



*Dedicated to
Satisfying our Community's
Water Needs*

**AGENDA
MESA WATER DISTRICT
BOARD OF DIRECTORS
Monday, August 26, 2019
1965 Placentia Avenue, Costa Mesa, CA 92627
3:30 p.m. Special Board Meeting**

**LEGISLATIVE & PUBLIC AFFAIRS COMMITTEE MEETING
Monday, August 26, 2019 at 3:30 p.m.**

CALL TO ORDER

PLEDGE OF ALLEGIANCE

PUBLIC COMMENTS

Items Not on the Agenda: Members of the public are invited to address the Board on items which are not on the agenda. Each speaker is limited to three minutes. The Board will set aside 30 minutes for public comments.

Items on the Agenda: Members of the public may comment on agenda items before action is taken, or after the Board has discussed the item. Each speaker is limited to three minutes. The Board will set aside 60 minutes for public comments.

CONSENT CALENDAR ITEMS:

Approve all matters under the Consent Calendar by one motion unless a Board member, staff, or a member of the public requests a separate action.

1. State Advocacy Update
2. Outreach Update

ACTION ITEMS:

Items recommended for approval at this meeting may be agendaized for approval at a future Board meeting.

3. Proclamation Honoring Charley Wilson
4. The HERD Foundation Sponsorship
5. Mesa Water District Customer Survey

PRESENTATION AND DISCUSSION ITEMS:

6. Orange County Update
7. Branding Community Assets

REPORTS:

8. Report of the General Manager



9. Directors' Reports and Comments

INFORMATION ITEMS:

None

In compliance with California law and the Americans with Disabilities Act, if you need disability-related modifications or accommodations, including auxiliary aids or services in order to participate in the meeting, or if you need the agenda provided in an alternative format, please contact the District Secretary at (949) 631-1206. Notification 48 hours prior to the meeting will enable Mesa Water District (Mesa Water) to make reasonable arrangements to accommodate your requests.

Members of the public desiring to make verbal comments utilizing a translator to present their comments into English shall be provided reasonable time accommodations that are consistent with California law.

Agenda materials that are public records, which have been distributed to a majority of the Mesa Water Board of Directors (Board), will be available for public inspection at the District Boardroom, 1965 Placentia Avenue, Costa Mesa, CA and on Mesa Water's website at www.MesaWater.org. If materials are distributed to the Board less than 72 hours prior or during the meeting, the materials will be available at the time of the meeting.

ADJOURNMENT



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MEMORANDUM

TO: Legislative & Public Affairs Committee
FROM: Stacy Taylor, External Affairs Manager
DATE: August 26, 2019
SUBJECT: State Advocacy Update

RECOMMENDATION

This item is provided for information only.

STRATEGIC PLAN

Goal #7: Actively participate in regional water issues.

PRIOR BOARD ACTION/DISCUSSION

This item is updated for the monthly meeting of the Legislative & Public Affairs Committee.

DISCUSSION

Staff will provide an updated State Advocacy report at the Legislative & Public Affairs Committee meeting.

FINANCIAL IMPACT

In Fiscal Year 2020, \$170,000 is budgeted for Support Services; \$22,000 has been spent to date.

ATTACHMENTS

None.



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MEMORANDUM

TO: Legislative & Public Affairs Committee
FROM: Celeste Carrillo, Public Affairs Coordinator
DATE: August 26, 2019
SUBJECT: Outreach Update

RECOMMENDATION

This item is provided for information only.

STRATEGIC PLAN

Goal #4: Increase public awareness about Mesa Water® and about water.
Goal #6: Provide outstanding customer service.
Goal #7: Actively participate in regional water issues.

PRIOR BOARD ACTION/DISCUSSION

This item is updated for the monthly meeting of the Legislative & Public Affairs Committee.

DISCUSSION

Mesa Water District's (Mesa Water®) outreach program aims to connect Mesa Water with its constituents in order to achieve Goal #4 of the Board of Directors' (Board) Strategic Plan. Outreach activities are also designed to achieve the Strategic Plan goals related to customer service and/or regional water issues involvement by educating and informing the District's constituents about Mesa Water, water issues, and water in general. Mesa Water's constituents include external audiences, such as customers, community members, elected officials, industry colleagues, media, water districts and special districts – as well as internal audiences, such as staff, retirees and Board members.

Upcoming Fiscal Year 2020 Events

1. **Mesa Water Neighborhood Chat, Division 2** - Mesa Verde United Methodist Church, 1701 Baker Street, Costa Mesa: Wednesday, August 28, 6:00 p.m. to 7:30 p.m.
2. **Mesa Water Neighborhood Chat, Division 2** - Estancia Park, 1900 Adams Avenue, Costa Mesa: Saturday, September 7, 8:30 a.m. to 10:00 a.m.
3. **Costa Mesa Fish Fry** - Fairview Park, 2501 Placentia Avenue, Costa Mesa: Friday, September 20, 5:00 p.m. to 9:00 p.m., Saturday, September 21 and Sunday, September 22, 12:00 p.m. to 9:00 p.m.

The benefits of Mesa Water's outreach program include:

- Informing constituents about Southern California's perpetual drought, the historical drought facing California, and the importance of developing local and cost-effective sources of safe, reliable water for Mesa Water's service area and the region at large;
- Educating constituents about the importance of water and water stewardship, in order to sustain Southern California's population, quality of life, business, and economy;



- Educating constituents about Mesa Water’s stewardship of ratepayer funds and financial responsibility to fund, invest in, and save for the current and future provision of safe and reliable water for the District’s service area;
- Informing constituents of the District’s infrastructure improvements to ensure water quality and water reliability for its service area;
- Learning from constituents and evolving as a well-informed Board of Directors (Board);
- Promoting water use efficiency to Mesa Water’s customers and community members to help them save water, money, and the environment;
- Ensuring, for public health and safety reasons, that Mesa Water customers and community members identify the District as their water provider and as the source of information about water in emergency situations;
- Supporting Mesa Water’s service area as an actively involved participant in programs that provide added value and benefits to the community;
- Informing the media of Mesa Water’s activities that benefit the District’s customers and community;
- Empowering Mesa Water’s Board and staff with information that will help them provide the best possible service to the District’s customers and community members; and,
- Strengthening Mesa Water’s industry relations to provide opportunities for improving the District’s business and operations -- including the areas of financial and human resources strength, infrastructure and technological innovation, and setting/supporting policies that have a positive impact on Mesa Water’s service area -- so that the District can continue to provide safe, high-quality, reliable, and affordable water to its customers.

FINANCIAL IMPACT

In Fiscal Year 2020, \$437,180 is budgeted for the District’s Public Affairs department expenses; \$39,420 has been spent to date.

ATTACHMENTS

None.



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MEMORANDUM

TO: Legislative and Public Affairs Committee
FROM: Stacy Taylor
DATE: August 26, 2019
SUBJECT: Proclamation for Charley Wilson

RECOMMENDATION

Approve a proclamation honoring Charley Wilson for his dedicated service and commitment to the Santa Margarita Water District.

STRATEGIC PLAN

Goal #7: Actively participate in regional water issues.

DISCUSSION

Charley Wilson has served Santa Margarita Water District (SMWD) as a member of the Board of Directors for nineteen years.

Director Wilson was an active and dynamic force in providing leadership, not just to the SMWD Board of Directors, but also to a host of major water and water-related organizations, where he helped to shape water policy throughout California.

In 2002, Director Wilson was elected by the Special District Selection Committee to serve as the Special District Alternate representative on the Orange County Local Area Formation Commission (OC LAFCO). In 2012, he was elected to the Special District Voting seat. OC LAFCO is a state-mandated local agency responsible for determining governance structure and jurisdictional boundaries for municipal services in Orange County.

More recently, Director Wilson has served as Executive Director of the Southern California Water Coalition (SCWC) since 2016. SCWC is a nonprofit and nonpartisan public education partnership dedicated to informing Southern Californians about our water needs and our state's water resources.

Director Wilson has had a long career in public policy covering energy, water, and water resource development.

FINANCIAL IMPACT

None.

ATTACHMENTS

Attachment A: Draft Proclamation

A Day of Celebration to Honor the Career of Charley Wilson

Whereas, Charley Wilson has served Santa Margarita Water District (SMWD) as a member of the Board of Directors for nineteen years; and

Whereas, Director Wilson was an active and dynamic force in providing leadership, not just to the SMWD Board of Directors, but also to a host of major water and water-related organizations, where he helped to shape water policy throughout California; and

Whereas, Director Wilson was first elected by the Special District Selection Committee to the Orange County Local Area Formation Commission (OC LAFCO) to serve as an alternate in 2002. He became a regular member in 2012. OC LAFCO is a state-mandated local agency responsible for determining governance structure and jurisdictional boundaries for municipal services in Orange County; and

Whereas, more recently, Director Wilson has served as Executive Director of the Southern California Water Coalition (SCWC) since 2016. SCWC is a nonprofit, nonpartisan public education partnership dedicated to informing Southern Californians about our water needs and our state's water resources; and

Whereas, Director Wilson has had a long career in public policy covering energy, water, and water resource development.

NOW THEREFORE, BE IT RESOLVED that the Board of Directors of Mesa Water District hereby recognizes and honors you for your dedicated service and commitment to the water industry and wish you the best.

Shawn Dewane, President

Marice H. DePasquale, Vice President

August 26, 2019

Jim Atkinson, Director

Fred R. Bockmiller, P.E., Director

James R. Fisler, Director



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MEMORANDUM

TO: Legislative & Public Affairs Committee
FROM: Paul E. Shoenberger, P.E., General Manager
DATE: August 26, 2019
SUBJECT: The HERD Foundation Sponsorship

RECOMMENDATION

Take action as the Board desires.

STRATEGIC PLAN

Goal #1: Provide a safe, abundant, and reliable water supply.
Goal #4: Increase public awareness about Mesa Water® and about water.
Goal #7: Actively participate in regional water issues.

PRIOR BOARD ACTION/DISCUSSION

District sponsorships are reviewed annually by Mesa Water District's (Mesa Water®) Board of Directors (Board) during the fiscal year budget discussions.

DISCUSSION

At its August 8, 2019 meeting, the Board received a presentation from The HERD Foundation's Chief Executive Officer Frank Fitzpatrick that highlighted the following:

- Holistic Education for Reversing Desertification (HERD)
- Through community engagement and high-impact educational programs, urban and suburban communities learn how herd animals improve our land and environment
- Holistic planned grazing (HPG) regenerates healthy soils, restores the watershed, mitigates fire and flood risk, fosters carbon sequestration, and increases the nutrition and resilience of plant and animal production
- HPG results in denser and more biodiverse plant life which vastly increases water penetration and retention into the soil
- Every 1% increase in organic matter results in as much as 25,000 gallons of available soil water per acre

Staff recommends that the Board consider sponsoring The HERD Foundation in the amount of \$5,000 to assist in the continuation of regenerative agriculture in Orange County.

FINANCIAL IMPACT

In Fiscal Year 2020, \$437,180 is budgeted for the District's Public Affairs department expenses; \$39,420 has been spent to date.

ATTACHMENTS

None.



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MEMORANDUM

TO: Legislative & Public Affairs Committee
FROM: Celeste Carrillo, Public Affairs Coordinator
DATE: August 26, 2019
SUBJECT: Mesa Water District Customer Survey

RECOMMENDATION

Recommend that the Board of Directors award a five-year contract to True North Research, Inc. for \$34,875 per year to conduct the Mesa Water District Customer Survey.

STRATEGIC PLAN

Goal #4: Increase public awareness about Mesa Water and about water.
Goal #6: Provide outstanding customer service.

PRIOR BOARD ACTION/DISCUSSION

At its July 22, 2019 meeting, the Legislative and Public Affairs Committee received information that staff was developing a Request for Qualifications for a new baseline survey. The survey's purpose is to serve as a benchmark for measuring the effectiveness of Mesa Water District's (Mesa Water®) communications and customer services efforts, and for planning future communications and customer services programs.

DISCUSSION

Mesa Water solicited proposals from seven qualified firms to provide the required scope of work necessary to conduct the new baseline customer survey. The firms included: Applied Research - West, Inc., Hiner & Partners, Inc., Lewis Consulting Group, Rea & Parker Research, Simple Opinions, True North Research, Inc., and Wakefield. Three proposals were received on July 8, 2019. The proposing firms included:

- Applied Research – West, Inc.
- Hiner & Partners, Inc.
- True North Research, Inc.

On August 5, 2019, proposals were reviewed and evaluated by a Selection Panel comprised of Mesa Water and Orange County Water District staff. Each proposal was evaluated based on qualifications, experience, staff availability, project understanding, scope of work approach, and proposal quality. The results of each cost proposal are as follows:

Rank	Proposer	Submitted Cost
1	True North Research, Inc.	\$34,875 per year
2	Applied Research – West, Inc.	\$34,785 per year
3	Hiner & Partners, Inc.	\$53,260 with a 2% increase in the last two years



Although all three firms provided a unique and solid approach to the required scope of work and are well qualified to perform the work effort, it was determined that True North Research, Inc. has significant experience with both utilities and water districts while also proving the best approach for Mesa Water's customer survey. Therefore, staff recommends that the Board consider awarding a five-year contract to True North Research, Inc. for \$34,875 per year to conduct the Mesa Water District Customer Survey.

FINANCIAL IMPACT

In Fiscal Year 2020, \$35,000 has been budgeted for the Mesa Water District Customer Survey; no funds have been spent to date.

ATTACHMENTS

Attachment A: True North Research, Inc. Proposal

CUSTOMER SURVEY RESEARCH SERVICES
RFQ No. 19-1001
STATEMENT OF QUALIFICATIONS

PREPARED FOR THE
MESA WATER DISTRICT



JULY 6, 2019



1592 N. COAST HIGHWAY 101
ENCINITAS CA 92024
760.632.9900 WWW.TN-RESEARCH.COM



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COVER LETTER

True North Research, Inc. (True North) is pleased to present this statement of qualifications (SOQ) to the Mesa Water District (District) to design and conduct a statistically reliable of its customers. Based on the RFQ, as well as our experience conducting hundreds of similar studies for public agencies and utilities, True North understands that the District is interested in measuring public awareness, perceptions, knowledge, and attitudes as they relate to the District and the services it provides, as well as water-related issues including water quality, reliability, conservation, and initiatives designed to improve water reliability in the region. In addition to profiling water-related perceptions and attitudes, the District is also interested in measuring how these attitudes link to specific behaviors including consumption, conservation, and willingness to invest in water-reliability solutions.

By analyzing the results of the proposed survey in conjunction with past research results (where applicable) and other secondary data, the proposed study will provide the District with information that can be used to make sound, strategic decisions in a variety of areas—including planning, program development/evaluation, policymaking, communications, and community engagement.

WHAT SETS TRUE NORTH APART? True North has the expertise, experience, resources, and dedication needed to successfully overcome the challenges of the proposed study. Although we provide more details in the body of this SOQ, we thought it would be helpful to highlight at the outset what distinguishes True North from other research firms.

Unmatched Experience & Expertise Conducting Community Surveys True North's President (Dr. Timothy McLarney) and Principal Researcher (Richard Sarles) have *personally* designed and conducted more surveys to assist California public agencies in meeting their performance and communication goals than any other researchers in the State. To date, our team has conducted over 1,000 surveys for public agencies, including more than 400 surveys to help agencies identify community needs, measure their performance, develop programs/services, and create effective marketing/communication strategies. The advantage of working with True North is that our experience will not only allow us to be a very active, insightful collaborator with the Mesa Water District when *designing* the survey, it will also enable us to provide reliable benchmarking information and meaningfully *interpret* (and provide context to) the results of the District's survey.

Deep Utility Experience One of the key advantages of selecting the True North team is that we don't just bring sophisticated research tools—we also bring to the table extensive experience working with public utilities on a wide range of research topics including pricing and rate plan studies, program design/evaluation, product design/evaluation, branding and customer perceptions, customer satisfaction/performance measurement, marketing, and building customer support for various initiatives. In the past five years alone, True North has led more than 25 research projects for public utilities in the potable water, sewer/wastewater, electricity, and gas industries.

A Well-Earned Reputation for Neutral, Scientific Surveys When commissioning a public opinion survey and selecting a consultant, the bar should be set very high in terms of neutrality, objectivity, independence, and methodological rigor. In all aspects and appearances the study

must be above reproach if customers and stakeholders are expected to accept it as a fair, unbiased, scientific assessment of customers' needs and opinions as they relate to the District and water-related issues.

The firm the District selects to conduct the study and the methodologies they employ are a big part of establishing that foundation of credibility. Hiring a firm that is known for conducting candidate election surveys, partisan polling, and/or issue-advocacy research, for example, will naturally lead customers and/or stakeholders to question whether the survey was done right, or for the right reasons.

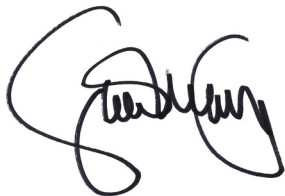
At True North Research, we have spent more than 17 years conducting objective, non-partisan, scientific surveys on behalf of public agencies. We have a well-earned reputation as an independent expert research firm that provides neutral, balanced, and accurate research to government clients. Equally important, we have purposely avoided getting involved in local politics, candidate elections and donations, partisan polling, and political commentary so that our reputation/track record never becomes a liability for our public-sector clients.

How We Manage Your Study Most research firms (and all of the larger firms) rely heavily on delegation to manage their work flow. Although they may send the Principals to the interview, the unfortunate reality is that once they 'win' a project the actual research tasks—design, data processing, data analysis, report writing, presentation building—are promptly delegated to junior-level staff.

At True North, we follow a very different model for managing your project. We believe the best approach to conducting your study is to have the person in our organization with the *most* expertise and experience roll-up his sleeves and actually do the work. At True North, who you see is who you get. True North's President (Dr. McLarney) will personally perform more than 75% of the research tasks for the proposed study.

The research team at True North is eager to partner with the Mesa Water District on this important study. We think that you will find our qualifications, our attention to client service, and our interest in this study to be exceptional. Should you have any questions about this proposal, please do not hesitate to contact me by email at mclarney@tn-research.com or by phone at 760.632.9900. I will serve as the District's point of contact during the selection process and as the Project Manager for the duration of the study, if selected. We acknowledge this submittal is obligated by any and all RFQ addenda, and is valid for ninety (90) days.

Sincerely,



Timothy McLarney, Ph.D.
President
True North Research, Inc. (Federal ID: 47-0883946)
1592 N. Coast Highway 101, Encinitas CA 92024
p: 760.632.9900
mclarney@tn-research.com



EXPERIENCE & QUALIFICATIONS

True North is a full-service research firm that is dedicated to providing California municipalities, utilities, and special districts with a clear understanding of the opinions, perceptions, priorities and concerns of their residents, customers, and constituents. Through designing and implementing scientific surveys, focus groups and one-on-one interviews, as well as expert interpretation of the findings, True North helps its clients to move with confidence when making strategic decisions in a variety of areas—such as planning, policy evaluation, performance management, program design/evaluation, and developing effective public outreach campaigns.

Designing and implementing custom survey research studies that adhere to rigorous methodological standards is both the purpose and the passion of True North Research. In addition to being nationally recognized experts in survey research methodology,¹ Dr. McLarney and Mr. Sarles have also *personally* designed and conducted more research studies to assist California public agencies than any other individual researchers in the State—over 1,000 to date. We also have deep experience working with public utilities in the electricity, gas, sewer/wastewater, and potable water sectors. The advantage of working with True North is that this experience is particularly helpful not only in the *design* of the research, it also enables our team to provide reliable *benchmarking* information and meaningfully *interpret* (and provide context to) the results of the surveys.

Company Specifics True North Research was co-founded in 2002 as a two-person consulting firm by Dr. McLarney and Mr. Sarles and is an S-Corporation in good standing with the State of California. Although we have had many opportunities to expand our business during the past 17 years, we have chosen to maintain True North as a two-person firm. Dr. McLarney and Mr. Sarles still manage every aspect of every True North project. We are an extremely efficient, well-oiled, collaborative team of two—and we have chosen to keep it that way so that our clients continue to receive exceptionally high quality customer service and research insights. Dr. McLarney and Mr. Sarles are committed to working with the Mesa Water District for the duration of this project—there will be no staff turnover or changes.

PERSONAL VS. FIRM-LEVEL EXPERIENCE Before discussing our experience in more detail, we feel it is important to note the difference between *personal* experience and *firm-level* experience. It is very common for research firms to provide a long list of projects in their proposals in an effort to demonstrate that they are both well-qualified and highly experienced in conducting surveys of this type. The reality, however, is that this firm-level experience is often a game of smoke-and-mirrors. What they *don't* tell you is that their list of projects was managed by dozens of different project managers over many years, most of whom no longer work for the firm and only one of whom will be assigned to your project (along with lower-level support staff).

The bottom line is that it doesn't matter how many projects or clients a firm has worked with over the years. Nor does the experience of the Principals or others at the firm matter if they aren't going to be the ones rolling-up their sleeves to work on your study. What matters is the

1. For example, Dr. McLarney has served as an expert witness in survey research methodology for legal cases, has published research methodologies in peer-reviewed academic journals, and on the basis of his research has been honored as a Visiting Scholar at U.C. Berkeley's Institute for Governmental Studies.

experience, education, and expertise of the specific individuals who will be working directly on your project and handling each of the key research tasks.



For this reason, we take a different approach. The experience discussed throughout this SOQ—and the projects referenced below—are the *personal* experience of the individuals who will be working on *all* aspects of the study for the Mesa Water District: Dr. McLarney and Mr. Sarles. We encourage the District to take this difference into account when reviewing firms and proposals.

UTILITY EXPERIENCE As noted in the *Cover Letter*, one of the advantages of selecting True North is that we have extensive experience working with public utilities on a wide range of research topics including pricing and rate plan studies, program design/evaluation, product design/evaluation, branding and customer perceptions, customer needs assessments, customer satisfaction/performance measurement, marketing, and building customer support for various initiatives. In the past five years alone, True North has led more than 25 research projects for public utilities in the potable water, sewer/wastewater, electricity, and gas industries. In addition to the municipalities shown below that may manage one or more utility services, our clients include the Casitas Municipal Water District, Cucamonga Valley Water District, Elsinore Valley Municipal Water District, Monte Vista Water District, San Diego County Water Authority, West Valley Water District, West Basin Water District, Nipomo Community Services District, Goleta West Sanitary District, Los Angeles Bureau of Street Lighting, Santa Margarita Water District, and the Sacramento Municipal Utility District. True North has also conducted research for some of the largest private utilities in the world, including Veolia Water.

MUNICIPAL COMMUNITY SURVEYS Below is a sampling of the municipalities for which Dr. McLarney and Mr. Sarles have personally designed and conducted community and customer surveys, some of which provide one or more utilities to their residents.

Agoura Hills	El Cajon	Lompoc	San Anselmo
Alhambra	Encinitas	Long Beach	San Carlos
Aliso Viejo	Folsom	Los Angeles	San Clemente
Anaheim	Fontana	Los Gatos	San Diego
Apple Valley	Fremont	Madera	San Gabriel
Atherton	Gilroy	Malibu	San Jose
Azusa	Glendale	Manhattan Beach	San Luis Obispo
Banning	Glendora	Menifee	San Marcos
Barstow	Goleta	Mission Viejo	San Marino
Beverly Hills	Grand Terrace	Moorpark	Santa Barbara
Brea	Half Moon Bay	Murrieta	Santa Clarita
Burbank	Hesperia	Norwalk	Santa Monica
Campbell	Huntington Beach	Oceanside	South Lake Tahoe
Cerritos	Indian Wells	Oxnard	South Pasadena
Chino	Irvine	Palmdale	Temecula
Chula Vista	Kerman	Petaluma	Thousand Oaks
Claremont	La Canada-Flintridge	Pico Rivera	Truckee
Clayton	La Palma	Placentia	Upland
Costa Mesa	Laguna Beach	Port Hueneme	Ventura
Cudahy	Laguna Niguel	Rancho Cucamonga	Watsonville
Cypress	Lake Elsinore	Rancho Palos Verdes	West Hollywood
Dana Point	Lake Forest	Rancho Santa Margarita	Westlake Village
Del Mar	La Mesa	Redlands	Whittier
Diamond Bar	Lathrop	Redondo Beach	Yorba Linda
East Palo Alto	La Verne	Riverside	Yucca Valley
Eastvale	Lemon Grove	Rocklin	

REFERENCE PROJECTS The following are references for studies designed and conducted by True North's team of Dr. McLarney (lead) and Mr. Sarles (support). We encourage the District to contact our references and ask about the quality of work performed by Dr. McLarney and Mr. Sarles. Please note that we chose a mix of references to highlight our utility, program design/evaluation, and marketing/communications research experience. The value of the individual projects referenced below varied from \$25,000 to \$300,000.

San Diego County Water Authority True North was recently selected by the Authority through a competitive RFP process to design and conduct the Authority's bi-annual customer survey, which is similar to the survey proposed by the Mesa Water District. We are near completion on the design of the 2019 survey, which is expected to field later this month (July) with 800 customers using multiple recruiting and data collection methods. Contact: Craig Balben, Public Affairs Representative. 4677 Overland Ave., San Diego CA 92123: 858.522.6726; CBalben@sdcwa.org.

Sacramento Municipal Utility District For the past 10 years, True North has served as the Sacramento Municipal Utility District's primary research consultant for market research. We have designed and conducted dozens of studies for the purposes of measuring customers' product and service needs, product/service design and evaluation, profiling customers' media habits, developing advertising campaigns, and measuring the effectiveness of SMUD's outreach and communications. Our work for SMUD includes multiple studies each year between 2009-2019, including three active studies (2019). Contact: Anya Suneson, Principal Researcher, 6201 S Street, Sacramento CA 95817: 916.732.6341; Anya.Suneson@smud.org.

Santa Margarita Water District In 2017, True North assisted the Santa Margarita Water District with research to profile customers' awareness of water reliability issues facing the District, as well as their support for various programs and initiatives designed to reduce the District's reliance on imported water and improve the long-term reliability of water services in the area. Contact: Jim Leach, Director of External Affairs. 26111 Antonio Parkway, Rancho Santa Margarita CA 92688: 949.459.6601; jiml@smwd.com.

Elsinore Valley Municipal Water District In 2017, True North assisted the Elsinore Valley Municipal Water District in designing and conducting a baseline survey of customers who receive water and sewer services, focusing on customer satisfaction with various aspects of the services they receive, the effectiveness of District communications, and how customers prioritize among several strategic opportunities and programs being considered by the District to improve water reliability. Contact: Bonnie Woodrome, Community Affairs Supervisor. 31315 Chaney Street, Lake Elsinore CA 92530: 951.674.3146 xt 8274; bwoodrome@evmwd.net.

Monte Vista Water District True North has assisted MVWD with baseline (2006) and tracking surveys (2016) to gauge customers' needs and priorities, measure the District's performance, identify customer awareness and knowledge of the District's budget-based tiered rate structure and conservation efforts, and help refine the District's communications strategies. Contact: Mark Kinsey, General Manager, 10575 Central Avenue, Montclair CA 91763: 909.624.0035; mkinsey@mvwd.org.

ORGANIZATION & PROJECT MANAGEMENT

Most research firms manage projects through division of labor and a *lot* of delegation. Although the Principals may appear for the interview and for client meetings, their involvement beyond that point is generally negligible. The Project Manager’s role is to be the point of contact and help design the study, but even they only handle about 20% of the workload. The unfortunate reality is that most of the important research tasks—data processing, data analysis, report writing, presentation building—are delegated to junior-level staff.



We do things **differently** at True North. In fact, one of the main reasons we founded True North 17 years ago was because we recognized that there is a much better model for managing a research project—have the person with the most experience and expertise in the firm roll up his/her sleeves and actually do the work! At True North, who you see is who you get. Dr. McLarney will not only serve as the Project Manager and the day-to-day contact for the District, he will *personally* perform 75% of the research tasks on the study including *all* design, analysis, report writing, and presentations. We have purposely kept True North as a single office, two-person consulting firm because of our commitment to this project management model and the many benefits it provides to our clients.



FIGURE 1 PROJECT ORGANIZATION

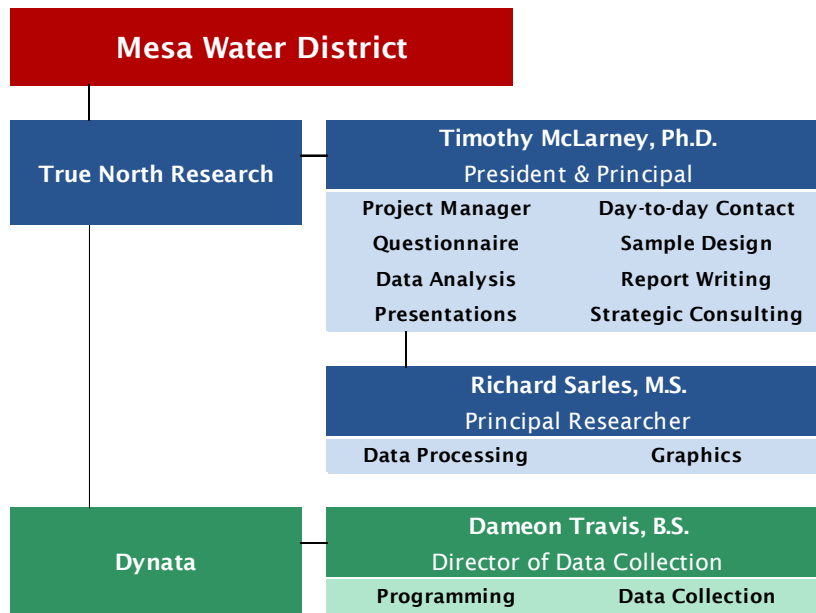


Figure 1 presents the organizational chart for the proposed study, as well as the role and tasks assigned to each individual member of our team. True North Research will serve as prime contractor at the direction of the Mesa Water District. Dr. Timothy McLarney (President of True North) will be the Project Manager for the study and will be assisted by Richard Sarles (Principal Researcher at True North). The telephone interviews will be conducted by the same high quality, professional data collection firm that True North has teamed with to complete more than 800 customer and community surveys—Dynata. Dameon Travis (Director of Data Collection at Dynata) will manage the day-to-day interviewing schedule and quality control procedures in close consultation with Mr. Sarles and Dr. McLarney.

All the individuals identified in Figure 1 have the availability to work on the proposed study for the duration of the contract, as well as the flexibility to adjust their work loads—as needed—to best meet the District’s needs. Moreover, we can guarantee (100%) that no person identified as key to the project will be removed or replaced for the duration of the contract period.

Per the RFQ, Table 1 provides a more complete breakdown of the tasks associated with the study, the individuals who will be in a lead or support role for each task, as well as the expected number of hours devoted to each task. Please note that we have provided a fixed-fee cost estimate to conduct the study. Thus, if the study requires more hours than shown below, there will be no additional cost to the Mesa Water District.

TABLE 1 TASKS & HOURS BY STAFF

Task		Personnel						
		Dr. McLarney		Mr. Sarles		Mr. Travis		
		Role	Hours	Role	Hours	Role	Hours	
Customer Satisfaction Survey	Project Management	Lead	10					
	Background Research	Lead	4					
	Kickoff Meetings	Lead	4					
	Overall Research Design	Lead	4					
	Develop Questionnaire	Lead	12					
	Prepare Sample	Lead	3					
	CATI Programming				Support	2	Lead	5
	Web Programming				Support	2	Lead	5
	Interviewer Training				Support	3	Lead	6
	Telephone Interviews				Support	3	Lead	25
	Data Processing	Support	4	Lead	12			
	Data Analysis	Lead	18					
	Report Writing	Lead	20	Support	5			
	Presentations	Lead	3					
	Strategic Consulting	Lead	5					
Total			87		27		41	

ASSOCIATIONS, LITIGATION & FINANCIAL STABILITY True North is privately owned in its entirety by Dr. Timothy McLarney and Frautene McLarney (spouse). Since its founding, True North has been completely independent—the firm and its owners have not had financial interests in any other business, nor has any other business or individual had a financial interest, association, or partnership in True North. True North carries no debt, maintains six months of operating capital in reserve at all times, and has low overhead.

True North has never been involved in litigation or lawsuits of any type, nor do we anticipate any pending litigation. Its also worth noting that we have never incurred disciplinary action or fines, or had a contract terminated for performance issues. We take pride in exceeding our client’s expectations on every study.

RESUMES Please refer to *Appendix A* for staff resumes, per the SOQ’s instructions.



U N D E R S T A N D I N G & A P P R O A C H

PROJECT UNDERSTANDING True North understands that the District is interested in measuring public awareness, perceptions, knowledge, and attitudes as they relate to the District and the services it provides, as well as water-related issues including water quality, reliability, conservation, and initiatives designed to improve water reliability in the region. In addition to profiling water-related perceptions and attitudes, the District is also interested in measuring how these attitudes link to specific behaviors including consumption, conservation, and willingness to invest in water-reliability solutions.

By collecting statistically-reliable data on the aforementioned topics and analyzing the results of the survey in conjunction with past research results (where applicable) and other secondary data, the proposed study will provide the District with information that can be used to make sound, strategic decisions in a variety of areas—including planning, program development/evaluation, policymaking, communications, and community engagement.

INNOVATIVE METHODS FOR A CHANGING ENVIRONMENT If the ultimate goal of this study is to enable the Mesa Water District to make sound, strategic decisions based upon the data that is collected, it is critical that the data be collected according to rigorous methodological standards. Indeed, although it may be easy to conduct a 'survey', it is quite challenging to design and implement a survey that A) produces *valid*² and *reliable*³ measures of the opinions and behaviors of interest, and B) produces data that is *representative*⁴ of the population of individuals that is the focus of a study. Only by satisfying each of these conditions will the proposed study produce data that is trustworthy and thus a sound basis for making decisions.

Meeting the aforementioned conditions has become more difficult in recent years. Much has changed in terms of how the public receives information, the accessibility of residents through traditional recruiting methods, and their willingness to participate in community surveys. Whereas conventional RDD (random digit dial) telephone surveys worked well for surveying residents in the past, they are no longer nearly as effective at producing reliable samples due to factors such as call-screening and the increasing percentage of households that rely solely on cell phones. Nor do they provide the flexibility to respondents in terms of *how* they participate that is required to achieve acceptable participation rates. The bottom line is that in order to continue producing statistically reliable measures of their residents' opinions, priorities and behaviors, the research methodologies that public agencies employ for customer surveys must adapt to these new challenges.

-
2. Validity refers to the degree to which a question actually measures the underlying attitude or construct that it was designed to measure. For example, asking people whether they own "stock" to measure their financial savings behavior is sufficiently ambiguous such that it has low validity. Research has shown that people in farming communities are more likely to interpret "stock" to mean livestock—not financial stocks.
 3. Reliability refers to the degree to which the observed results for a survey question are free of measurement errors and thus accurately measure the true value among the survey participants.
 4. In this context, representative refers to the degree to which the results found among the survey participants match what would have been found if all Mesa Water District customers participated in the survey. A probability-based sample free from the many possible sources of selection bias is the key to obtaining representative results.



The methodology that we recommend in this section is designed to do just that—adapt to these new challenges by employing innovative techniques that will ensure statistically reliable results. As discussed in greater detail later in this section, we propose to use a **stratified sampling methodology** that ensures a representative sample of households and adults in Mesa Water District’s service area regardless of whether they use land lines, cell phones, both, or neither. We also recommend using a **dual recruiting strategy** of telephone calls and email invitations to recruit participation in the survey and a **mixed-method data collection methodology** that allows sampled respondents the flexibility of participating by telephone or online at a password protected web site. Designed, tested and refined by True North over the past eight years, our recommended mixed-method survey approach has proven to increase participation rates, reduce response bias, and increase the overall accuracy and reliability of community survey results when compared to relying on a single recruiting/data collection method (e.g., telephone only).

The following sections describe the main elements of the proposed methodology, which includes several value-added methodological and project management features likely not found in the proposals submitted by other firms.

COMMUNICATION At the outset of this study, True North recommends having a kick-off meeting with all individuals who will be actively involved in the study (or will be an important stakeholder) in attendance. The kick-off meeting is a great forum for talking about past research conducted and the District’s needs, expectations, and concerns for the upcoming study and deliverables. The kick-off meeting will also provide an opportunity for Dr. McLarney to clarify any questions about the proposed methodology, ask questions of District staff, and identify changes to the methodology (as proposed) that may better serve the District’s interests. In short, the purpose of the kick-off meeting is to make sure that everyone is in agreement about the details of the study, identify areas that need further clarification, share materials, and establish a more detailed work plan for the project. After the kick-off meeting, Dr. McLarney will keep in regular contact with the Project Manager identified by the District through telephone, email, and in-person meetings.

QUESTIONNAIRE Dr. McLarney will work closely with the Mesa Water District in designing and revising the questionnaire. The questionnaire design and revision process will begin at the kick-off meeting and is expected to take about 10 days to complete. Dr. McLarney will take the lead in creating an initial draft after the kick-off meeting and receiving input that may be submitted by staff. District staff will have the opportunity to then review and comment on the draft questionnaire. It usually works best if the District assigns a single person to gather the comments of staff and then discuss them with Dr. McLarney, who will make changes based on the comments. This process is repeated, as needed, until all parties are satisfied with the questionnaire.

Throughout the design process, Dr. McLarney will work closely with the District to develop a questionnaire that covers the topics of interest and avoids the many possible sources of systematic measurement error, including position-order effects, wording effects, response-category effects, scaling effects and priming.

PRE-TEST, PROGRAMING & LANGUAGE TRANSLATION Once the District has approved the draft survey instrument, it will be pre-tested internally and with at least 20 households prior to actually fielding the survey to ensure that respondents can easily understand the point of each question, the response options match what respondents want to answer, the skip patterns and CATI logic are correct, etc. After any final adjustments are made in consultation with the District, the instrument will be programmed for both telephone (CATI) and online versions, and professionally translated into Spanish. We also have the ability to conduct the study in Vietnamese, Chinese, Korean, and/or other languages, if the District chooses.

SAMPLING The sampling design for this study is in many respects the most important stage of the survey research project. Only through carefully designing the sample to meet the many theoretical and logistical challenges associated with conducting community surveys will the results of the interviews be representative of adults in the District's service area.

As noted previously, telephone-based sampling techniques (such as RDD) that in past years worked well for generating representative samples of residents are no longer effective on their own. Note only do they often fail to account for the growing number of households—especially younger households—that have given up their land lines in favor of cell phones, the prevalence of caller ID and other similar technologies has led to a substantial rise in call screening behaviors. In combination, these factors create a situation in which a significant percentage of households are simply unreachable if one relies solely on telephone-based sampling and recruiting techniques.

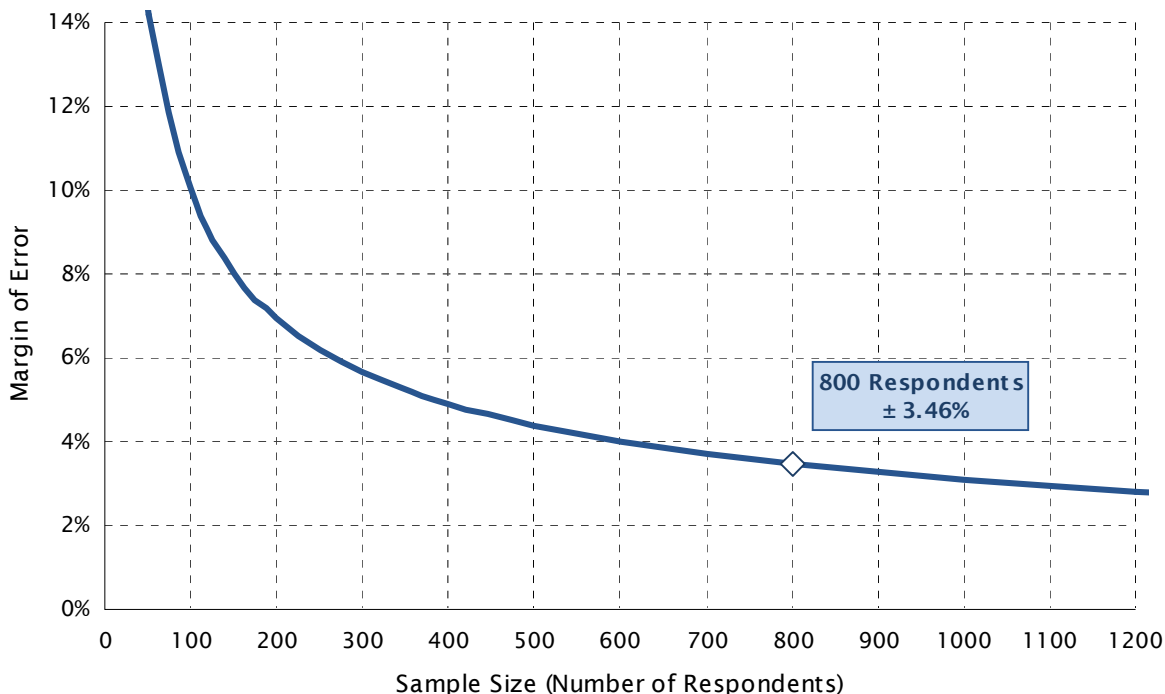
Rather than choose *phone numbers* at random, our recommended solution is to develop a comprehensive database of households (listed by physical address/location) and stratified sampling methods to select a random sample of households in the District's service area. The sample will be stratified by geography to ensure the proper representation across geographic subareas. Our sampling approach will ensure that all households in the service area have an equal probability of being selected for the survey—not just those that have land lines or published cell phone numbers. It also enables True North to append contact information and recruit households using an effective combination of telephone calls *and* email, as discussed below (see *Dual Recruiting* on page 11).

SAMPLE SIZE By using the aforementioned stratified random sampling design with adjustments as needed, True North will ensure that the sample is representative of adults in the Mesa Water District's service area. The results of the sample can then be used to estimate the opinions of *all* adult residents in the service area. Because not all residents will participate in the survey, however, the results will have what is known as a statistical margin of error due to sampling. The margin of error refers to the difference between what is found from the sample of respondents and what would have been found had *all* customers in the service area had been surveyed.

This is where sample size becomes important. The larger the sample, all other things being equal, the smaller the margin of error and the more confidence one can have that the survey results accurately reflect the entire population of Mesa Water District customers. To provide the District with a sense for how the statistical margin of error is related to sample size, Figure 2 plots the relationship between sample size and the *maximum*⁵ statistical margin of error for the

proposed survey. As illustrated in the figure, a sample of 500 respondents will generate survey estimates with a margin of error due to sampling of +/- 4.5% at the 95% level of confidence, whereas a larger sample of 800 will produce estimates within +/- 3.5% at the 95% level of confidence. We have provided cost estimates for both options.

FIGURE 2 MAXIMUM STATISTICAL MARGIN OF ERROR DUE TO SAMPLING IN STUDY AREA



DUAL RECRUITING Once households have been selected for the sample, we will use two methods to recruit participation in the survey: email invitations and telephone calls. The email invitations will include a hyperlink with an embedded PIN that is unique to each recipient to ensure that only individuals invited are able to take the survey *and* limit the number of completed interviews per household to one.⁶ Households that do not respond to the initial email by participating in the survey will receive telephone calls for the purposes of soliciting their participation and conducting the interviews. Using a combination of email and telephone calls for recruiting allows us to reach a substantially higher percentage of residents when compared to using only one recruiting method (i.e., just telephone).

More specifically, using email invitations allows us to reach individuals who are habitual call-screener, meaning that they do not answer their phone unless they recognize the incoming number. In an age when one-third or more of potential respondents are habitual call-screener, using multiple recruiting methods is critical to meeting the requirements of a random sample

5. The margin of error will vary depending on the distribution of responses to the question. The maximum margin of error occurs when the results are evenly split (50-50) between two response options.
 6. Once a PIN has been used, it can't be used again. However, if a respondent should be interrupted before completing the survey, they can use the link to access the survey site again and it will pick up where they left off.

(that every unit have an equal probability of selection), and effectively increases the response rate, reduces response bias, and improves the overall reliability of the survey results.

MIXED-METHOD DATA COLLECTION The reliability of survey results depends, in part, on having a high participation rate. One of the most productive ways of encouraging participation (and minimizing response bias) in a survey is to make it as convenient as possible for an individual to participate. Although some individuals find it most convenient to participate via telephone, others may have responsibilities and schedules that are simply not conducive to spending up to 15 minutes on the phone at a particular time. For this reason, we recommend a mixed-method design that will allow respondents maximum flexibility in choosing *when* and *how* they participate in the study.

The mixed-method approach involves allowing respondents the option to participate in the survey by telephone or online through a secure, password protected web-based application designed and hosted by True North. Respondents can access the online survey from a computer, tablet or smart phone, and the screen will scale accordingly. By providing respondents with flexibility as to when and how they participate in the survey, a mixed-method approach (especially in combination with a dual recruiting method) will deliver higher participation rates, minimize response bias, and ultimately deliver more reliable results than using telephone-only based data collection methodologies. During the data collection period, True North will actively monitor the sample to ensure that it matches the composition of adult residents in Mesa Water District's service area on key demographic characteristics (e.g., age, gender, geographic location, etc.).

Telephone Interviewing Quality telephone interviewing will be an important element of the proposed survey. Using a 'bargain' phone facility is rarely a bargain, as the integrity of the data and the accuracy of the results depends on the knowledge, experience and professionalism of the interviewers and supervisors. In the end, it is critical that the research team and the District can trust the data that were collected. For this reason, True North will team with Dynata, a professional interviewing company that has partnered with Dr. McLarney and Mr. Sarles on more than 800 survey projects in the past and has a proven track-record of professional interviewers, quality data collection, and competitive pricing.

Interviewing for a resident survey is typically conducted in the evenings (5:30PM to 9:00PM PST) during weekdays, and 10:00AM to 6:00PM on weekends. True North works closely with Dynata to manage quality control procedures during data collection, which will include a training session with interviewers and supervisors to ensure that telephone interviewers understand the purpose of all of the questions in the survey, thoroughly testing the CATI and web programs prior to fielding, active and remote supervisor monitoring of interviews, quality control checks on a random selection of interviews to identify any discrepancies that may occur (and need adjusting), and daily monitoring of the sample characteristics to ensure that data collection is adhering to the sampling plan.

DATA PROCESSING Once the interviewing is complete, True North will process the data. This consists of checking the data for errors or inconsistencies, coding and recoding responses, categorizing open-end responses, and preparing frequency analyses and cross-tabulations.

ANALYSIS & TOPLINES Once the data processing is complete, True North will analyze the results and prepare an initial topline report for the District's review. The topline report consists of the aggregate percentage responses for each question asked in the survey.

SURVEY REPORT The survey report prepared by True North Research for the District will include a thorough question-by-question analysis of the survey findings, an executive summary of the key findings and recommendations, a detailed discussion of the methodology used to complete the study, a copy of the questionnaire, a disposition summary for all calls made during the study, full-color graphics of the overall results and those of among specific subgroups (e.g., by geographic area, length of residence, presence of children in the home, housing type, age, gender, etc.), and a complete set of crosstabulations for reference that display the results broken down by various subgroups of respondents. True North believes that the quality of the final report and presentation reflects directly upon the quality of the study as a whole as well as True North Research, so Dr. McLarney and Mr. Sarles take great care in developing a report which is thorough, insightful, free of mistakes, and presents the information in an eye-catching, full-color display.

True North's reports are, without question, the most thorough and insightful in the industry. We don't just report the results—we put the findings into context and explain their meaning based upon related questions in the survey, the District's goals, relevant secondary information, the results of prior surveys, as well as our experience working with public agencies and utilities on hundreds of similar studies.

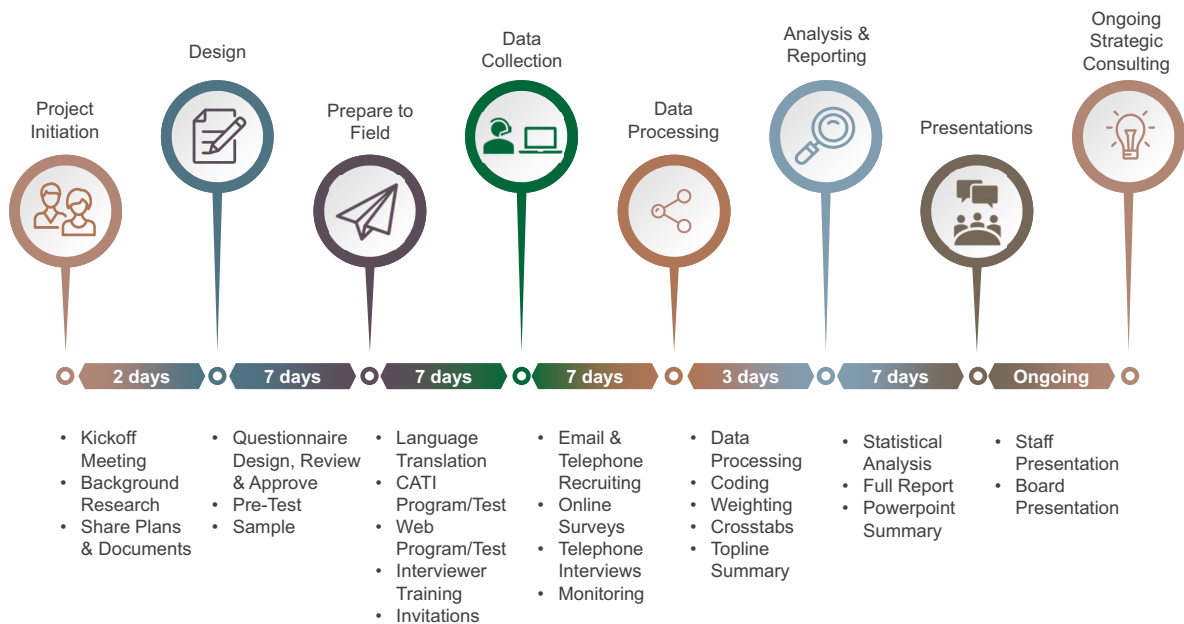
Benchmarking & Statistical Significance Testing Because the proposed survey may include questions that were asked in previous surveys administered by the District, there is an obvious interest in benchmarking against prior surveys and analyzing how the responses to these questions may have changed over time. It is important to recognize, however, that survey results can change over time for a number of reasons—only some of which are meaningful from a planning or performance measurement perspective. The goal is thus to isolate those changes that likely reflect actual changes in public opinion or behavior from those that are due to methodological artifacts such as measurement error, sample design effects, and chance associated with independently selected random samples. The former two methodological sources must be addressed in the design stages of the study to ensure an apples-to-apples comparison between the respective studies. The latter source—chance associated with independently selected random samples—is addressed through conducting statistical significance tests.

One advantage in partnering with True North is that we recognize that the appropriate statistical tests vary depending on the parameter being estimated (mean, total or percentage), the relationship of the respective sampling procedures (related or independent), as well as the distribution of the data on the selected question. As part of the survey report, we propose to not only incorporate *prior* survey findings into the graphics, where applicable, but also conduct the appropriate tests of statistical significance so that it is clear *which* changes in the survey results over time are meaningful from a performance management perspective.

PRESENTATION & CONSULTING Once the final report has been completed, True North will prepare a PowerPoint presentation of the survey results and deliver the presentation to Mesa Water District staff and representatives. Moreover, after the study is complete, we will continue to be a good partner for the District. As issues or questions arise for which the survey may provide some guidance, we will be happy to consult with and advise the District at no additional charge.

WORK FLOW & TIME LINE True North will work with the Mesa Water District to establish a project schedule that meets the District’s needs. Below we present a time line for the study that will fit the aggressive schedule outlined in the RFQ. The time line shows the number of days that we recommend devoting to each stage, as well as the key research tasks that are completed in each stage. We have the availability and resources needed to meet this time line, as well as the flexibility to adjust this schedule, as needed, to best meet the needs of the District.

FIGURE 3 TIME LINE





APPENDIX A: RESUMES

For the District's reference, the following paragraphs provide additional information about Dr. McLarney's, Mr. Sarles' and Mr. Travis' respective roles on the proposed studies, as well as their education and research backgrounds. Please note that all projects listed in this SOQ, including the *Reference Projects* on page 5, were designed and conducted by Dr. McLarney (lead) and Mr. Sarles (support).

Project Manager

Timothy McLarney, Ph.D., will serve as the Project Manager for the proposed study and the District's point of contact on all matters related to a study. Dr. McLarney will lead all design, analysis, reporting and presentation tasks. Approximately 75% of the research tasks will be performed directly by Dr. McLarney.

As President of True North, Dr. McLarney is responsible for the design, management and analysis of True North's qualitative and quantitative research projects, including those that address customer needs assessments, strategic planning, program design/evaluation, performance management, and marketing/communications. During his career, Dr. McLarney has occupied a lead role in over 1,000 research studies for public agencies, including more than 400 surveys for California cities, counties, special districts, and utilities.

Dr. McLarney is a nationally recognized expert in survey research methodology, sampling theory, weighting and the use of statistical methods to generalize survey results. His research has been recognized at numerous national and state conferences, has been published in academic journals, and has earned him honors including the title of Visiting Scholar at the Institute of Governmental Studies at UC Berkeley. He has also served as an independent expert witness in survey research methodology for California legal cases.

Prior to co-founding True North Research in 2002, Dr. McLarney was the Director of Research at another west coast research firm and a consultant for Quest, which provides organizational development training and consulting. Dr. McLarney earned a Ph.D. and M.A. in Government from Cornell University with an emphasis in survey methodology, sampling theory and public opinion, as well as a Bachelor's degree in Politics from the University of California, Santa Cruz.

Principal Researcher

Richard Sarles, M.S., will assist Dr. McLarney with managing data collection, data processing, and graphics production for the reports. Mr. Sarles will manage approximately 25% of the research tasks. As Principal Researcher and co-founder of True North Research, Mr. Sarles applies his expertise in statistics, sampling, weighting and analysis to a wide variety of research studies. A veteran of over 1,000 research studies, public and

private clients throughout the country rely on Mr. Sarles' research to help them meet their performance and planning goals.

Prior to co-founding True North Research, Mr. Sarles was employed as the Associate Research Director at another west coast research firm. One testimony to Mr. Sarles' expertise is he authored a primer on survey research methodology and customer satisfaction studies for the California Library Association that was published to all institutional members in the state. Mr. Sarles received his M.S. in Experimental Psychology from Illinois State University with magna cum laude honors. He also received his B.S. in Psychology from Illinois State University, graduating with summa cum laude honors.

Data Collection Manager **Dameon Travis, B.S.**, is the Director of Dynata and will serve as the Data Collection Manager for this study. As he has for more than 400 of True North's survey projects, Mr. Travis will manage the data collection process and interviewing team and will report directly to Dr. McLarney and Mr. Sarles. Mr. Travis has extensive experience in managing all aspects of telephone interviewing, including sampling designs, CATI stations and programming, interviewer training, daily reporting procedures, and quality control processes. With a B.S. in Communications and Economics and more than 10 years experience at Dynata working closely with Dr. McLarney and Mr. Sarles on similar studies, Mr. Travis will be an invaluable asset to the project.

Appendix C: Professional Services Agreement Acceptance Form

Firm Name: True North Research

Address: 1592 N Coast Highway 101

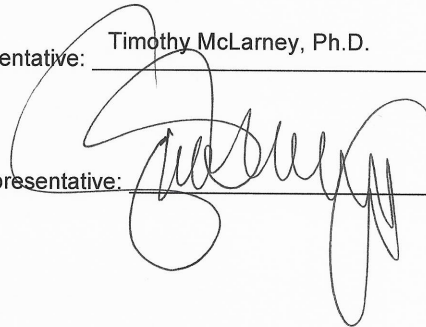
City Encinitas State CA Zip Code 92024

Telephone: 760.632.9900 Fax: _____

I have reviewed the RFQ and Professional Services Agreement in their entirety. Our firm will execute the Professional Services Agreement "as is" without modification.

Name of Authorized Representative: Timothy McLarney, Ph.D.

Signature of Authorized Representative: _____



ADDENDUM NO. 1



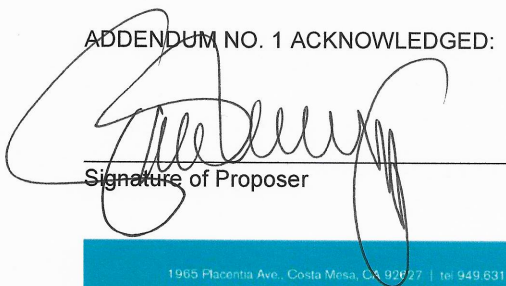
MEMORANDUM

DEDICATED TO
SATISFYING
OUR COMMUNITY'S
WATER NEEDS

EXHIBIT I

- 1. Q. Regarding the budgeted amount of \$35,000, is this the total amount of the project or in addition to some other aspect of the project?
- A. Please provide Mesa Water District with an appropriate estimate that is suitable to the scope of services as requested in the RFQ, while keeping in mind, the general budgeted amount.

ADDENDUM NO. 1 ACKNOWLEDGED:



Signature of Proposer


7.6.19

Date

1905 Flacencia Ave., Costa Mesa, CA 92627 | tel 949.831.1200 fax 949.574.1036 | info@MesaWater.org | MesaWater.org

APPENDIX C: INSURANCE CERTIFICATE

EXAMPLE INSURANCE CERTIFICATE—ALL COVERAGES ARE CURRENT



CERTIFICATE OF LIABILITY INSURANCE

OP ID: MH

DATE (MM/DD/YYYY)
05/06/2019

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Tague Insurance Agency 150 E Broadway Ste A Vista, CA 92084-6068 Steven Tague	CONTACT NAME: Mariellen High PHONE (A/C, No, Ext): 760-729-1143 FAX (A/C, No): 760-729-1143 E-MAIL ADDRESS: mhigh@tagueins.com PRODUCER CUSTOMER ID #: TRUEN-1
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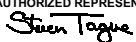
INSURED True North Research, Inc. 1592 N Coast Highway 101 Encinitas, CA 92024	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th style="text-align: left;">INSURER(S) AFFORDING COVERAGE</th> <th style="text-align: left;">NAIC #</th> </tr> <tr> <td>INSURER A : Sentinel Ins Co LTD</td> <td>11000</td> </tr> <tr> <td>INSURER B : Hartford Accident and</td> <td>22357</td> </tr> <tr> <td>INSURER C : Hartford Underwriters Ins Co</td> <td>30104</td> </tr> <tr> <td>INSURER D : Landmark American Insurance Co</td> <td>33138</td> </tr> <tr> <td>INSURER E :</td> <td></td> </tr> <tr> <td>INSURER F :</td> <td></td> </tr> </table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A : Sentinel Ins Co LTD	11000	INSURER B : Hartford Accident and	22357	INSURER C : Hartford Underwriters Ins Co	30104	INSURER D : Landmark American Insurance Co	33138	INSURER E :		INSURER F :	
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INSURER D : Landmark American Insurance Co	33138														
INSURER E :															
INSURER F :															

COVERAGES	CERTIFICATE NUMBER:	REVISION NUMBER:
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THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> GENERAL LIABILITY	X	X	72SBAAC6928	08/05/2018	08/05/2019	EACH OCCURRENCE \$ 2,000,000
	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> Business Owners						DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000
	GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC						MED EXP (Any one person) \$ 10,000
							PERSONAL & ADV INJURY \$ 2,000,000
							GENERAL AGGREGATE \$ 4,000,000
							PRODUCTS - COM/OP AGG \$ 4,000,000
							\$
B	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY	X	X	72UECUM1800	04/17/2019	04/17/2020	COMBINED SINGLE LIMIT (Ea accident) \$ 2,000,000
	<input checked="" type="checkbox"/> ANY AUTO						BODILY INJURY (Per person) \$
	<input type="checkbox"/> ALL OWNED AUTOS						BODILY INJURY (Per accident) \$
	<input type="checkbox"/> SCHEDULED AUTOS						PROPERTY DAMAGE (PER ACCIDENT) \$
	<input checked="" type="checkbox"/> HIRED AUTOS						\$
<input checked="" type="checkbox"/> NON-OWNED AUTOS	\$						
							\$
	<input type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> OCCUR						EACH OCCURRENCE \$
	<input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE						AGGREGATE \$
	<input type="checkbox"/> DEDUCTIBLE						\$
	<input type="checkbox"/> RETENTION \$						\$
C	<input checked="" type="checkbox"/> WORKERS COMPENSATION AND EMPLOYERS' LIABILITY		Y/N	72WECGD7152	03/04/2019	03/04/2020	<input checked="" type="checkbox"/> WC STATUTORY LIMITS <input type="checkbox"/> OTHER
	<input type="checkbox"/> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)						E.L. EACH ACCIDENT \$ 1,000,000
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - EA EMPLOYEE \$ 1,000,000
A	<input type="checkbox"/> Property			72SBAAC6928	08/05/2018	08/05/2019	PROPERTY \$ 15,300
D	<input type="checkbox"/> E&O/claims made			LHR834975	07/02/2018	07/02/2019	Per claim \$ 2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)
 City of Irvine and its employees, representatives, officers and agents are named as additional insured as respects the operations of the named insured as covered by this policy. Per attached HA99160312 for the auto coverage and SS00080405 for the liability. RE: Survey/Public Outreach Services and Analytical Report for the General Plan Update

CERTIFICATE HOLDER CITY043 City of Irvine C/O EXIGIS Risk Management Service P.O. Box 4668-ECM #35050 New York, NY 10163-4668	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE 
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CUSTOMER SURVEY RESEARCH SERVICES
RFQ No. 19-1001
FEE SCHEDULE

PREPARED FOR THE
MESA WATER DISTRICT



JULY 6, 2019



1592 N. COAST HIGHWAY 101
ENCINITAS CA 92024
760.632.9900 WWW.TN-RESEARCH.COM

FEE SCHEDULE

The following table presents True North’s fixed-fee costs to design and conduct the survey as described in our SOQ. The costs shown are inclusive—there will be no additional charges for travel, incidentals, meetings, post-project advising, or any other matter. If selected as the District’s research partner for this study, our payment terms are simple: we request full payment at the *conclusion* of the study. No interim or up-front payments are needed.

When comparing our costs to those of other bidders, please note that our costs include value-added services that may not be provided by other firms. Our value-added services include:

- Using a **stratified sampling methodology** that ensures a representative sample of households and adult residents in the District’s service area regardless of whether they use land lines, cell phones, both, or neither.
- Using a **dual recruiting strategy** of telephone calls *and* email to recruit participation in the survey to increase the response rate and reduce response bias.
- Professionally translating the survey and invitations into **Spanish** to allow for data collection in two languages.
- Using a **mixed-method data collection methodology** that allows sampled respondents the flexibility of participating by telephone or online at a password protected web site according to their preference.
- Conducting **statistical significance tests** to identify how public opinion has changed over time, and which changes meet the threshold of statistical significance.
- Providing the **most thorough and insightful report in the industry**. We don’t just report the results—we put the findings into context and explain their meaning based upon related questions in the survey, the District’s goals, relevant secondary information, the results of prior surveys, as well as our experience working with other utilities and public agencies on similar studies.

Although some of these services are likely not included in the proposals submitted by other bidders (and we could similarly follow suit and offer a lower cost), our experience is that these additional services are necessary to ensure that the District receives statistically reliable survey results and the maximum value for its investment in this study.

Table 1 provides the costs associated a sample size of 500 completed interviews. Table 2 presents the costs for a larger sample of 800 completed interviews.

TABLE 1 PROPOSED COSTS FOR RECOMMENDED SURVEY APPROACH WITH 500 INTERVIEWS

Item			Cost
Labor			
	Hours	Rate	
Dr. McLarney	87	\$150	\$ 13,050
Mr. Sarles	27	\$125	\$ 3,375
Direct Costs			
	Description		
Sample & Matching	Random Sample		\$ 2,450
Language Translation	Spanish		\$ 750
CATI & Web Programming/Hosting	Programming		\$ 1,750
Data Collection	Phone & Online		\$ 8,500
Total			\$ 29,875

TABLE 2 PROPOSED COSTS FOR RECOMMENDED SURVEY APPROACH WITH 800 INTERVIEWS

Item		Cost	
Labor		Hours	Rate
Dr. McLarney		87	\$ 13,050
Mr. Sarles		27	\$ 3,375
Direct Costs		Description	
Sample & Matching		Random Sample	\$ 2,450
Language Translation		Spanish	\$ 750
CATI & Web Programming/Hosting		Programming	\$ 1,750
Data Collection		Phone & Online	\$ 13,500
Total			\$ 34,875



*Dedicated to
Satisfying our Community's
Water Needs*

MEMORANDUM

TO: Legislative & Public Affairs Committee
FROM: Stacy Taylor, External Affairs Manager
DATE: August 26, 2019
SUBJECT: Orange County Update

RECOMMENDATION

This item is provided for information only.

STRATEGIC PLAN

Goal #7: Actively participate in regional water issues.

PRIOR BOARD ACTION/DISCUSSION

This item is updated for the monthly meeting of the Legislative & Public Affairs Committee.

DISCUSSION

Mesa Water District's (Mesa Water®) government relations program includes monitoring local and regional political issues and policy-setting authorities (i.e., County of Orange, Orange County Local Agency Formation Commission, etc.). Mesa Water's consulting firm, Lewis Consulting Group, will provide an update to the Board.

FINANCIAL IMPACT

In Fiscal Year 2020, \$170,000 is budgeted for Support Services; \$22,000 has been spent to date.

ATTACHMENTS

None.



Dedicated to
Satisfying our Community's
Water Needs

MEMORANDUM

TO: Legislative & Public Affairs Committee
FROM: Celeste Carrillo, Public Affairs Coordinator
DATE: August 26, 2019
SUBJECT: Branding Community Assets

RECOMMENDATION

This item is provided for discussion.

STRATEGIC PLAN

Goal #4: Increase public awareness about Mesa Water and about water.
Goal #6: Provide outstanding customer service.

PRIOR BOARD ACTION/DISCUSSION

At its March 7, 2019 workshop, the Board of Directors (Board) received information on branding community assets.

DISCUSSION

Mesa Water District (Mesa Water®) owns and maintains a number of working community assets which present various opportunities for increasing public awareness about Mesa Water and about water. Historically, most Mesa Water community assets have remained unbranded, while some, such as well sites, had been previously signposted but signage was removed or modified due to safety concerns.

As part of staff's efforts to achieve Goal #4 of the Board of Directors' (Board) Strategic Plan, Mesa Water pilot-tested the following community assets:

- Hydrants and meter boxes with the Mesa Water logo were placed in five designate areas in each Mesa Water division.
- Sampling stations throughout Mesa Water's service area were branded with the I Heart Mesa Water logo.

Asset	Quantity Branded	Material/Process
Hydrants	30	Vinyl Mesa Water stickers (2/hydrant) installed by Gerard Signs
Meter Boxes	~100	White aluminum tile with Mesa Water Logo adhered to lids by Customer Services staff
Sampling Stations	53	Wrap sticker with I Heart Mesa Water logo installed by Gerard Signs



FINANCIAL IMPACT

In Fiscal Year 2020, \$20,000 has been budgeted for Branding Community Assets; \$3,685 has been spent to date.

ATTACHMENTS

- Attachment A: Mesa Water Branded Hydrants
- Attachment B: Mesa Water Branded Meter Box
- Attachment C: Mesa Water Branded Sampling Station



Attachment A: Mesa Water Branded Hydrants





Attachment B: Mesa Water Branded Meter Box





Attachment C: Mesa Water Branded Sampling Station



REPORTS:

8. REPORT OF THE GENERAL MANAGER

REPORTS:

9. DIRECTORS' REPORTS AND COMMENTS