System, and San Diego's Pure Water Program.

Nate Cullen's leadership at Clean Water Services, where he advanced regional wastewater treatment, nutrient recovery, and recycled water reuse programs, directly aligns with VWVRA's goal to develop a unified, One Water-based strategic vision for sustainable regional infrastructure.

Our facilitation framework extends beyond planning discussions; it is intentionally designed to lay the foundation for implementation. Through this process, the Strategic Vision evolves from a conceptual roadmap into a consensus-built plan that MAs can confidently adopt, fund, and implement. The outcomes will include defining guiding principles and adoption of a *Regional Strategy Vision Statement*, consensus around the Strategic Vision technical approach, commitment to activities that support implementation, and establishment of institutional trust and accountability that will sustain collaboration over decades.

MAXIMIZING VALUE: Creative, Data-Driven Strategies to Streamline Systems and Strengthen Regional Efficiency

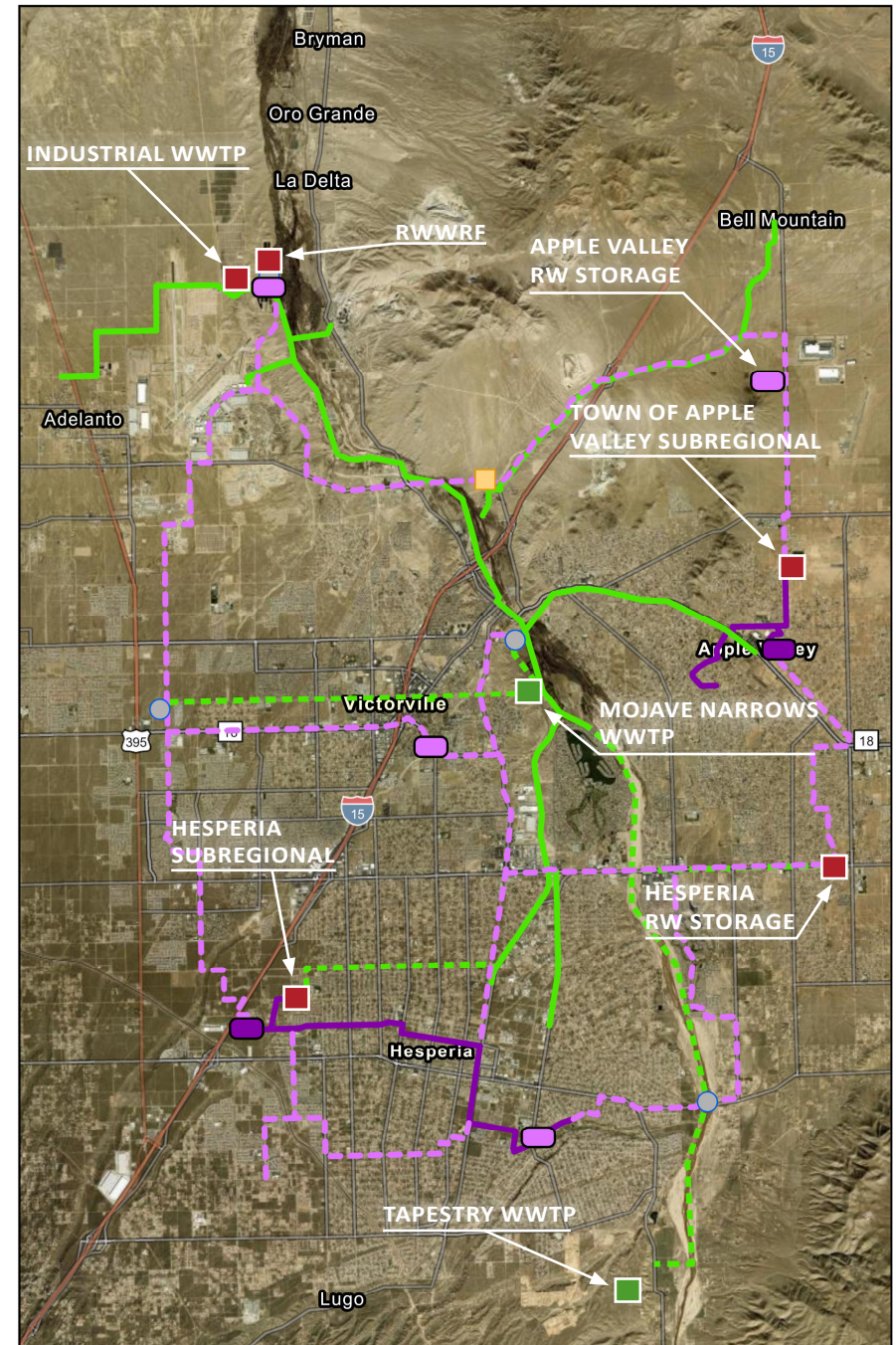
Independent planning by each MA has led to strong local initiatives but also may lead to potential concerns about redundant infrastructure and fragmented investment strategies. The Strategic Vision Project offers an opportunity to unify these efforts into a single, forward-looking framework that aligns infrastructure development, capacity planning, and resource management across all agencies to optimize value through shared regional assets.

The West Yost team will apply creativity and technical rigor to identify efficiencies that will improve both system performance and financial outcomes for the MAs. We will apply engineering analysis of existing and planned systems, demographic forecasts, and GIS analytics to conduct an infrastructure gap and overlap analysis to identify synergies that reduce unnecessary redundancy and maximize regional return on investment. The result will be a **phased build-out plan** aligned with the MA's 5-, 10-, and 20-year population and wastewater projections. We will also develop a conceptual vision beyond the 20-year horizon that considers long-term demographic planning information.

The analysis will be completed through a lens that recognizes that all water resources are interconnected. We will identify appropriate strategies for each of the future scenarios that can enhance the region's water supplies through connecting wastewater treatment facilities to recharge facilities, recycled water distribution systems, and end users across jurisdictional boundaries, delivering water where it provides the most regional benefit. By aligning these efforts under a regional strategy, the VVWRA and its partners can **leverage shared infrastructure to distribute recycled water where it is needed most**: supporting local groundwater recharge, irrigation of public spaces, and supply reliability for industry and agriculture. A map showing an initial concept for the regional approach is provided in Figure 1.

Figure 1. Regional Infrastructure Vision

This map illustrates what the 20-year regional build-out could look like—depicting shared conveyance corridors, recycled water networks, recharge facilities, and growth areas that evolve together under a single coordinated plan.



PLANNING FOR THE FUTURE: A Strategic Vision That Creates Regional Sustainability and Long-Term Water Supply Resilience

The Strategic Vision will deliver more than infrastructure recommendations—it will provide a framework for enduring regional cooperation. Aligning local and regional priorities will position future investments to deliver maximum public value while enhancing environmental stewardship and economic resilience.

A cornerstone of the future Strategic Vision will be the creation of a coordinated regional recycled water system. In the High Desert environment, where imported water supplies are limited and groundwater basins are under increasing pressure, recycled water represents one of the most sustainable and climate-resilient water sources available. A reliable regional recycled water supply can create local environmental and community benefits, will support recreation and habitat restoration, and underpins sustainable long-term growth in the region. As technologies develop and regional growth continues, potable reuse could become a part of the long-term water supply strategy for the region.

A key feature of the recycled water system will be a groundwater recharge program that incorporates recycled water, available surface waters, and stormwater. A recharge program will provide a powerful tool for enhancing long-term aquifer stability and supporting a reliable and resilient water supply for the region. Visualization of this project element will be informed by [Carolina Sanchez](#), who has been supporting VVWRA in exploring regional recharge opportunities.

Carolina collaborated with VVWRA in 2023 to develop a phased roadmap for the agency's One Water Program, leading the initial phase scope and feasibility studies focused on stormwater, recycled water, and groundwater recharge in the Mojave Basin. Additionally, as project manager for the Chino Basin Watermaster, Carolina led three Recharge Master Plan Updates, integrating hydraulic modeling, assessing water supply options, and supporting stakeholder collaboration to advance basin-wide recharge and sustainability.



Figure 2. Conceptual Graphics

These conceptual graphics provide a vision of how co-locating a future wastewater treatment facility with groundwater recharge system at the Mojave Narrows Regional Park could serve as a focal point for the region – proving a visible demonstration of sustainable water management in action. Under this vision, recycled water would provide water supplies to support existing park features and could support development of new recreational resources. Other co-located public amenities like a community education and event center could further enhance the site and bring regional value.

LASTING IMPACT: Transforming the Vision Plan into a Dynamic, Interactive Tool to Support Regional Collaboration Beyond the Project Timeline

The Strategic Vision will come alive through the creation of a GIS StoryMap®. This interactive, online platform blends spatial data, narrative content, images, and charts into a unified visualization. StoryMaps®, developed by Esri, allow for complex technical data to be presented in an accessible, story-driven format supporting both professional analysis and public engagement (Figure 3). This innovative platform will transform the Vision Plan from a static document into an interactive planning environment that documents collaborative decisions, supports informed decision-making and public transparency, and allows for long-term adaptive management. Key features include:

- Illustrating infrastructure evolution for the individual MA and the VVRWA regional system over the 5-, 10-, and 20-year (and 20 plus) horizons by displaying existing and planned wastewater and recycled-water assets, growth areas, and service interconnections and demonstrating the benefits of integration of wastewater and recycled water across agency boundaries.

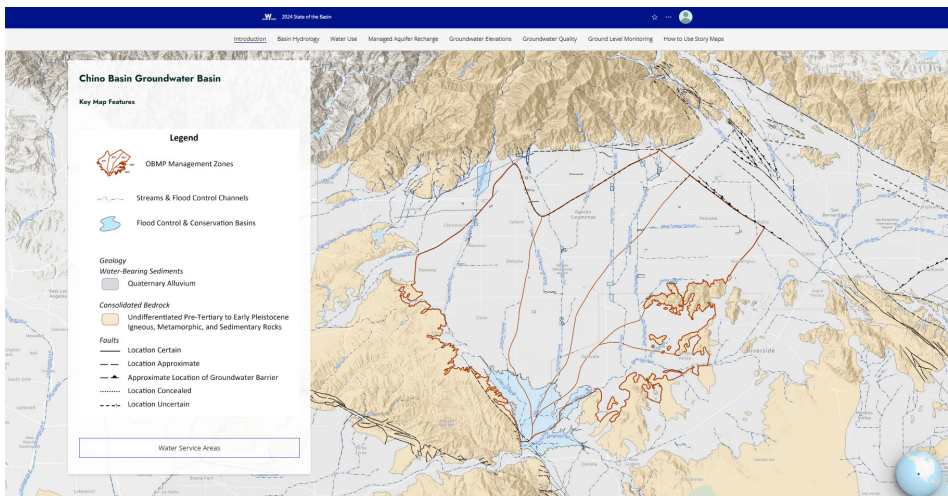


Figure 3. Chino Basin Watermaster State of the Basin StoryMap®

The 2024 State of the Basin was developed as an interactive online GIS StoryMap® dashboard.

View it here: <https://storymaps.arcgis.com/stories/7bdd20e4ec6b43aab2858bb1236c6079>

- Providing an effective and engaging facilitation and decision-support tool by allowing stakeholders to explore system growth, regional interconnections, and proposed projects in real time and interactively review alternative project phasing scenarios.
- Supporting accessible, visual narratives that serve as a communication medium for all stakeholders and the public and provide clear visualization of how population growth translates into infrastructure needs at each planning horizon and beyond.

StoryMaps can also serve as a valuable tool for keeping the plan adaptive, relevant, transparent, and actionable long after the project's completion. After the project ends, the StoryMap® can serve as a live planning workspace, enabling VVWRA and MAs to share comments, update maps, refine planning approaches, and track progress in real time. With this feature enabled, this living digital record can evolve to reflect the latest data, regulations, technologies, and agency priorities. The StoryMap® then becomes an even more effective ongoing collaborative tool for exploring ideas together over time.

Conclusion

This Strategic Vision Project represents more than a planning exercise. It is an opportunity to create a shared, actionable pathway toward regional resilience. Through skilled facilitation, transparent collaboration, and innovative visualization through GIS StoryMaps®, West Yost will help VVWRA and its MAs craft a unified, adaptable vision that supports smart investments into equitable, cost-effective infrastructure strategies reflecting shared regional values around a sustainable, resilient water resource management for generations to come.

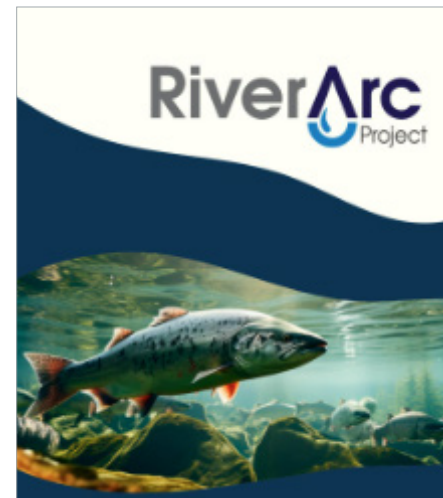


Figure 4. RiverArc Project Brochure

With a StoryMap® approach to this project, we envision the written report will provide a higher level overview of the project goals, objectives and outcomes – inviting users to visit the StoryMap® to learn more. An example of a similar document we prepared for the Stanislaus Regional Water Authority *can be viewed here: [RiverArc Project - Issuu](#)*

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3. Identification of Proposer



West Yost: Partnering with VVWRA to create a Regional Vision for Wastewater Management

Founded in 1990, West Yost is a water-focused engineering and consulting firm dedicated to advancing sustainable, cost-effective water solutions for communities throughout the West. Our team delivers integrated expertise in wastewater, recycled water, groundwater, and stormwater management, from planning and design through construction and program implementation.

For more than three decades, West Yost has supported agencies in developing regional frameworks that maximize the use of existing assets, enhance recycled water production and reuse, and strengthen long-term water reliability. As a water-focused company, West Yost's approach treats all water resources as interconnected. Through this lens, we align planning decisions that reflect environmental, financial, and operational benefits for our clients. Our portfolio includes regional wastewater and recycled water master plans, One Water roadmaps, and infrastructure optimization studies that bring together multiple jurisdictions to achieve shared goals for sustainability and fiscal efficiency.

West Yost has led multi-agency collaborations across California, bringing together regional boards, water districts, and county agencies to develop shared management frameworks and actionable plans. Our work includes guiding the Coachella Valley Basin Plan SNMP with Regional Board staff to redesign monitoring programs; facilitating the Six Basins Watermaster Parties' Strategic Plan to define regional goals and projects; and coordinating the Northern Sacramento Valley's six-county Regional Water Management Group to produce its first Integrated Regional Water Management Plan through an inclusive, workshop-based process.

West Yost combines deep technical expertise with a commitment to partnership. We view this project as an opportunity to further assist VVWRA and its Member Agencies to create a unified vision that optimizes investments, increases regional water resilience, and positions the Victor Valley region as a model for cooperative One Water management.

West Yost has been working closely with VVWRA since 2021, supporting the Authority's efforts to strengthen regional collaboration, expand recycled water use, and develop long-term strategies for sustainable wastewater and water resource management in the Mojave Basin.

Legal Name: West Yost & Associates, Inc.

Davis – Headquarters

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Davis, CA 95618
Ph: 530-756-5905
Fax: 530-756-5991

Legal Form of Company

California Corporation (No. C1956281), private.

Validity Statement

This proposal is valid for 90 days from submittal.

Proposed Representatives



Kathryn Gies, PE
Project Manager

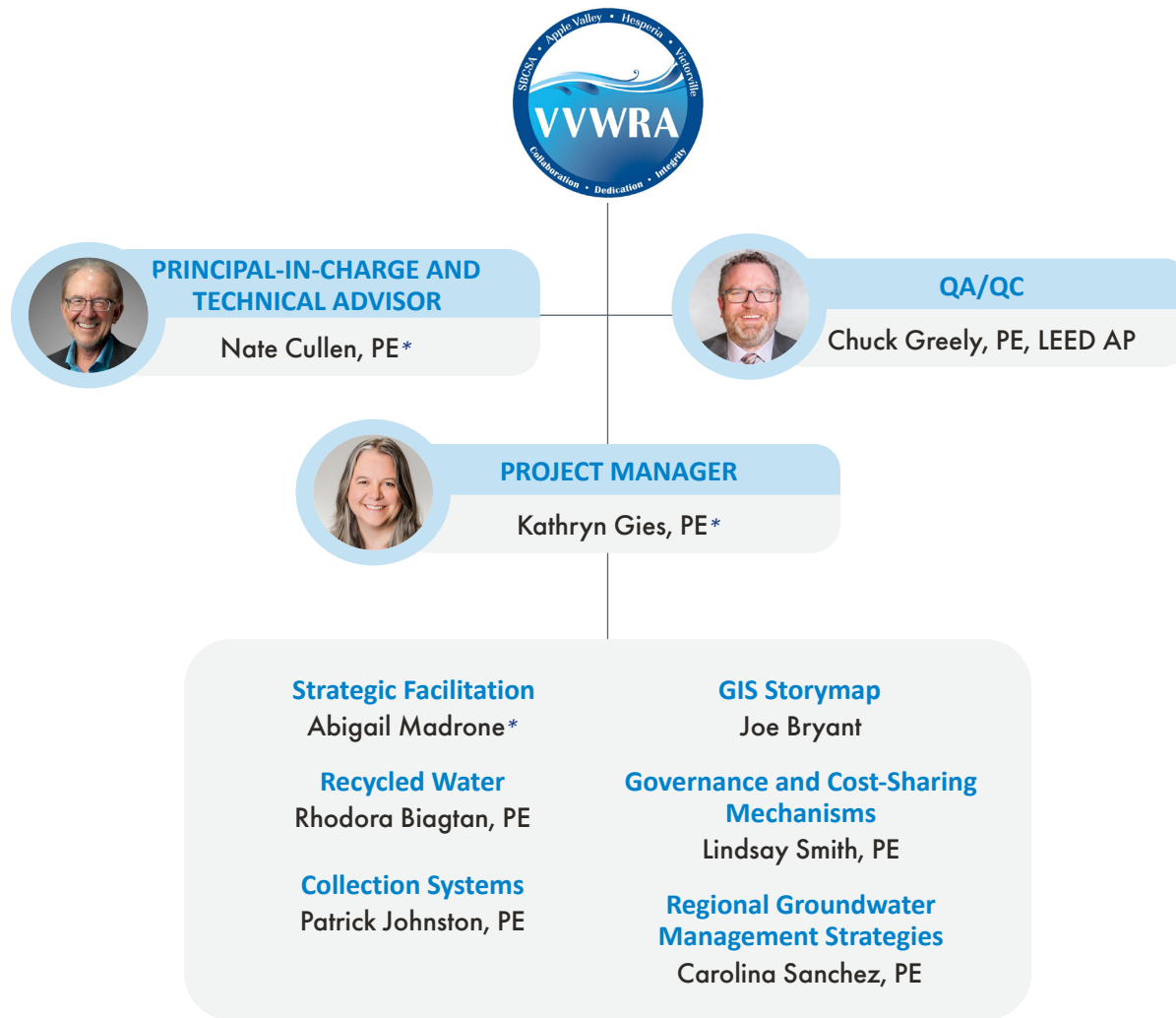
1001 Galaxy Way, Suite 310
Concord, CA 94520
T: (925) 949-5815
kgies@westyost.com

Kathryn will be the primary contact for the proposal and project. She is on West Yost's Board of Directors, serves as the Assistant Secretary, and is a company shareholder. She is authorized to execute legal documents on behalf of West Yost.



Nate Cullen, PE
Principal-in-Charge
T: (503) 608-4522
ncullen@westyost.com

4. Staffing Resources



* Primary Contact

West Yost brings extensive experience helping public agencies create regional strategies that integrate wastewater and recycled water planning into unified One Water approaches. Our team has led more than 200 collaborative planning efforts that, like VVWRA's Strategic Vision, align member agency goals, optimize infrastructure, and plan for long-term growth and resilience. **West Yost has 197 staff in California that can be mobilized to provide additional personnel as needed. Thirty-six (36) staff members are within a 1.5-hour drive from VVWRA.**

What Sets West Yost Apart?

West Yost are recognized leaders in regional water management and active contributors to advancing industry best practices across California.

Project Manager Kathryn Gies, PE, brings 25 years of experience in managing complex wastewater treatment and recycled water master plans, stakeholder facilitation, and strategic program development. Her creativity, expertise in wastewater treatment facilities planning, and leadership in developing long-range, multi-agency plans will deliver a clear, actionable strategic vision for the region's wastewater and recycled water future.

Abigail Madrone brings over 20-year of facilitation experience with a direct focus on water resources management. She will lead collaborative workshops that build consensus and provide transparent decision-making.

Nate Cullen brings unique value to this team, having served as the Chief Operating Office of Clean Water Services that serves 600,000 people in the Washington County, Oregon area and operates in partnership with 12 cities to manage wastewater and surface water for the Tualatin River Watershed.

We love what we do, and we bring that passion and commitment to our clients.



Staff Title: Engineering Manager II

Office Location: Concord, CA

Years of Experience: 25

Years with West Yost: 25

Professional Registrations

- Professional Civil Engineer, California No. 65022

Education

- PhD Candidate, Bioresource Engineering, Oregon State University
- BS, Agricultural and Biological Engineering, Clemson University
- Wetland Treatment and Design Course, Humboldt State University
- BioWin® Process Modeling Training Workshop

Professional Affiliations

- California Association of Sanitation Agencies
- California Water Environment Association, President 2025
- Central Valley Clean Water Association
- Water Environment Federation
- WaterReuse Association
- Institute for Sustainable Infrastructure

KATHRYN GIES, PE

Project Manager

PERCENT AVAILABLE: 40%; **OFFICE:** Concord, CA

Kathryn is an accomplished engineer with more than 25 years of experience leading complex wastewater and recycled water planning efforts throughout California and Oregon. She specializes in the development of facilities master plans, treatment process designs, and regulatory compliance strategies. Kathryn has managed several multi-agency regional planning efforts, including projects for Sonoma County Water Agency, Dublin San Ramon Services District, the City of Creswell, the City of Lone and its regional partners. Kathryn is adept at navigating technical, regulatory, and stakeholder considerations to develop sustainable, consensus-driven solutions. Her leadership brings a balanced focus on collaboration, technical excellence, and long-term operational resilience.

Kathryn has supported regional wastewater and recycled water planning for decades, including leading development of the recently completed West County Wastewater Feasibility Study.

West County Water Quality and Recycled Water Supply Feasibility Study

SONOMA WATER/RUSSIAN RIVER SANITATION DISTRICT, SONOMA COUNTY, CA

ROLE: Project Manager – Kathryn led the development of a comprehensive regional wastewater system plan serving multiple communities across western Sonoma County. Her work united agencies around a shared infrastructure vision that improves water quality, expands recycled water use, and supports long-term watershed resilience and regional self-sufficiency.

Wastewater Treatment and Biosolids Facilities Master Plan

DUBLIN SAN RAMON SERVICES DISTRICT, DUBLIN, CA

ROLE: Assistant Project Manager – Kathryn helped guide this master plan integrating treatment and biosolids management strategies to meet future regulatory and capacity demands. The plan created a roadmap for nutrient removal, recycled water expansion, and long-term biosolids reuse, positioning the District for sustainable growth and operational flexibility.

Multi-Year Treatment and Reuse Studies

CITY OF DAVIS, CA

ROLE: Project Manager – Kathryn guided the re-envisioning of the City's 2005 master plan, helping to develop a more affordable and technically robust design-build solution that met new regulatory requirements for nutrient removal and tertiary treatment. Under her oversight, West Yost provided process modeling, contract oversight, and performance validation that confirmed the new facilities, met permit objectives, and opened the door for a new recycled water program while providing long-term operational flexibility.

Wastewater Treatment Plant Facilities Plan

CRESWELL, OR

ROLE: Project Manager – Kathryn led development of a Facilities Plan that identified regionalization as the preferred long-term wastewater strategy. The plan recommends partnering with Lane County to build a regional sewer system connecting the City's existing collection system and a new Lane County system to the MWMC regional network. She continues to support the effort by facilitating discussions with potential partners and helping the City develop partnership agreements.



Staff Title: Vice President

Office Location: Davis, CA

Years of Experience: 24

Years with West Yost: 10

Education

- BS, Managerial Economics,
- University of California, Davis

Professional Affiliations

- Groundwater Resources Association of California (GRA), Past President
- Northern California Professional Environmental Marketing Association, Past President
- Mountain Counties Water Resources Association, Legislative Committee Member
- Association of California Water Agencies
- California Water Environment Association
- WaterReuse Association
- Northern California Water Association

Awards

- GRA, President's Exceptional Service Award Recipient 2014, 2016, 2018, 2023

ABIGAIL MADRONE

Strategic Facilitation

PERCENT AVAILABLE: 15%; **OFFICE:** Davis, CA

Abigail is a strategic planning and facilitation leader with more than 20 years of experience helping public agencies build consensus and define clear, actionable visions. As Vice President at West Yost, she specializes in guiding multidisciplinary teams through collaborative planning processes that connect technical expertise with community values. Abigail's background includes leading strategic planning for the Dublin San Ramon Services District, supporting Sustainable Groundwater Management Act (SGMA) implementation in Colusa County and serving on the Board of the Groundwater Resources Association of California for a decade, including as its President. She combines her deep understanding of California's water management landscape with an inclusive facilitation style that fosters trust, clarity, and shared ownership among diverse stakeholders.

Abigail has led strategic planning and facilitation efforts across California, her work turns complex challenges into clear, collaborative strategies that build lasting organizational and regional success.

2025 Strategic Plan

DUBLIN SAN RAMON SERVICES DISTRICT, DUBLIN, CA

ROLE: Project Manager and Lead Facilitator – Abigail designed and facilitated strategic planning workshops with District leadership and staff, integrating diverse input into a cohesive roadmap for organizational success. Her process emphasized inclusive participation, leadership alignment, and actionable implementation strategies that fostered ownership and accountability across the organization.

Six Basins Watermaster Strategic Plan

SIX BASINS WATERMASTER, LAKE FOREST, CA

ROLE: Strategic Planning Facilitator – Abigail supported collaborative planning among multiple groundwater producers and agencies to develop shared management goals. She coordinated engagement strategies and workshops that helped participants articulate common priorities and establish governance structures for long-term basin sustainability.

County of Colusa SGMA Education and Outreach Program

COLUSA COUNTY, CA

ROLE: Public Outreach Lead – Abigail developed communication tools and educational materials to support local agencies in implementing the Sustainable Groundwater Management Act. Her work simplified complex groundwater regulations into accessible materials that helped build understanding and trust among stakeholders and the general public.

Visit Berkeley 2025 Strategic Plan

VISIT BERKELEY, BERKELEY, CA

Role: Project Manager and Facilitator – Abigail managed a comprehensive stakeholder-driven strategic planning process for a regional tourism agency. She led interviews, surveys, and workshops to align leadership and community vision, resulting in a unified plan that strengthened organizational identity and long-term strategic direction.



Staff Title: Engineer Manager II

Office Location: Lake Oswego, OR

Years of Experience: 40

Years with West Yost: 1

Professional Registrations

- Professional Civil Engineer, Oregon No. 15385PE

Education

- MS, Environmental Engineering, Purdue University
- BS, Civil Engineering, Purdue University

Certifications

- OSHA 10-Hour Safety and Health
- Professional Affiliations
- Water Environment Federation
- Pacific Northwest Clean Water Association
- American Society of Civil Engineers

NATE CULLEN, PE

Principal-in-Charge and Technical Advisor

PERCENT AVAILABLE: 15%; **OFFICE:** Lake Oswego, OR

Nate brings over 40 years of experience in wastewater treatment, operations, and capital program implementation, including three decades at Clean Water Services where he served as Chief Operating Officer. His background supporting, and ultimately leading, this innovative regional partnership brings expertise that spans master planning, nutrient recovery, cogeneration, and large-scale treatment plant upgrades. He has led pioneering initiatives in resource recovery, water reuse, and energy optimization. As a technical advisor for this effort, Nate will lead and present the Regional Case study evaluation. As Principal-in-Charge, Nate will see that West Yost resources are effectively allocated to achieve VVWRA's goals for this effort.

Nate has led transformative water and wastewater programs, combining technical expertise with practical leadership to deliver sustainable, high-performing infrastructure.

Durham Advanced Wastewater Treatment Facility Expansion

CLEAN WATER SERVICES, TIGARD, OR

ROLE: Principal-in-Charge – Nate led the expansion of a 180-MGD influent pump station and major facility upgrades to increase treatment capacity and reliability. His direction balanced sustainable design, hydraulic performance, and long-term operations, achieving LEED Silver certification and improved regional resilience.

Rock Creek Advanced Wastewater Treatment Facility Nitrification Upgrade

CLEAN WATER SERVICES, HILLSBORO, OR

ROLE: Project Manager for Owner – Nate oversaw conversion of existing aeration basins to an advanced A²O biological nutrient removal system, achieving stricter ammonia limits. He coordinated design, construction, and operational integration to enhance efficiency and meet evolving regulatory standards.

Forest Grove Wastewater Treatment Facility and Fernhill Natural Treatment System

CLEAN WATER SERVICES, FOREST GROVE, OR

ROLE: Principal-in-Charge – Nate directed conversion of decommissioned sludge lagoons into 90 acres of constructed wetlands, adding 5-MGD of capacity and enabling year-round discharge. The project improved water quality, habitat, and community amenities while reducing long-term capital costs.

Durham Advanced Wastewater Treatment Facility Struvite Recovery Project

CLEAN WATER SERVICES, TIGARD, OR

ROLE: Project Manager – Nate led implementation of the first full-scale Ostara Nutrient Recovery System in Oregon, turning phosphorus and nitrogen from biosolids into marketable fertilizer. The project delivered measurable environmental and economic benefits with a seven-year payback period.



Staff Title: Principal Engineer II

Office Location: Concord, CA

Years of Experience: 29

Years with West Yost: 9

Professional Registrations

- Professional Civil Engineer,
- California No. 59028

Education

- MS, Civil Engineering, Stanford University, Stanford, CA
- BS, Civil Engineering, Tufts University, Medford, MA

Professional Affiliations

- American Society of Civil Engineers
- Northern California Pipe Users Group

PATRICK JOHNSTON, PE

Collection Systems

PERCENT AVAILABLE: 25%; **OFFICE:** Concord, CA

Patrick is a civil engineer with 29 years of experience in wastewater collection system planning, modeling, and design. He has managed numerous master planning efforts to address inflow and infiltration, system optimization, and hydraulic capacity, and his work has informed major capital improvement programs across California. Patrick combines technical expertise in system modeling and field data analysis with practical experience in design and construction, providing a strong foundation for resilient and efficient collection system management.

Patrick has led wastewater collection system planning and modeling efforts across California, applying advanced hydraulic analysis and practical engineering judgment to help agencies reduce inflow and infiltration, improve system reliability, and plan sustainable infrastructure for future growth.

Wastewater Master Plan

CITY OF STOCKTON, CA

ROLE: Project Manager – Patrick led development of a systemwide wastewater master plan, including flow monitoring, hydraulic model creation, and inflow and infiltration analysis. He guided evaluation of existing and future wet-weather conditions and developed a prioritized capital improvement program to enhance reliability, capacity, and regulatory compliance.

Infiltration and Inflow Analysis and Hydraulic Model Update

ROSS VALLEY SANITARY DISTRICT, SAN RAFAEL, CA

ROLE: Project Engineer – Patrick directed recalibration of the District’s hydraulic model using new flow data and SmartCover technology. His analysis quantified I&I reduction from recent capital projects and provided data-driven recommendations for future rehabilitation investments.

Wastewater Collection System Modeling

SANTA ANA WATERSHED PROTECTION AGENCY, CA

ROLE: Project Engineer – Patrick developed a trunk sewer model to evaluate capacity and negotiate shared-use agreements between neighboring agencies. His modeling informed regional coordination strategies and supported cost-effective system expansion.

Wastewater Master Plan and Groundwater Plan

TWENTYNINE PALMS WATER DISTRICT, TWENTYNINE PALMS, CA

ROLE: Project Engineer – Patrick created a GIS-based hydraulic model to evaluate collection system alternatives and treatment plant siting. His work provided the technical foundation for phased implementation and a comprehensive long-term CIP.



Staff Title: Principal Engineer II

Office Location: Sacramento, CA

Years of Experience: 30

Years with West Yost: 5

Professional Registrations

- Professional Civil Engineer, California No. 59371

Education

- MS, Civil & Environmental Engineering, University of California, Davis
- MBA, Natural Resource Management, Graduate School of Management, University of California, Davis
- BS, Civil Engineering and Materials Science & Engineering, University of California, Davis

Professional Affiliations

- WaterReuse California – Northern California Chapter California Conference Technical Committee Co-chair (2022)
- Board of Trustee Representative (2019 and 2020) President (2017 and 2018)
- WaterReuse California – Central Valley/ Sierra Foothills Chapter
- California Water Environment Association
- Bay Area Water Works Association

RHODORA BIAGTAN, PE

Recycled Water

PERCENT AVAILABLE: 25%; **OFFICE:** Sacramento, CA

Rhodora is a principal engineer with 30 years of experience leading recycled water, water supply, and conservation programs for public utilities and regional agencies. Her background includes managing recycled water master plans, permitting, and large-scale implementation programs supported by extensive stakeholder collaboration. Rhodora's strategic and regulatory insight, developed through decades in both public utility management and consulting, positions her to lead practical, cost-effective recycled water initiatives that maximize regional benefit.

Rhodora has led recycled water and utility planning programs throughout California, combining policy insight and engineering experience to help agencies expand reuse, strengthen drought resilience, and implement cost-effective, regulatory-compliant water management solutions.

Recycled Water Feasibility Study

CITY OF MILLBRAE, CA

ROLE: Project Manager – Rhodora led evaluation of recycled water opportunities, including treatment options, distribution alignments, and potential customers. She secured \$150,000 in State grant funding and guided preparation of a feasibility study that established the City's long-term roadmap for water reuse expansion.

Recycled Water Program Implementation

DUBLIN SAN RAMON SERVICES DISTRICT, DUBLIN, CA

ROLE: Program Manager – Rhodora managed permitting, design coordination, and customer connections for over 300 recycled water users. Her leadership advanced one of the Bay Area's most successful reuse systems, expanding drought resilience and earning multiple statewide awards.

Recycled Water Feasibility Study and Grant Administration

COUNTY OF CLOVERDALE, CA

ROLE: Project Manager – Rhodora secured over \$700,000 in State and Federal funding and managed development of a citywide recycled water feasibility study. The effort identified system configurations, costs, and implementation pathways for new non-potable reuse facilities.

Urban Water Management Plan

ZONE 7 WATER AGENCY, LIVERMORE, CA

ROLE: Project Manager – Rhodora oversaw integration of regional demand forecasts, water shortage contingency planning, and Delta Plan compliance. She coordinated across multiple agencies to align water supply and conservation strategies for regional sustainability.



Staff Title: Senior Engineer II

Office Location: Irvine, CA

Years of Experience: 12

Years with West Yost: 5

Professional Registrations

- Professional Civil Engineer, California, No. 85598

Education

- MS, Civil and Environmental Engineering, Stanford University
- BS, Civil Engineering, Loyola Marymount University, Los Angeles

Professional Affiliations

- Groundwater Resources Association of California
- Technical Board, Thirst Project

CAROLINA SANCHEZ, PE

Regional Groundwater Management Strategies

PERCENT AVAILABLE: 25%; **OFFICE:** Irvine, CA

Carolina is a groundwater management specialist with over a decade of experience in developing and implementing basin management, recharge, and salt and nutrient management programs. Her expertise includes groundwater management, recharge master planning, salt and nutrient management plans (SNMPs), and Watermaster services under adjudicated basins. Carolina has led technical and stakeholder coordination for SGMA implementation and basin-scale recharge and SNMP planning, bringing a deep understanding of the hydrologic, regulatory, and institutional dynamics that shape long-term groundwater sustainability. She is the project manager for the Chino Basin's comprehensive recharge program. Under this role, she designed and provided technical review for the Water Use and Managed Aquifer Recharge sections of the 2024 State of the Basin StoryMap®.

Carolina advances groundwater and recycled water management strategies that unite technical analysis with collaborative basin governance. She helps agencies strengthen water reliability through integrated recharge, sustainable yield planning, and One Water frameworks that connect wastewater, stormwater, and groundwater management at the regional scale.

Six Basins Watermaster Strategic Plan

SIX BASINS WATERMASTER, LAKE FOREST, CA

ROLE: Project Engineer – Carolina supported a multi-agency groundwater management plan, developing modeling tools and facilitating collaboration among producers to establish shared priorities and sustainability goals that reflect long-term basin management needs.

Chino Basin Recharge Master Plan Update

RANCHO CUCAMONGA, CA

ROLE: Project Engineer – Carolina led technical analyses and stakeholder coordination for basin recharge projects, integrating stormwater, recycled water, and imported supplies into regional groundwater management to enhance yield, reliability, and resilience.

Coachella Valley Salt and Nutrient Management Plan Update

COACHELLA VALLEY WATER DISTRICT, CA

ROLE: Project Manager – Carolina managed the update of a basinwide plan to address salinity and nutrient loading, coordinating with stakeholders and regulators to sustain groundwater quality and reuse capacity while supporting future permitting and recharge efforts.

Shallow-Groundwater Characterization Study

VICTOR VALLEY WASTEWATER RECLAMATION AUTHORITY, CA

ROLE: Project Engineer and Manager – Carolina led a hydrogeologic study to evaluate high-groundwater conditions affecting ponds 1–6 at the Victor Valley Regional Wastewater Treatment Plant. West Yost developed maps, hydrogeologic cross-sections, piper diagrams, and water-quality tables to demonstrate that (1) pond 6 surface water is shallow groundwater originating primarily from effluent infiltrated in the upgradient percolation ponds, and (2) water quality in pond 6 remains within the effluent limits specified in VVWRA's Waste Discharge Requirements permits.



Staff Title: Technical Specialist II

Office Location: Davis, CA

Years of Experience: 11

Years with West Yost: 6

Professional Registrations

- US Dept. of Transportation, FAA Remote Pilot (Part 107: Small Unmanned Aircraft Systems) Cert. #4734935
- SWRCB Distribution Operator 1, California No. 47347

Education

- GIS Skills Certificate, Sierra College, Rocklin, California
- Bachelor of Applied Science, Audio Engineering, Expression College of New Media, Emeryville, California
- Associate of Natural Science, Civil Engineering, Sierra College, Rocklin, California

Professional Affiliations

- Member, Urban and Regional Information Systems Association (URISA)

JOE BRYANT

GIS Storymap

PERCENT AVAILABLE: 25%; **OFFICE:** Sacramento, CA

Joe is a GIS Manager recognized for developing interactive StoryMaps® that translate complex water and groundwater management strategies into clear, visually compelling digital tools, most notably the StoryMap for the Six Basins Strategic Plan. He has 11 years of experience supporting water, wastewater, and stormwater projects through advanced geospatial analysis, GIS database design, and web application development. Joe also leads GPS/GNSS and drone-enabled field data collection efforts and manages West Yost's GIS program, enhancing data quality, mapping workflows, and decision-support capabilities across multidisciplinary planning and engineering teams.

Joe has advanced the use of GIS and data visualization tools to enhance water and wastewater system planning. His work integrates geospatial analysis, real-time data collection, and digital collaboration to help agencies improve infrastructure decision-making, asset management, and regional coordination.

Sewer Regionalization Planning Project

WEST COUNTY WASTEWATER DISTRICT, RICHMOND, CA:

Role: GIS Coordinator – Joe developed an interactive web map classification workflow by identifying and prioritizing parcels, based on septic vulnerability, connection feasibility, and regulatory drivers, where integrating dispersed septic-reliant communities into a regional wastewater system would most effectively protect the Russian River Watershed and comply with discharge restrictions.

Storm Drain Master Plan

CITY OF DIXON, CA

ROLE: GIS Coordinator – Joe developed a new stormwater GIS database, integrating as-built records and quality control protocols. He created a custom fieldwork application and advanced spatial analyses to support hydraulic modeling and system planning.

Regionalization Reliability Study

PLACER COUNTY WATER AGENCY, CA

ROLE: GIS Coordinator – Joe led spatial analysis and figure development to identify disadvantaged communities that would benefit from regionalization. His GIS tools visualized impacts and supported stakeholder decision-making.

Recycled Water Meter Inventory and Replacement

CENTRAL CONTRA COSTA SANITARY DISTRICT, CA

ROLE: GIS Coordinator – Joe designed GIS-based data collection workflows to inventory and assess recycled water meters across the District. His use of high-accuracy GNSS and ArcGIS Field Maps streamlined condition assessment and asset tracking.

Water Master Plan Update

CITY OF GARDEN GROVE, CA

ROLE: GIS Coordinator – Joe built a GIS web application for field staff to record hydrant pressures during model calibration, integrating results into the City's hydraulic model. The tool improved operational awareness and data accuracy.



CHUCK GREELY, PE, LEED AP
Quality Assurance/Quality Control
PERCENT AVAILABLE: 20%; **OFFICE:** Remote, CA

Chuck is a civil engineer with 23 years of experience managing water, wastewater, and stormwater projects that balance technical precision and environmental stewardship. As Director of Operations for Planning, he leads QA/QC reviews and applies expertise in permitting and resilient infrastructure design to deliver practical, sustainable, and compliant solutions.

UPPER WILDWOOD CREEK BASIN NO. 4
GROUNDWATER RECHARGE AND
WATER PROJECT, CITY OF YUCAIPA, CA

ROLE: Project Manager – Charles led design of a multipurpose flood control and groundwater recharge basin, integrating flood routing, hydraulic modeling, and detailed construction plans to reduce peak flows and enhance local water supply reliability.

ARROYO SECO CANYON PROJECT, PASA-
DENA WATER & POWER, PASADENA, CA

ROLE: Project Manager – Charles led redevelopment of the City’s groundwater recharge facilities, designing conceptual basin configurations, conveyance improvements, and site layouts to maximize surface water capture, infiltration performance, and long-term operational reliability.

MOUNTAIN AVENUE WEST BASIN FINAL
DESIGN, EASTERN MUNICIPAL WATER
DISTRICT, PERRIS, CA

ROLE: Project Manager – Charles oversaw final design of a 50-acre groundwater recharge facility, including flow control, metering, and safety features to support EMWD’s long-term water banking and flood protection goals.



LINDSAY SMITH, PE
Governance and Cost-Sharing
Mechanisms
PERCENT AVAILABLE: 10%; **OFFICE:** Davis, CA

Lindsay has over 20 years of experience managing regional water and wastewater programs that connect technical planning, governance, and funding strategy. She specializes in multi-agency projects and consensus building, helping agencies translate technical findings into clear policy, partnerships, and implementation frameworks that promote transparency, equity, and accountability.

RIVERARC REGIONAL WATER SUPPLY
PROJECT, PLACER COUNTY WATER
AGENCY + REGIONAL PARTNERS, CA

ROLE: Technical Advisor - Governance and Cost Sharing – Lindsay supported development of regional governance and cost-sharing frameworks for a multi-agency water supply initiative, helping establish long-term collaboration and implementation pathways.

DAVIS–WOODLAND WATER SUPPLY
PROJECT, CITY OF DAVIS AND CITY OF
WOODLAND, CA

ROLE: Program Integration Lead – Lindsay coordinated interagency decision-making for a \$270 million regional water supply program, aligning priorities, funding, and implementation across partner agencies.

REGIONAL SURFACE WATER SUPPLY
PROJECT, STANISLAUS REGIONAL
WATER AUTHORITY, TURLOCK, CA

ROLE: Program Manager – Lindsay managed a multi-agency regional water supply program, leading governance development, funding strategy, and design-build procurement for new raw water, treatment, and transmission facilities.

Staff Title: Vice President

Office Location: Davis, CA

Years of Experience: 22

Years with West Yost: 18

Professional Registrations

- Professional Civil Engineer California No. 72996
- Oregon No. 91823PE

Education

- BS, Civil Engineering, Santa Clara University

Professional Affiliations

- Design Build Institute of America

Staff Title: Vice President

Office Location: Irvine, CA

Years of Experience: 23

Years with West Yost: >1

Professional Registrations

- Professional Civil Engineer, CA No. 69056; WA No. 40823
- Leadership in Energy and Environmental Design Accredited Professional (LEED AP)

Education

- BS, Civil Engineering, University of Washington

Professional Affiliations

- California Water Environment Association, State Board of Directors 2013–2019; 2022- present; President 23/24

West Yost’s proposed team brings both technical depth and facilitation expertise, ensuring that the project’s engineering analyses, stakeholder engagement, and educational components are seamlessly integrated. Each key staff member has extensive experience working with public agencies to align infrastructure planning with regional sustainability, regulatory compliance, and funding objectives.

Our organizational structure supports clear lines of communication, accountability, and responsiveness.

- **Kathryn Gies, PE** will serve as Project Manager, providing technical leadership and overall coordination.
- **Nathan Cullen, PE** will serve as Principal-in-Charge and Technical Advisor, offering senior oversight and guidance on strategy and deliverables.
- **Abigail Madrone**, supported by **David Garrison** (facilitation), will serve as Lead Facilitator and Strategic Planning Advisor, leading Member Agency engagement and visioning workshops.

- Supporting specialists include senior engineers and planners, **Rhodora Biagtan, PE**, **Patrick Johnston, PE**, **Carolina Sanchez, PE**, and **Charles Greely, PE, LEED AP**, who will contribute expertise in recycled water, collection systems, basin management, and infrastructure optimization. **Lindsay Smith** will provide technical advisory support.
- **Joe Bryant** will lead GIS StoryMap® creation and digital presentation tools.
- **Sheri Lasick** will provide support based on her page experience working with VVWRA to develop funding strategies.
- **Manny Rodriguez** will provide production and graphics support and both **Josh Steiner** and **Mika Mar** will provide engineering support.

This integrated team structure allows West Yost to bring both high-level strategic insight and practical, data-driven implementation, delivering a comprehensive, collaborative, and actionable vision for VVWRA’s regional wastewater and recycled water future.

Table 1. Project Staff Details

NAME	DISCIPLINE/SPECIALTY	PROJECT/STAFF TITLE
Kathryn Gies, PE	Wastewater Treatment and Recycled Water Planning	Project Manager/Engineering Manager II
Abigail Madrone	Strategic Planning and Facilitation	Strategic Facilitation/Vice President
Nathan Cullen, PE	Wastewater Treatment and Operations Leadership	Principal-in-Charge and Technical Advisor/Engineering Manager II
Patrick Johnston, PE	Collection System Modeling and Planning	Collection Systems/Principal Engineer II
Rhodora Biagtan, PE	Recycled Water and Water Conservation Planning	Recycled Water/Principal Engineer II
Carolina Sanchez, PE	Groundwater and Basin Management	Regional Groundwater Management Strategist/Senior Engineer II
Joe Bryant	GIS and Data Visualization	GIS StoryMap/Technical Specialist II
Charles Greely, PE, LEED AP	Civil and Environmental Design and Planning QA/QC	Quality Assurance & Quality Control/Vice President
Lindsay Smith, PE	Technical Advisor - Strategic Initiatives	Governance and Cost-Sharing Mechanisms/Vice President
Sheri Lasick	Funding and Grant Strategy	Regional Groundwater Management Strategist/Senior Technical Specialist I
David Garrison	Facilitation and Organizational Development	Strategic Facilitation Support/Technical Specialist I
Josh Steiner, PE	Engineering Support	Project Engineer/Associate Engineer II
Mika Mar, EIT, ENV SP	Engineering Support	Project Engineer/Engineer II
Administrative Staff	Administrative Support	Project Administration/Administrative Specialist IV
Manny Rodriguez	Graphic Design / Production Support	Graphic Design and Production/Technical Associate II

6. Experience and Technical Competence

Wastewater and Regional Water Management Experience

West Yost brings 35 years of experience helping utilities like the VVWRA plan and implement sustainable, forward-looking wastewater and recycled water programs. Our team combines technical excellence with facilitation and stakeholder engagement skills to help VVWRA unify its Member Agencies priorities, optimize infrastructure investments, and advance integrated **“One Water”** solutions.

We understand the unique challenges faced in the Victor Valley region, where member agencies must balance treatment capacity constraints, regulatory compliance, and the underutilized potential of recycled water. The West Yost team’s experience developing long-range wastewater and recycled water master plans for utilities has prepared us to help VVWRA create a collaborative, data-driven framework that supports a wide range of sustainable wastewater treatment, recycled water reuse, and groundwater management.

Our wastewater practice includes specialists in treatment, collection, reuse, regulatory permitting, funding, and regional program management. We function as a cohesive unit to deliver the full spectrum of services needed to implement VVWRA’s Strategic Vision, from technical analysis and regulatory support to interagency facilitation and funding acquisition.

Our experience spans:

- **Facility Planning:** Wastewater, recycled water, and biosolids facilities master planning, treatment capacity, and optimization studies.
- **Integrated Process Reuse, Recharge, and Regional Development Strategy:** Evaluation of recycled water and groundwater recharge planning, evaluation and management of systems.
- **Regulatory and Permitting Expertise:** NPDES, Title 22, and Waste Discharge Requirements (WDR) compliance, with experience coordinating with the California Department of Fish and Wildlife, the Lahontan Regional Water Quality Control Board, United States Fish and Wildlife Service, and Army Corps of Engineers.
- **Funding Strategy and Implementation:** Over \$350 million secured in grants and low-interest loans for California water infrastructure, including support for regional programs that parallel VVWRA’s vision.
- **Program Management:** Oversight of regional water projects from concept through implementation.

West Yost developed a Work Plan for the Mojave One Water project that defined a phased approach to achieving the project goals: reducing reliance on imported water, increasing water supply reliability, and protecting downstream beneficial uses. The Work Plan documented a detailed scope and cost estimate to implement the initial steps, which included a feasibility study for recycled water recharge, a stormwater management reconnaissance study, a riparian vegetation adaptive management and mitigation plan, a hydrogeologic assessment, a stakeholder and education plan, and a project funding strategy.

OUR WORK IN THE MOJAVE BASIN



West Yost has collaborated with VVWRA since 2021 on hydrogeologic characterizations, One Water planning, recharge concepts, and associated grant strategies. This experience gives our team deep understanding of the Authority’s water supply goals and opportunities. West Yost’s experience with VVWRA includes technical and planning work that parallels VVWRA’s objectives for the Strategic Vision Project.

Proven Experience with Regionalized Solutions

This Strategic Vision Project is a unique opportunity to align VVWRA and its Member Agencies around a shared vision of how the region manages wastewater, recycled water, and groundwater resources. Thoughtful development of this project will provide clear and measurable benefits to the Member Agencies. It can:

- Reduce the cost of future capital investments through phased, shared facilities.
- Improve recycled water reliability by developing joint infrastructure.
- Enhance groundwater sustainability through coordinated recharge.
- Increase regulatory flexibility by aligning regional discharge and reuse strategies.

A regional framework also strengthens competitiveness for state and federal funding, an increasingly critical advantage in today's funding environment, where agencies prioritize multi-benefit, multi-partner projects.

West Yost's understanding of these dynamics, grounded in our direct experience with VVWRA through the Mojave Basin One Water Planning Study, positions us to provide a strategic vision that balances technical, institutional, and environmental considerations.

Technical Competence and Relevance to the VVWRA Strategic Vision

West Yost's proven track record in facilitating multi-agency alignment, developing phased infrastructure roadmaps, and optimizing infrastructure performance directly supports VVWRA's mission to strengthen regional collaboration and maximize the value of existing and planned infrastructure assets. West Yost maintains advanced in-house technical resources including secure cloud-based data management, GIS and hydraulic modeling platforms (InfoWorks ICM, BioWin, and ArcGIS Pro), and collaborative design and project management tools that support efficient, high-quality deliverables. Our integrated team of engineers, planners, hydrogeologists, modelers, funding specialists, and communications professionals routinely collaborates across disciplines to deliver comprehensive planning services tailored to our clients' needs.

Our team understands that VVWRA's Strategic Vision must do more than plan facilities. It must build trust among member agencies, create parity in investment, and produce a roadmap that transforms wastewater into a cornerstone of regional sustainability. **West Yost is prepared to help VVWRA and its Member Agencies advance a practical, equitable, and enduring vision for the region's water future.**



West County Water Quality and Recycled Water Supply Feasibility Study, Sonoma Water/Russian River Sanitation District

This study illustrates how multiple agencies can collaborate to create a unified regional plan through a structured stakeholder committee representing local sanitation districts, counties, and state regulators. Under Kathryn's leadership, the team develops shared planning criteria, evaluates local and regional treatment alternatives, and uses tools like Monte Carlo simulations to assess tradeoffs and guide data-informed decisions.

This collaborative, phased approach fosters alignment on infrastructure priorities, funding strategies, and long-term resilience, demonstrating how joint governance models can turn complex, multi-jurisdictional challenges into coordinated regional solutions.

Full write-up on page 20.

Project-Specific Experience within the past 5 years

West County Water Quality and Recycled Water Supply Feasibility Study

SONOMA WATER/RUSSIAN RIVER SANITATION DISTRICT SONOMA COUNTY, CA



D) West Yost is working with Sonoma Water to develop a regional wastewater system project to serve the western Sonoma County (West County) area, which is currently served by four different small wastewater treatment plants (WWTPs) and also has approximately 5,000 unsewered parcels currently relying on onsite wastewater treatment systems (OWTSs).

A key driver for this project is the identification of projects that will help address the elevated pathogen concentrations occurring in the Russian River, where a recently adopted Total Maximum Daily Load identified the significant number of OWTS systems in the area as a primary source of the observed pollution. Specific objectives of the study are to evaluate potential regional projects that could improve water quality, water supply reliability, regulatory compliance for pathogens, and climate change resiliency in the Russian River watershed.

This effort has included evaluation of the four existing West County wastewater systems that each currently serve between 500 and 1000 users to identify capacity, condition, and regulatory-related deficiencies that need to be addressed. Following this effort, West Yost identified and evaluated several possible regionalization alternatives that could help address the identified limitations while providing opportunities for connection of unsewered areas throughout the region.

The effort also included development of a GIS risk-based analysis of currently unsewered parcels to determine parcel groupings that should be prioritized for service by the new regional system and development of infrastructure needs and costs for integrating these areas into the project. The project also includes an evaluation of recycled water opportunities and evaluating the alternatives relative to reducing potential climate change risks such as flooding.

The West Yost team is also providing stakeholder engagement support and is participating in quarterly public meetings with local stakeholders that are comprised of homeowners in the unsewered areas that recognize the need for solutions to address the identified Russian River water quality issues.

The Feasibility Study Report will document the preferred approach and identify a plan for implementation of the new regional system, including a recommended approach for phasing the project. It is intended that this study will serve the existing wastewater agencies as they make decisions regarding projects needed to address existing deficiencies and will serve Sonoma County staff as they work to address the Pathogen Total Maximum Daily Load requirements for the Russian River over the next 20-year period.

PROJECT INFORMATION:

A) ROLE: Feasibility Study

B) DOLLAR VALUE: \$500 Million (planned facilities)

C) WEST YOST FEE: \$640,000

E) STAFFING: Kathryn Gies (Project Manager), Patrick Johnston (Collection System Evaluation), Joe Bryant (GIS)

F) DURATION: 2024-Ongoing

G) RELATIONSHIP TO CLIENT: Prime

H) REFERENCE: Parastou Hooshalsadat, Water Engineer, Russian River Sanitation District, 404 Aviation Blvd., Santa Rosa, CA

Ph: 707. 524.6436

Fx: N/A

Email: Parastou.Hooshalsadat@scwa.ca.gov

ITEMS II A-G: None have occurred

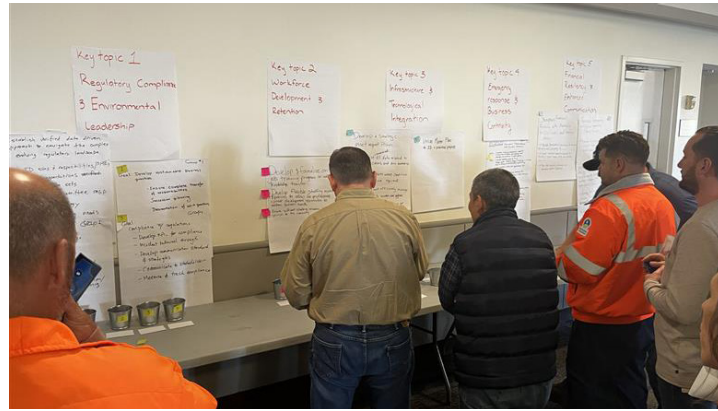
HIGHLIGHTS

Challenge: Elevated pathogen concentrations were traced to failing onsite wastewater systems serving unsewered parcels, creating water quality, regulatory, and climate resilience challenges

Solution: West Yost analyzed unsewered parcels and existing systems to identify regional and recycled water solutions that improve water quality, strengthen reliability, and meet Russian River TMDL goals.

Strategic Planning Facilitation Services

DUBLIN SAN RAMON SERVICES DISTRICT ALAMEDA COUNTY, CA



D) Many public agencies look for a planning partner who can bring people together, create authentic engagement, and support thoughtful decision-making. West Yost offers this type of partnership through a facilitation approach that is collaborative, clear, and responsive to each client's unique needs. Our work is grounded in the belief that planning should be productive and energizing, with outcomes that support both daily operations and long-term goals. Our collaboration with the Dublin San Ramon Services District demonstrates this approach in action. West Yost guided DSRSD through interviews, surveys, leadership sessions, and a full planning workshop series that brought forward the voices of staff, management, and board members. The result was a strategic plan that reflected shared priorities and set a clear direction for future investment and community support. The process helped leadership align around a unified vision while strengthening internal communication and trust.

A distinctive advantage of West Yost's method is the integration of facilitation skill with technical understanding. Our long history working with DSRSD gave us insight into their systems, challenges, and opportunities, which helped us guide discussions with clarity and accuracy. We used this knowledge to support creative thinking

without limiting what the group could imagine for its future. This combination of structure, flexibility, and technical grounding produced a plan that was both visionary and practical.

Every planning engagement we lead is shaped around the people in the room. We develop tailored agendas, materials, and workshop activities that help teams collaborate, identify opportunities, and move forward together with confidence. This creates a planning experience that is engaging and productive, giving participants a sense of ownership over the final outcomes. It also builds momentum that extends beyond the workshop itself.

Across all our strategic planning work, West Yost is committed to helping organizations make meaningful progress. Our experience with DSRSD and other clients has shaped a process that is effective, focused, and adaptable. For organizations seeking alignment and forward movement, our team brings the right blend of facilitation skill, technical insight, and collaborative energy to support real results.

PROJECT INFORMATION:

A) ROLE: Strategic Planning and Stakeholder Engagement

B) DOLLAR VALUE: \$67,239

C) WEST YOST FEE: \$67,239

E) STAFFING: Abigail Madrone (Project Manager/Facilitation Lead), David Garrison (Communications Lead)

F) DURATION: 2024-2025

G) RELATIONSHIP TO CLIENT: Prime

H) REFERENCE: Jan Lee, General Manager, 7051 Dublin Boulevard, Dublin, CA 94568

Ph: 925.875.2204

Fx: N/A

Email: jlee@dsrsd.com

ITEMS II A-G: None have occurred

HIGHLIGHTS

Challenge: DSRSD needed to engage stakeholders in aligning around a unified vision that strengthened communication and guided future investments.

Solution: West Yost led a collaborative planning process that aligned priorities, built trust, and strengthened communication, producing a strategic plan that was both practical and visionary.

RiverArc Regional Water Supply Project

PLACER COUNTY WATER AGENCY AUBURN, CA



D) West Yost has collaborated with the RiverArc partner agencies for almost a decade to plan and advance this multi-agency regional water supply project. RiverArc is designed to enhance regional water supply diversity and reliability, strengthen groundwater sustainability, and protect environmental resources in the Lower American River.

The RiverArc Project aims to redistribute a portion of the region's surface water supply reliance from the American River watershed to the larger Sacramento River system, supporting both ecological health and regional water resilience. The project is envisioned to be constructed in three phases, with environmental and preliminary design efforts currently in progress.

West Yost's team prepared early planning documents, facilitated stakeholder collaboration among the RiverArc Partners, and developed multiple planning grant applications. The latest grant, \$5.1 million from the California Wildlife Conservation Board, supports environmental documentation, final planning, and initial design efforts.

Since 2023, West Yost has served as the Program Manager, providing leadership and coordination across grant administration, permitting, initiation of right-of-way and property acquisition, water rights process support, and completion of final planning and initial design tasks.

West Yost has also been involved in helping to establish a new Joint Powers Agency (JPA) between the regional partners. This agreement provides a framework through which the partners may implement projects involving all partners or a subset of partners via Project Participation Agreements (PPA). The PPAs define the project scope, partner responsibilities, decision-making processes, and cost allocation arrangements. The JPA is in final draft form and anticipated for adoption in 2026.

HIGHLIGHTS

Challenge: Multiple agencies are collaborating to support regional sustainability and ecosystem health, yet each has unique needs and priorities.

Solution: The RiverArc Partners formed a JPA that enables joint or subset participation through PPAs, establishing a framework for coordination and cost allocation while allowing implementation details to evolve.

PROJECT INFORMATION:

- A) ROLE:** Program Manager
- B) DOLLAR VALUE:** Estimated \$650+ million
- C) WEST YOST FEE:** \$3.9M (to date)
- E) STAFFING:** Lindsay Smith (Principal-in-Charge / Design-Build Liaison), Abigail Madrone (Facilitation), David Garrison (Public Outreach & Communications), Sheri Lasick (Strategic Grant Funding)
- F) DURATION:** Early Project Planning: 2017–2023, Environmental, Water Rights, and Initial Design: 2024–2028, Procurement: 2028 - 2029, Construction: 2029 - 2033
- G) RELATIONSHIP TO CLIENT:** Prime
- H) REFERENCE:** Laura Rodarte, PE, Strategic Affairs Manager, Placer County Water Agency, 144 Ferguson Road, Auburn, CA 95603
- Ph:** 530.863.2780
- Fx:** N/A
- Email:** lrodarte@pcwa.net
- ITEMS II A-G:** None have occurred

West Yost Team Project Experience

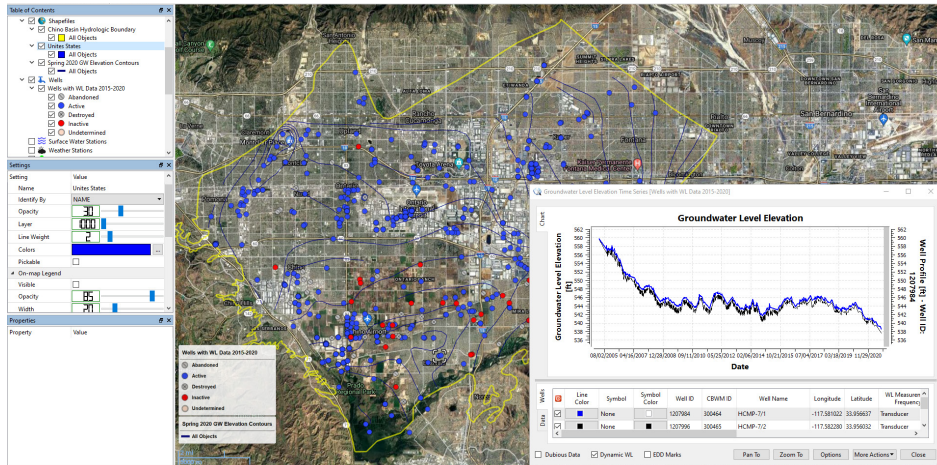
Our team has provided communities with a diverse range of wastewater solutions to the West Coast. The table below illustrates our team's wide ranging experience providing services similar in scope.

CLIENTS/FACILITIES

Sonoma Water/Russian River County Sanitation District, CA	Wastewater Treatment Plant and Collection System											
Stanislaus Regional Water Authority, CA	Regional Surface Water Supply Project											
Dublin San Ramon Services District, CA	Wastewater Treatment Plant and Collection System											
City of Millbrae, CA	Water Pollution Control Plant											
City of Creswell, OR	Regional Facilities Planning											
Woodland-Davis, CA	Clean Water Agency											
City of Medford, OR	Regional Wastewater Treatment Plant											
City of Lone, CA	Facilities Planning and Permitting Support											
Sacramento Area Sewer District, CA	Wastewater Treatment Plant and Collection System											
City of Davis, CA	Wastewater Treatment Plant											
Graton Community Services District, OR	Wastewater Treatment Plant and Collection System											
City of Modesto, CA	Water Quality Control Facility											
Placer County Water Agency, CA	RiverArc Regional Water Supply											
North Marin Water District, CA	Water Supply Evaluations											
City of Stockton, CA	Wastewater Treatment Plant and Collection System											
City of Vacaville, CA	Easterly Wastewater Treatment Plant											
Yuba City, CA	Wastewater Treatment Facility and Collection System											
City of Lodi, CA	White Slough Water Pollution Control Facility											
City of Galt, CA	Wastewater Treatment Plant, Reclamation Facility											
Mt. View Sanitary District, CA	Wastewater Treatment Plant											
City of Jackson, CA	Wastewater Treatment Plant											

Additional Project Experience

West Yost has successfully led multi-agency programs across California, translating complex technical and institutional challenges into unified regional strategies that deliver lasting results. Here are a few additional example of our regional experience.



CHINO BASIN OPTIMUM BASIN MANAGEMENT PROGRAM, CHINO BASIN WATERMASTER, RANCHO CUCAMONGA, CA

In 1999, the Chino Basin Watermaster developed the Optimum Basin Management Program (OBMP) as a master plan for groundwater basin management to sustain water supply reliability and quality. Prepared by West Yost, the OBMP established nine program elements addressing key management issues, including recharge planning and a comprehensive basin-wide groundwater monitoring program, the foundation for all subsequent work. Data collected by West Yost, CBWM staff, and basin partners are compiled in a centralized database that supports analysis and reporting, including the biennial State of the Basin Report required by court order.

As Watermaster Engineer, West Yost led OBMP implementation and long-term data management for over 1,000 wells and 1,300 monitoring sites. To improve efficiency, West Yost developed HydroDaVE, a web-based relational database integrating groundwater and surface water data such as levels, quality, pumping, and streamflow. Automated quality control and Python-based reporting tools streamlined figure and table generation, enhancing consistency and reducing manual effort.

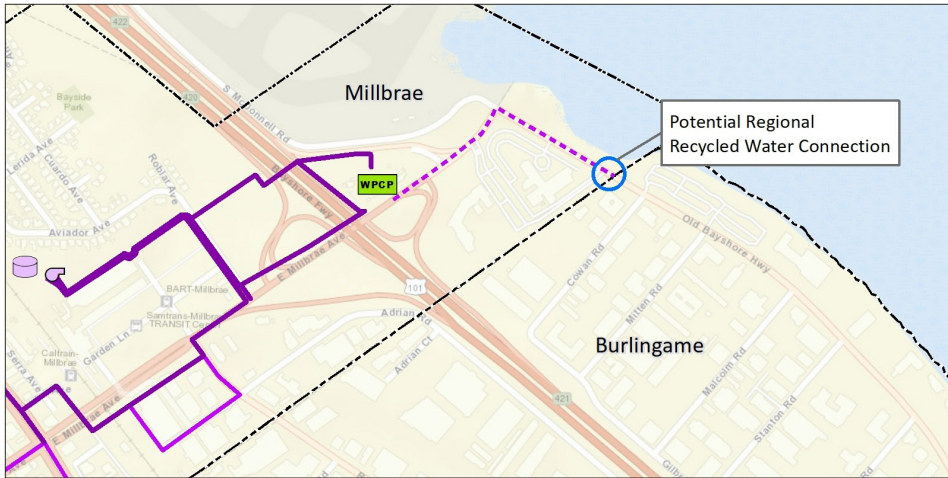


REGIONAL SURFACE WATER SUPPLY PROJECT, WOODLAND-DAVIS CLEAN WATER AGENCY, CA

The Woodland-Davis Clean Water Agency Regional Surface Water Supply Project is one of California's largest and most complex water supply projects delivered through alternative delivery. For more than two decades, West Yost has supported the Cities of Woodland and Davis with technical feasibility studies, alternatives analyses, and long-term planning to meet community needs. As the lead engineering firm, West Yost guided the effort from initial planning, water rights acquisition, and technical studies through program development and procurement, ultimately serving as the Owner's Representative for the Design-Build-Operate (DBO) contract.

This regional project replaces deteriorating groundwater sources with a sustainable surface water supply from the Sacramento River, serving more than two-thirds of Yolo County's urban population. Facilities include a jointly owned and operated river intake with Reclamation District 2035, a raw water pipeline, a regional treatment facility, and distribution pipelines delivering treated water to Woodland, Davis, and UC Davis.

The project provides an innovative, regional solution that addresses both water supply reliability and wastewater discharge compliance. The DBO delivery method reduced overall costs for ratepayers, while agricultural and urban collaboration on the shared intake created cost savings and environmental benefits. The system also integrates aquifer storage and recovery as an innovative local water storage solution and features advanced treatment facilities that meet current regulations, prepare for future standards, and improve energy efficiency. Through this forward-looking, collaborative approach, West Yost helped transform regional water management and secure a reliable, sustainable water future for the community.



RECYCLED WATER FEASIBILITY STUDY, CITY OF MILLBRAE, CA

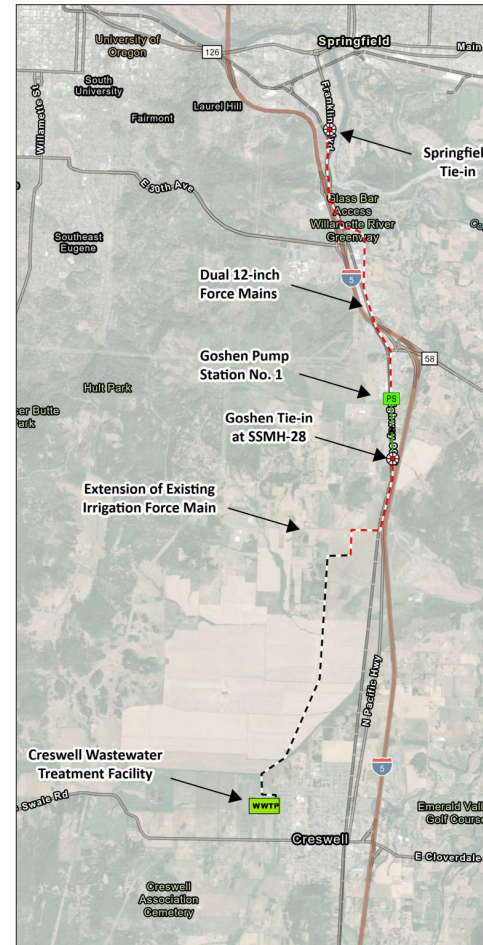
West Yost led the City of Millbrae's Recycled Water Feasibility Study, a multi-year effort to evaluate options for developing a sustainable non-potable water supply and positioning the City for funding and implementation. Initiated under the 2017 Master Services Agreement, the project began in 2020 with preparation of a State Water Resources Control Board planning grant application that secured \$150,000 to offset planning costs.

The Study assessed recycled water production potential from the City's Water Pollution Control Plant and identified feasible treatment, distribution, and use alternatives for landscape irrigation and other non-potable applications. West Yost expanded the scope in 2021 to prepare a comprehensive plan aligned with the City's long-term water resource goals, addressing regulatory, technical, and economic factors, including treatment compatibility with future nutrient removal requirements, cost-benefit evaluation of distribution alignments, and coordination with potential partners.

The West Yost's study showed that the City could save costs by partnering with Burlingame to share a recycled water treatment facility, potentially reducing total expenses by up to 50 percent less than each City paying for separate facilities.

From 2022 through 2024, West Yost collaborated with City staff and the State Board to refine findings, prepare the final report for City Council, and complete grant administration and reimbursement in early 2025. The final deliverables provide the City with a framework to advance recycled water implementation, improve supply reliability, reduce potable demand, and strengthen drought resilience.

WASTEWATER TREATMENT PLANT FACILITIES PLAN, CITY OF CRESWELL, OR



The City of Creswell is a small community about 10 miles south of Springfield, Oregon, and has historically used a pond-based system for wastewater treatment. In 2023, the City retained West Yost to develop a Facilities Plan to identify a preferred long-term strategy for addressing new nitrogen removal requirements placed on the City's WWTP. After evaluating a range of alternatives, a regional strategy was identified as the preferred approach due to the cost and increased long-term resilience benefits. This approach involves partnering with Lane County to construct a new regional wastewater pump station and interceptor that connects the existing Creswell wastewater collection system and a proposed new Lane County collection system to the Metropolitan Wastewater Management Commission (MWMC) regional wastewater system, which provides wastewater treatment for the Cities of Springfield and Eugene. As part of this effort, West Yost presented the findings of the study to City Council members and facilitated meetings that resulted in selection of the regional solution as the preferred strategy.

The City is currently working toward implementation of this project. Continued support includes assisting the City in discussions with Lane County, MWMC, the City of Springfield, and the City of Eugene facilitated by the State's Regional Solutions team to move this project forward. As the smallest agency in the partnership, Creswell relies on West Yost to help represent its interests during negotiations and relay feedback to City officials. The City recently determined that the most effective implementation strategy will be to take the lead on construction and management of the regional interceptor. West Yost is currently supporting the City with development of this approach, including potential terms of a future partnership agreement.



CITY OF DAVIS MULTI-YEAR TREATMENT AND REUSE STUDIES

West Yost has provided facilities planning and design services for the City of Davis' Water Pollution Control Plant (WPCP) since the 1990s.

West Yost was retained in 2011 to provide owner advisory services for a \$90 million design-build procurement supporting the City's treatment facilities upgrade. During the one-year planning effort, the City's 2005 vision for the treatment plant was re-evaluated and reframed into a more affordable and attainable program. This refined direction produced a design-build project that delivered a practical, regulatory-compliant solution by 2017 at the lowest lifecycle cost—less than half the cost projected in the 2005 Master Plan. Following facilitation of the design-build team selection, West Yost continued to provide advisory support throughout design, construction, and commissioning of the new treatment plant improvements.

The completed project eliminated land-based treatment components that historically lost significant water volumes through evaporation and percolation and West Yost was next retained to complete a Recycled Water Master Plan that developed short and long-term strategies for reuse of these additional flows. Agricultural, municipal, and wetland habitat reuse opportunities were evaluated and a phased implementation strategy was developed. As part of this effort, West Yost facilitated meetings and negotiations with landowners, regional stakeholders, and the Regional Water Board.



REGIONAL WASTEWATER SYSTEM PLANNING AND FACILITATION, CITY OF IONE, CA

The City of Ione owns and operates a tertiary recycled water treatment plant that receives seasonal secondary treated effluent from two neighboring agencies and delivers the disinfected tertiary recycled water to a City-owned golf course. The regional recycled water system was initially established in the early 1990's because the City itself did not have adequate wastewater supplies to meet the golf course irrigation demands. As the City population has increased over the last 35 years, the City's wastewater management needs have also increased.

Since 2022, West Yost has been supporting the City in developing an updated long-term vision for regional wastewater management. The vision includes increasing the amount of recycled water being generated at the tertiary facility by connecting the City of Ione's Wastewater Treatment Plant to the regional recycled water plant. With this additional flow, the City will be able to provide recycled water to City parks that need a reliable recycled water supply. The City is also investing providing recycled water to nearby farmers and a local mining facility. The goal of the ongoing work is to create a regional vision that benefit all of the agency partners and allows for long-term sustainable growth within the region.

7. Proposed Method to Accomplish the Work

Task 1 – Member Agency Education and Guiding Vision Development

The purpose of this task is to establish a foundational understanding of the benefits of a regional approach to infrastructure management and define common goals for each MA and VVWRA that will drive and support development of a Conceptual Regional Strategic Vision.

TASK 1.1 – REGIONAL STRATEGY CASE STUDIES

The West Yost team will prepare a digital presentation for ongoing outreach and education that demonstrates the tangible environmental, financial, and operational benefits of regional collaboration. These materials will highlight lessons learned from leading regional programs including the Inland Empire Utilities Agency, Stanislaus Regional Water Supply Agency, the Davis-Woodland Water Supply Project, Clean Water Services regional wastewater program, the Orange County Water District's Groundwater Replenishment System, and San Diego's Pure Water Program. Benefits that will be considered include:

- Optimizing lifecycle and operating costs through shared facilities and resources
- Improving funding competitiveness and financial resilience
- Strengthening long-term water reliability through integrated supply and reuse planning
- Increasing transparency and public confidence in infrastructure investment

TASK 1.2 – MEMBER AGENCY VISIONING WORKSHOP #1

West Yost's strategic planning team will prepare and facilitate a workshop that creates a safe and productive environment for open discussion and collaborative visioning. The session will combine the digital presentation prepared under Task 1.1 with breakout conversations and consensus-building activities to uncover shared values and define actionable goals. The process will culminate in the creation of a collective agreement outlining the guiding principles for the development of the Conceptual Strategic Vision. Meeting outcomes will be synthesized into a concise summary that documents the pertinent findings.

Assumptions

- The workshop will be approximately four (4) hours in length and will be attended by two (2) West Yost staff.
- VVWRA will host the workshop at its facility

Deliverables

- Digital presentation on regional planning benefits.
- Written summary report from the workshop documenting key themes and outcomes.

Task 2. Collaborative Meetings with MA Engineering Teams

The purpose of this task is to collaborate with each of VVWRA's Member Agency (MA) engineering and planning teams to develop the foundational understating of the long-term wastewater and recycled water infrastructure plans of each MA needed to create a Conceptual Strategic Vision for the region that optimizes existing and planned infrastructure.

TASK 2.1. INITIAL MEETINGS AND DATA REVIEW

West Yost will conduct virtual meetings with VVWRA and each MA to present and discuss the Vision Statement developed under Task 1, identify planning efforts that each MA has completed, and develop an initial understanding of individual MA's local goals, challenges, and constraints. Following each meeting, West Yost will prepare a data request for each MA to obtain information such as:

- Current water, sewer, and recycled water master plans and other related planning documents
- Draft 2025 Urban Water Management Plans, as applicable
- GIS maps and data for existing sewer and recycled water infrastructure
- GIS maps and data for planned sewer and recycled water infrastructure

- General Plans, Specific Plans or other Land Use Planning Documents
- Proposed development plans

West Yost will review available information to confirm it provides information needed to support the study.

TASK 2.2. MA GROWTH PROJECTIONS

West Yost will analyze state population data and available land-use planning documents provided by the MAs to forecast population within each MA at the 5-year, 10-year, and 20-year planning horizon. To the extent feasible, available information from regional and local planning agencies that describe current and planned development trends, zoning changes, and/or regional economic drivers will be incorporated to define potential population changes that may not be integrated into existing MA planning documents. Using this population information, the team will model potential wastewater generation rates for each MA to provide a better understanding of how population and land-use growth will impact wastewater and recycled water service needs in the region.

TASK 2.3. CONFIRMATION MEETINGS

After reviewing the information and reports provided by VVWRA and each MA and preparation of the MA Growth Projections, West Yost will conduct follow up confirmation meetings with VVRWA staff, and then with representatives from each MA to confirm planning and population growth assumptions, clarify long-term capacity needs, and identify priorities. To the extent possible, potential opportunities for wastewater and recycled water projects that could be achieved through interagency collaboration will also be discussed.

TASK 2.4. MA SUMMARY REPORTS

The West Yost team will prepare a brief Technical Memorandum (TM) for each MA that lists the information and reports received, documents the anticipated population and wastewater generation at the 5-, 10-, and 20-year planning horizon, and provides a high-level summary of the agency's long-term goals and priorities based on the information developed and confirmed during the MA confirmation meetings.

Assumptions

- Four (4) Initial Meetings will be conducted that are approximately one (1) hour in length. Information related to County Service Areas #42 (Oro Grande) and #64 (Spring Valley Lake) will be covered at a single meeting.
- Four (4) Confirmation Meetings will be conducted that are approximately two (2) hours in length. Information related to County Service Areas #42 (Oro Grande) and #64 (Spring Valley Lake) will be covered at a single meeting.
- Each MA will provide recent General Plan/Land Use Planning information, current sewer and recycled water master plans, and/or other planning documents needed to complete the study.
- Current and projected per capita wastewater generation rates will be included (or readily derived from) provided documentation.
- GIS maps and data showing existing and planned sewer and recycled water infrastructure for each MA will be provided to West Yost. The GIS data will be projected in a defined and "well known" coordinate system, and will contain all the attribution necessary for West Yost to display the identified system capacity limiters and improvements, such as pipe diameter, install date, capacity and flow rate.
- Information will be provided by MAs within five (5) working days of request for data.
- VVWRA and/or the MAs will provide the relevant information from regional and local planning agencies that should be considered in the evaluation.
- All meetings will be conducted virtually.

Deliverables

- Four Draft and Final TMs in electronic (PDF) format.

Task 3. Regional Infrastructure Visioning

The purpose of this task is to identify the wastewater and recycled water infrastructure synergies across the MAs and work with VVWRA's to define the key elements of the Conceptual Strategic Vision for regional infrastructure development that improves efficiency and maximizes return on investment for assets managed throughout the region.

TASK 3.1. REGIONAL INFRASTRUCTURE ALIGNMENT MATIX AND MAPPING

West Yost will build upon the GIS mapping and database that VVWRA has already developed showing existing wastewater and recycled infrastructure to incorporate the planned wastewater and recycled water infrastructure for each MA identified through the individual MA meetings. This information will be developed into a webmap tool that will be used to complete an infrastructure gap and overlap analysis to identify potential redundancies, underutilized assets, and opportunities for integration or shared use.

The West Yost team will facilitate a meeting with VVWRA staff to present the prepared webmaps and further discuss opportunities for joint or shared facilities that promote systemwide resilience and cost-effectiveness. To support informed decision-making, this discussion will include identification of technology options and system configurations that enhance operational flexibility, energy efficiency, and long-term sustainability. Findings will be summarized in a matrix outlining shared asset concepts and how they align with common goals and potential partnership opportunities.

TASK 3.2. OPTIMIZATION STRATEGY VISIONING AND ALIGNMENT WORKSHOP #2

West Yost will facilitate a workshop with VVWRA and MA engineering staff to present the information identified through the individual MA collaborative meetings and discuss the resulting matrix and GIS webmaps. The session will be used to bring together the MA planning work with the regional vision that has been under development by the VVWRA team. The workshop will culminate in the creation of a framework for the Conceptual Strategic Vision. Meeting outcomes will be documented in meeting notes and incorporated into the deliverables described under Task 4.

Deliverables

- Regional Infrastructure Alignment GIS Map and Matrix
- Visioning Workshop presentation materials and meeting notes

Task 4. Asset Build-Out Strategy

Under this task, the West Yost team will develop a visualization of the regionally coordinated Conceptual Strategic Vision to provide a forward-looking, unified roadmap for accommodating regional wastewater and recycled water needs over the 20-year planning horizon. The draft plan will be presented to the MAs as a series of GIS-based webmaps in a facilitated workshop, where the plan will be further developed based on input from the MAs, additions, deletions and adjustments will be captured in the webmaps, and the entire team will walk away with a common agreement on the conceptual approach. These GIS-based webmaps can be further refined and updated based on input received and can serve as an effective communication and planning tool that supports long-term adaptive implementation of the Strategic Vision.

TASK 4.1. GIS STORYMAP

West Yost will build upon the information developed under Tasks 1 through 3 to prepare a phased infrastructure plan for the 5-, 10-, and 20-year horizons, as well as a potential long-term 20-year plus planning horizon. The plan will be aligned with projected wastewater flows and recycled water demands and include treatment plant capacity upgrades, pipeline expansions, recycled water storage facilities, and potential siting of new or shared infrastructure.

The infrastructure plan will be integrated into an online GIS-Storymap® that allows for visualization of system expansion and build-out, highlighting community needs and key investment priorities, identifying proposed shared infrastructure, and demonstrating a future regional system vision and associated community benefits. Maps will include forecasted growth for all MA's along with projected wastewater flows and recycled water demands. The GIS Storymap® provides an opportunity to present the overall plan in a web browser-based, interactive format illustrating milestone relationships between growth projections at the 5-, 10 , and 20-year horizons and associated infrastructure recommendations. Users will be able to get a high-level overview of the strategy, as well as access the technical details of the plan if desired.

Assumptions

- VVWRA and MAs will provide available planning documents related to existing and planned conveyance and treatment infrastructure.
- VVWRA and MAs will provide GIS maps and data showing existing, planned and potential infrastructure developed from previous planning efforts.
- The Optimization Strategy Visioning Workshop will be a hybrid meeting held at VVWRA offices. Up to two (2) West Yost staff members will participate in person, while others will participate virtually.

An initial draft of the webmaps that will be included in the Storymap® will be developed to support the second Strategy Alignment Workshop under Task 3.2. An initial draft of the Storymap® will be prepared based on the collaboratively updated webmaps and input received at the second workshop and will be presented at the third strategy Alignment Workshop under Task 4.2 for review by VVWRA and the MAs. A revised version of the Storymap will be prepared for final review by the VVWRA and MA leadership teams at the fourth and final strategy Alignment Workshop. A revised draft, if needed, will be prepared for VVWRA review following the fourth workshop. And a final, publicly available Storymap will be prepared following VVWRA final review under Task 4.3.

TASK 4.2. STRATEGY ALIGNMENT WORKSHOPS #3 AND #4

West Yost's strategic planning team will prepare and facilitate a third alignment workshop to provide opportunity for additional discussion and collaborative visioning by VVWRA and the MA leadership teams. The session will combine a presentation of the draft GIS Storymap® prepared under Task 4 with breakout conversations and consensus-building activities.

As part of the workshop, the West Yost team will also facilitate a discussion of cost-sharing and agreement framework approaches. Topics addressed will include:

1. Scenario Development – Outline how different frameworks could apply to different projects (e.g., shared pipelines, recycled water distribution, or regional treatment facility).
2. Cost Allocation – Identify potential equitable cost-sharing strategies based on factors such as flow contribution, benefit received, or capacity reserved.
3. Governance and Approval Pathways – Identify legal and procedural requirements under California's Government Code for JPAs and inter-agency agreements.

The third alignment workshop will culminate in the discussion of a Regional Strategy Vision Statement that reflects collective aspirations and provides clear guiding principles for future planning and implementation. Meeting outcomes will be synthesized into a concise summary that documents decisions and findings.

Following development of the Conceptual Regional Strategic Vision Report and revised Storymap, West Yost's strategic planning team will prepare and facilitate a fourth and final alignment workshop to provide opportunities for concluding discussion around the Draft Report, GIS Storymap, cost-sharing and agreement framework approaches, and the Vision Statement.



Memorandum of Understanding

Establishes collaborative intent and cost participation without need for formal governance

Used for targeted studies or specific shared efforts. It's flexible, easily modified, and defines responsibilities.



Project Partnership Agreement

Defines participation in discrete capital projects

For infrastructure projects including all or a portion of the agencies. Defines project-specific roles, cost allocation, and approval authority; approved by the JPA Board.



Contracting Agreement

Grants access to service or capacity without full membership

For institutions or customers outside the JPA's core. Defines service level, cost allocation, and non-voting status.



Operations Agreement

Designates one agency to operate shared facilities

Used for ongoing operations and maintenance of JPA infrastructure. Assigns operations roles, budgeting, cost allocation, and liability provisions.



Successful alignment of regional wastewater and recycled water goals will require equitable, transparent mechanisms that support cost sharing and inter-agency cooperation. West Yost's success in supporting regional partnerships such as the Woodland-Davis Clean Water Agency, Stanislaus Regional Water Authority, and RiverArc Project demonstrates our ability to support agencies in developing equitable governance and cost-sharing mechanisms.

TASK 4.3 REGIONAL STRATEGIC VISION REPORT

The West Yost team will prepare a Conceptual Regional Strategic Vision Report that documents the strategy development process completed in Tasks 1 through 4, provides the Regional Strategic Vision Statement and goals, and references and generally describes the GIS Storymap®. This report will include an overview of the vision development process and conclusions relayed in a clear, graphics forward, and accessible manner to encourage and support understanding and review by elected officials and the public. Technical details, such as the information included in MA reports generated under Task 2 and decisions made under Task 3, will be relayed through the Storymap®.

The West Yost team will prepare the draft report for VVWRA review along with the draft Storymap®. Following this review period, our team will meet with VVWRA to receive comments. A final report and Storymap® will be prepared based on input received.

Assumptions

- The Strategy Alignment Workshops (3&4) will be four (4) hours in length. Up to three (3) West Yost team members will participate in person, and an additional three (3) West Yost team members will participate virtually.
- VVWRA and MA staff will all participate in the Strategy Alignment Workshops in person.
- VVWRA staff will review the draft Asset Buildout Strategy Report and GIS Storymap within two weeks.
- VVWRA staff will obtain and share the necessary ArcGIS Online licenses for their staff to view draft (non-publicly available) versions of the StoryMap.

Deliverables

- Strategic Growth & Build-Out Plan (Report + GIS Storymap)
- Digital presentation of the proposed strategic vision for future use

Task 5. Project Management

West Yost's Project Manager will perform project management related activities, including project initiation and internal team kickoff, general project coordination, preparation of a Project Management Plan, and development and review of monthly project invoices. In addition, in accordance with the West Yost Quality Assurance/Quality Control (QA/QC) policy, a West Yost staff member at the Principal Engineer level or higher will review significant work products. This task includes coordination of these QA/QC efforts.

The West Yost team will also conduct a kickoff meeting with VVWRA staff. The West Yost team will prepare an agenda and meeting minutes for this meeting.

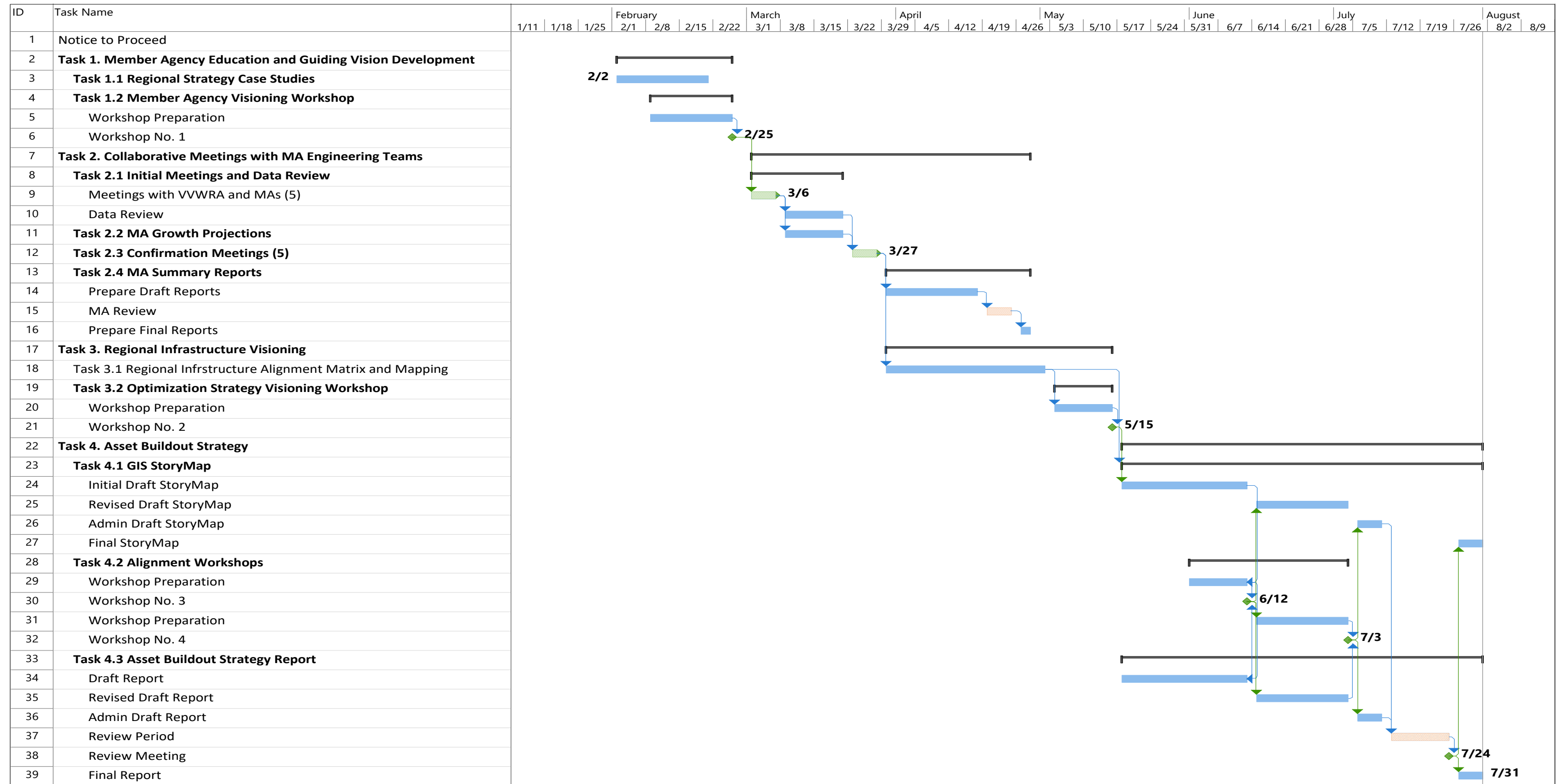
Assumptions

- Project duration will be six months in length.
- The kickoff meeting will be one hour in length and be held virtually.

Deliverables

- Monthly invoices and descriptions of services performed in PDF format.

Schedule



8. Fee Proposal

VVWRA has established a maximum lump-sum contract budget of \$300,000, inclusive of a 10 percent contingency, for the Strategic Vision Project. In developing our fee proposal, West Yost structured our work plan, staffing levels, and task sequencing to align with this defined budget while delivering the full scope of services requested in the RFP and Exhibit A. Our proposed fee provides a clear, task-based breakdown of labor hours and direct costs, reflecting the level of effort necessary to meet VVWRA's project goals, maintain momentum throughout the six-month schedule, and support collaborative engagement with Member Agencies. We also include hourly rates for Additional Services, which may be authorized by VVWRA if needed.

West Yost Associates		EM/SM/GM II \$387 Kathryn G	EM/SM/GM I \$387 Nate C	EM/SM/GM I \$370 Abigal M.	PE/PS/PG II \$355 Rhodora B	PE/PS/PG II \$355 Patrick J	VP \$392 Lindsay S	PE/PS/PG I \$333 Carolina S	STS I \$320 Sheri L	TS II \$231 Joe B	TS I \$206 David G	AE/AS/AG II \$265 Josh S	ESG II \$221 Mika M	TA II \$176 Manny	ADM IV \$176	VP \$392 Chuck G	Labor		Costs	
																	Hours	Fee	Other Direct	Total Costs
PROJECT: Strategic Vision Project																				
Task 1	Member Agency Education and Guiding Vision Development																			
1.01 Regional Strategy Case Studies			24	4							8	8	8				52	\$ 16,304		\$ 16,304
1.02 MA Collaborative Workshop No. 1		8	16	40							16						80	\$ 27,384	\$ 1,500	\$ 28,884
Subtotal, Task 1 (hours)		8	40	44	0	0	0	0	0	0	24	8	8	0	0	0	132			
Subtotal, Task 1 (\$)		\$ 3,096	\$ 15,480	\$ 16,280							\$ 4,944	\$ 2,120	\$ 1,768					\$ 43,688	\$ 1,500	\$ 45,188
Task 2	Collaborative Meetings with MA Engineering Teams																			
2.01 Initial Meetings and Data Review		10			10	10				8		6	6	12			62	\$ 17,846		\$ 17,846
2.02 MA Growth Projections		2			4	4						6	10				26	\$ 7,414		\$ 7,414
2.03 Confirmation Meetings		10			16	16						8					50	\$ 17,350		\$ 17,350
2.04 MA Summary Reports		8			24	24						20	24		12	4	116	\$ 34,420		\$ 34,420
Subtotal, Task 2 (hours)		30	0	0	54	54	0	0	0	8	0	40	40	12	12	4	254			
Subtotal, Task 2 (\$)		\$ 11,610			\$ 19,170	\$ 19,170				\$ 1,848		\$ 10,600	\$ 8,840	\$ 2,112	\$ 2,112	\$ 1,568		\$ 77,030		\$ 77,030
Task 3	Regional Infrastructure Visioning																			
Regional Infrastructure Alignment		6			12	12				14		12	12				68	\$ 19,908		\$ 19,908
3.01 Matrix and Mapping																				
Optimization Strategy Visioning		12		16	8	8		4		2	8	8	8				74	\$ 23,574	\$ 1,000	\$ 24,574
3.02 Workshop No. 2																				
Subtotal, Task 3 (hours)		18	0	16	20	20	0	4	0	16	8	20	20	0	0	0	142			
Subtotal, Task 3 (\$)		\$ 6,966		\$ 5,920	\$ 7,100	\$ 7,100		\$ 1,332		\$ 3,696	\$ 1,648	\$ 5,300	\$ 4,420					\$ 43,482	\$ 1,000	\$ 44,482
Task 4	Asset Buildout Strategy																			
4.01 GIS StoryMap		6			12	12				36		12		8			86	\$ 23,746		\$ 23,746
4.02 Strategy Alignment Workshop No. 3		12		16	14	14	12	4	2	2	8	12					96	\$ 32,470	\$ 1,000	\$ 33,470
4.03 Strategy Alighment Workshop No. 4		12		16	8	8				2	8	12					66	\$ 21,534	\$ 1,000	\$ 22,534
4.04 Regional Strategic Visioin Report		12			16	16	8	8	2	12		18	24	20	20	6	162	\$ 44,682		\$ 44,682
Subtotal, Task 4 (hours)		42	0	32	50	50	20	12	4	52	16	54	24	28	20	6	410			
Subtotal, Task 4 (\$)		\$ 16,254		\$ 11,840	\$ 17,750	\$ 17,750	\$ 7,840	\$ 3,996	\$ 1,280	\$ 12,012	\$ 3,296	\$ 14,310	\$ 5,304	\$ 4,928	\$ 3,520	\$ 2,352		\$ 122,432	\$ 2,000	\$ 124,432
Task 5	Project Management																			
5.01 General Coordination		20	2												2		24	\$ 8,866		\$ 8,866
Subtotal, Task 5 (hours)		20	2	0	0	0	0	0	0	0	0	0	0	0	2	0	24			
Subtotal, Task 5 (\$)		\$ 7,740	\$ 774												\$ 352			\$ 8,866		\$ 8,866
TOTAL (hours)		118	42	92	124	124	20	16	4	76	48	122	92	40	34	10	962			
TOTAL (\$)		\$ 45,666	\$ 16,254	\$ 34,040	\$ 44,020	\$ 44,020	\$ 7,840	\$ 5,328	\$ 1,280	\$ 17,556	\$ 9,888	\$ 32,330	\$ 20,332	\$ 7,040	\$ 5,984	\$ 3,920		\$ 295,498	\$ 4,500	\$ 299,998

2026 Billing Rate Schedule

(Effective January 1, 2026, through December 31, 2026)*

POSITIONS	LABOR CHARGES (DOLLARS PER HOUR)			
ENGINEERING				
Principal/Vice President	\$369			
Engineer/Scientist/Geologist Manager I / II	\$351 / \$365			
Principal Engineer/Scientist/Geologist I / II	\$316 / \$333			
Senior Engineer/Scientist/Geologist I / II	\$280 / \$292			
Associate Engineer/Scientist/Geologist I / II	\$234 / \$249			
Engineer/Scientist/Geologist I / II / III	\$179 /	\$210 /	\$212	
Engineering Aide	\$110			
Field Monitoring Services	\$137			
Administrative I / II / III / IV	\$98 /	\$125 /	\$152 /	\$167
ENGINEERING TECHNOLOGY				
Engineering Tech Manager I / II	\$361 / \$365			
Principal Tech Specialist I / II	\$331 / \$344			
Senior Tech Specialist I / II	\$301 / \$317			
Senior GIS Analyst	\$276			
GIS Analyst	\$260			
Technical Specialist I / II / III / IV	\$194 /	\$218 /	\$248 /	\$277
Technical Analyst I / II	\$140 / \$167			
Technical Analyst Intern	\$112			
Cross-Connection Control Specialist I / II / III / IV	\$145 /	\$158 /	\$176 /	\$197
CAD Manager	\$221			
CAD Designer I / II	\$170 / \$191			
CONSTRUCTION MANAGEMENT				
Senior Construction Manager	\$354			
Construction Manager I / II / III / IV	\$208 /	\$224 /	\$238 /	\$301
Resident Inspector (Prevailing Wage Groups 4 / 3 / 2 / 1)	\$189 /	\$210 /	\$233 /	\$242
Apprentice Inspector	\$170			
CM Administrative I / II	\$91 / \$123			
Field Services	\$244			

- Charges for technology and communication, including general and CAD computer software, telephone calls, routine in-house copies/prints, postage, miscellaneous supplies, and other incidental project expenses, will be billed at 6% of West Yost labor.
- Outside services, such as vendor reproductions, prints, and shipping; major West Yost reproduction efforts; as well as engineering supplies, etc., will be billed at the actual cost plus 15%.
- The Federal Mileage Rate will be used for mileage charges and will be based on the Federal Mileage Rate applicable to when the mileage costs were incurred. Travel other than mileage will be billed at cost.
- Subconsultants will be billed at actual cost plus 10%.
- Expert witness services, research, technical review, analysis, preparation, and meetings will be billed at 150% of standard hourly rates. Expert witness testimony and depositions will be billed at 200% of standard hourly rates.
- A finance charge of 1.5% per month (an annual rate of 18%) on the unpaid balance will be added to invoice amounts if not paid within 45 days from the date of the invoice.

* This schedule is updated annually

Equipment Charges

EQUIPMENT	BILLING RATES
2" Purge Pump & Control Box	\$300 / day
Aquacalc / Pygmy or AA Flow Meter	\$28 / day
Emergency SCADA System	\$35 / day
Field Vehicles (Groundwater)	\$200 / day
Gas Detector	\$80 / day
Generator	\$60 / day
Hydrant Pressure Gauge	\$10 / day
Hydrant Pressure Recorder, Impulse (Transient)	\$55 / day
Hydrant Pressure Recorder, Standard	\$40 / day
Low Flow Pump Back Pack	\$135 / day
Low Flow Pump Controller	\$200 / day
Powers Water Level Meter	\$32 / day
Precision Water Level Meter 300ft	\$30 / day
Precision Water Level Meter 500ft	\$40 / day
Precision Water Level Meter 700ft	\$45 / day
QED Sample Pro Bladder Pump	\$65 / day
Skydio 2+ Drone (2 hour minimum)	\$100 / hour
Storage Tank	\$20 / day
Sump Pump	\$24 / day
Transducer Communications Cable	\$10 / day
Transducer Components (per installation)	\$23 / day
Trimble GPS – Geo 7x	\$220 / day
Tube Length Counter	\$22 / day
Turbidity Meter	\$30 / day
Turbidity Meter (2100Q Portable)	\$35 / day
Vehicle (Construction Management)	\$18.75 / hour
Water Flow Probe Meter	\$20 / day
Water Quality Meter	\$50 / day
Water Quality Multimeter	\$185 / day
Well Sounder	\$30 / day

11. Other Information

Experience with the Victor Valley Wastewater Reclamation Authority (VWVRA)

West Yost has been working closely with VWVRA since 2021, supporting the Authority’s efforts to strengthen regional collaboration, expand recycled water use, and develop long-term strategies for sustainable wastewater and water resource management in the Mojave Basin.

Our partnership with VWVRA has focused on translating the Authority’s regional goals into actionable planning frameworks. We have collaborated with VWVRA’s engineering and environmental compliance teams to advance the **Mojave Basin One Water concept**, integrating wastewater, recycled water, groundwater, and stormwater management into a unified approach for regional sustainability.

West Yost developed the initial problem statement and feasibility framework for the Palisades Ranch Recycled Water and Recharge Project, an initiative to convey recycled water north of the treatment plant for habitat restoration and targeted groundwater recharge. This work included hydrologic, regulatory, and partnership assessments with the California Department of Fish and Wildlife (CDFW), the Mojave Water Agency (MWA), and the Mojave Desert Resource Conservation District (MDRCD).

Our team has also supported VWVRA’s pursuit of state and federal grant funding, helping shape the scope and materials for applications under the State’s Regional Resilience Grant Program (RRGP). In parallel, we’ve provided facilitation and technical input to align the Authority’s long-term infrastructure needs with its member agencies’ planning horizons and growth projections.

Through this ongoing collaboration, West Yost has developed a deep understanding of VWVRA’s operational context, governance structure, and vision for the Victor Valley. Our experience positions us to help VWVRA and its partners move from planning toward implementation, building a shared roadmap for resilient, regional wastewater and recycled water management.

Table 2. West Yost’s VVRWA Experience		
Project	Description	Start and End Dates
Shallow-Groundwater Characterization Study	Evaluated shallow groundwater conditions to inform resource management.	4/1/2021 - 6/30/2021
Regional Recycled Water Strategic Plan	Developed long-range plan for regional recycled water program expansion.	3/1/2023 - 12/1/2023
OneWater Workplan and OPR Application	Outlined integrated water strategy and submits required program documentation.	7/19/2023 - 6/30/2024
OneWater Adaptation Grant Application	Funding support for integrated water-resilience initiatives.	5/1/2024 - 11/30/2024



- West Yost has been evaluated by our internal team and externally by third-party evaluators:
- **Great Place to Work®** Certified three years in a row.
 - In 2025, 94% of West Yost team members feel that we are consistently a great place to work.
 - Environmental Recognition Award, Business Category, City of Davis, Natural Resources Commission.
 - Ranked highest against competitors in the Corporate Responsibility categories by the City of Portland’s Bureau of Environmental Services in a proposal competition.

Community Involvement and Strategic Communications

At West Yost, we see technical excellence and community care as inseparable. Whether we are engineering resilient infrastructure or volunteering in our neighborhoods, we strive to make a difference that lasts.

West Yost’s team members are provided paid time off work to actively participate in a variety of community service activities, and, as a company, we make contributions to many non-profit organizations that serve a widely diverse community. Our charitable giving is focused on organizations consistent with our purpose and reinforce our commitment to sustainability, stewardship in all the communities where we live and work, and upstream investments in science, technology, engineering, and mathematics (STEM).

We are proud to share that West Yost has been recognized with **PSMJ’s 2025 AEC Building a Better World Award**, honoring firms that demonstrate an exceptional commitment to making a positive impact through their work, their people, and their community engagement. This award means a great deal to us because it reflects what we’ve long believed: that being a leader in water resources is not just about the projects we deliver, but about the values we live every day. Being recognized with the Building a Better World Award reinforces what we experience every day at West Yost: that purpose-driven work leads to lasting change.

This recent recognition builds on a long history of giving back. In celebration of our 30th anniversary in 2020, we launched a yearlong giving campaign that supported more than 40 charitable organizations across the West – including contributions to local food banks across the state. In 2024, we contributed more than 400 volunteer hours and \$12,000 in wildfire relief, supporting communities that have faced devastating loss and rebuilding. Finally, as we mark our 35th year in 2025, we are continuing our legacy of giving back in new and meaningful ways. West Yost reached out to a broad group of our clients to learn which organizations in their communities are making a meaningful impact. Based on their input, we'll be making end-of-year donations in their honor. In addition, each of our offices contributed a half day of community service benefitting organizations such as Yolo Food Bank, Sacramento Food Bank and Family Services, and many others.

These gestures of gratitude honor the people and places that inspire us and represent the heart of who we are as a firm, one deeply rooted in service, sustainability, and connection. This commitment to helping our local communities speaks to the dedication and desire our team has in making a difference in the places where we live and work. At West Yost, we are not just solving water challenges. We are building a better world, one project, one partnership, and one act of service at a time.

Real-Time Project Resource Management and Tracking

Delivery of a high-quality project requires us to meet all the project requirements including on-time and on-budget delivery. This requires project planning, open and consistent communication between the Authority and West Yost, execution of the project management plan, and the ability to implement changes when the project requires adjustment. The discussion below presents the tools and resources we used to provide these assurances.

It is important that there is continuity with the team members that are assigned to your work. West Yost has committed some of our most experienced personnel and will keep these people on your project for its duration. West Yost uses Deltek Vision accounting system that provides real-time project monitoring and reporting information. Timesheet entries and expense reports feed actual costs back into the project plan for an accurate rolling forecast that project managers use to make faster, more informed decisions to keep projects on track for budget and schedule.

The firm also uses Deltek Vision and Power BI to give project and task managers instant access to project status reports with tools for monitoring project progress, allowing them to visually assess workload and available capacity in real-time.

In the unforeseen circumstance that a staffing or schedule constraint does arise, **Kathryn Gies**, our teams Project Manager, and **Nate Cullen**, Principal-in-Charge, will work together to identify and bring in additional firm resources to address any concerns.

SUCCESS STARTS WITH STRONG PLANNING

When the contract is signed, and prior to the start of the work for each project, the assigned project manager will develop a project management plan (PMP) that addresses the requirements of the project and includes the project scope, goals, schedule, team members' responsibilities, communication plan, change and risk management logs, contact information, and quality control plan. West Yost maintains two PMP templates that are sized for large and small projects, acknowledging that sometimes the PMP needs of smaller work can be different than what is needed for big projects.

PROACTIVE PROJECT MANAGEMENT CONTROLS

The firm implements comprehensive project management processes including:

- Monthly project reviews between project managers and firm principals on all active projects to review project status, identify issues, and develop strategies to keep projects on track.
- Maintains resource-loaded baseline schedules that reflect the detailed work activities and staffing. Our active schedule management facilitates early detection of capacity or schedule issues so that corrective actions can be implemented before any issues arise.
- Action item and decision logs to maintain momentum and accurately record important details at the end of every meeting, helping monitor the status of critical assignments that affect timely work progress.

QUALITY ASSURANCE AND QUALITY CONTROL

West Yost maintains a robust Quality Assurance/Quality Control program for both preventing issues from developing as well as identifying potential issues. In addition to incorporating sound engineering judgment in the development of our engineering products, West Yost will implement and maintain the following quality control procedures during this project: Deliverable-Specific Checklists ensuring projects adhere to stringent technical standards. All work products (reports, figures, and calculations) will be reviewed internally by senior staff not directly involved in the project.

Maintaining excellent communication between the Authority and our project manager will be the single most important factor to ensure the needs of the Authority are being met.

EFFICIENT AND TIMELY STAFFING AND COMPLETION

West Yost consistently delivers projects efficiently, on schedule, and within budget. While this effort is not an on-call contract, our experience managing 80+ active on-call programs demonstrates our ability to mobilize teams, manage complexity, and maintain accountability. These same skills will keep the Strategic Vision Project on track, within scope, and aligned with VVWRA's goals.

WE SUPPORT OUR COMMUNITIES
WE ARE WATER FOCUSED
WE TAKE PRIDE IN WHAT WE DO
WE STRIVE TO BECOME OUR BEST
WE DO WHAT'S RIGHT
WE BELIEVE IN QUALITY
WE LISTEN
WE SOLVE CHALLENGING PROBLEMS
WE SEE THE BIGGER PICTURE
WE TAKE OWNERSHIP
WE COLLABORATE
WE HAVE FUN
WE ARE WEST YOST

