



STOCKTON EAST WATER DISTRICT

PROVIDING SERVICE SINCE 1948
www.sewd.net

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Division 3

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Division 6

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6767 East Main Street
Stockton, CA 95215

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MEETING NOTICE

The Municipal Operations Committee
of the Stockton East Water District
Board of Directors will meet at

12:30 p.m., Wednesday, September 16, 2026

at the District Office, 6767 East Main Street, Stockton, CA

Assistance for the Disabled: If you are disabled in any way and need accommodation to participate in the meeting, please contact Administrative Staff at (209) 948-0333 for assistance so the necessary arrangements can be made.

Agendas and minutes are located on our website at www.sewd.net.

AGENDA

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|--|------------------------|
| 1. Roll Call - Chairperson McGurk, Director Panizza, Director Nakaue, Director Atkins (Alternate) | |
| 2. Public Comment | |
| 3. Stockton East Water District – Staff Report – Consider Approval of Contract Award for Lightning and Surge Protection Project | 01 |
| 4. Stockton East Water District – Staff Report – Consider Approval of Direct Purchase of Flow Meters for the Bellota Weir Modifications Project | 05 |
| 5. Stockton East Water District – Staff Report – Consideration of Recommendation to the Board of Directors to Authorize the General Manager to Execute a Professional Services Agreement with Silsby Strategic Advisors, Inc., in an Amount Not to Exceed \$25,000 | 09 |
| 6. Adjournment | |

Certification of Posting

I hereby certify that on September 10, 2026, I posted a copy of the foregoing agenda in the outside display case at the District Office, 6767 East Main Street, Stockton, California, and said time being at least 72 hours in advance of the Municipal Operations Committee Meeting (Government Code Section 54954.2). Executed at Stockton, California on September 10, 2026.

Priya Ram, Director of Finance & Administration
Stockton East Water District

Any materials related to items on this agenda distributed to the Municipal Operations Committee of the Stockton East Water District less than 72 hours before the public meeting are available for public inspection at the District's office located at the following address: 6767 East Main Street, Stockton, CA 95215. Upon request, these materials may be available in an alternative format to persons with disabilities.

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DATE: September 16, 2026

AGENDA ITEM NO. 3

TITLE: Lightning and Surge Protection Project

SUBJECT: Consider Approval of Contract Award for Lightning and Surge Protection Project

Executive Summary

The Stockton East Water District's (District) Board of Directors (Board) approved a Professional Services Agreement with Stantec Consulting Services, Inc. on December 9, 2025, for study and design of a lightning protection system. Staff used that design to prepare a construction bid package for a complete lightning protection, surge protection, and grounding system at the Dr. Joe Waidhofer Water Treatment Plant. The project was advertised and Bockmon & Woody Electric Co., Inc., was the lowest responsive and responsible bidder at \$353,765. The District has \$600,000 for the project budgeted this fiscal year.

Staff respectfully recommends the M&I Committee recommend to the full to Board to authorize the General Manager to execute a contract with Bockmon and Woody Electric Co., Inc. for \$353,765, plus a 10% contingency of \$35,376.50, for a total Board approval of \$389,141.50, and make all other necessary approvals.

Background

The District is implementing the Project to proactively avoid future lightning and surge related outages. The District has been struck with a lightning storm event twice over the past two years. The events have caused damage to the LLPS switchgear, and various communications and metering infrastructure. Due to the severity of the strikes, the District was forced to operate on standby generators, as well as manually check tank levels and flows. Staff is looking to effectively mitigate this issue by providing adequate grounding infrastructure around its critical buildings and electrical sites.

On December 9, 2025, the Board approved a Professional Services Agreement (PSA) with Stantec Consulting Services, Inc. (Stantec). The PSA scope included study and design of a lightning protection system to safeguard against future lightning strike events. Based on that study, staff prepared a bid packet requesting services for construction of the system.

Summary

Staff began advertising for construction bids via Planet Bids on June 29th, and bids due on August 12th. The advertisement included the following scope of work elements:

1. Furnish and install a complete lightning protection, surge protection, and grounding system for the Dr. Joe Waidhofer Water Treatment Plant, including all labor, materials, equipment, and coordination required to deliver a fully operational and code-compliant system.
2. Work shall include installation of lightning grounding loops, conductors, bonding, and surge protection devices; construction of a perimeter ground grid with ground rods, electrodes and plates.
3. Grounding of all outdoor equipment, substation components, and electrical systems.

4. Provide all necessary grounding conductors, connectors, supports, ground enhancement materials, and interconnections to ensure a continuous, low-resistance grounding network.
5. All work shall comply with the latest National Electrical Code (NEC), California Electrical Code (CEC), project drawings, and local authority requirements, and shall include testing, inspection, and documentation to verify proper system performance.

The construction bids received by the District are shown in **Table 1**.

Contractor Name	Bid Amount
Bockmon & Woody Electric Co., Inc	\$353,765.00
Cal Electro Inc.	\$546,000.00

Table 1: Contractor Bids

Staff reviewed the bid documents and found Bockmon and Woody Electric Co., Inc. to be the lowest responsive and responsible bidder.

If the project requires a shutdown of the DJW WTP, the District will coordinate between the Contractor, Engineer, and Urban Contractors.

Financial Impact

The District's Board-approved budget currently has \$600,000 allocated for the Project under Fund 94 M&I 10-5323 Capital Projects: Surge Protection Improvements Installation. The bid from Bockmon and Woody Electric Co., Inc. is within the Project budget.

Staff Recommendation

Staff respectfully recommends the M&I Committee recommend to the full to Board to authorize the General Manager to execute a contract with Bockmon and Woody Electric Co., Inc. for \$353,765, plus a 10% contingency of \$35,376.50, for a total Board approval of \$389,141.50, and make all other necessary approvals.

Staff Responsible for Report

David Strohm
David Strohm, Associate Engineer

Date: 09/16/2026

Darrel Evensen
Darrel Evensen, District Engineer

Date: 09/16/2026

Juan M. Vega
Juan M. Vega, Assistant General Manager

Date: 09/16/2026

Justin M. Hopkins
Justin M. Hopkins, General Manager

Date: 09/16/2026

Attachments

1. None

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DATE: September 16, 2026

AGENDA ITEM NO. 4

TITLE: Construction of Bellota Weir Modifications Project

SUBJECT: Consider Approval of Direct Purchase of Flow Meters for the Bellota Weir Modifications Project

Executive Summary

As a cost savings measure for the Bellota Weir Modifications Project, Stockton East Water District (District) Staff recommends that the Board of Directors (Board) authorize the General Manager to execute the direct purchase of two 48-inch Rubicon SlipMeters for the Calaveras Headworks and one 54-inch Krohne magnetic flow meter for the New Bellota Pipeline Inlet, for a total estimated purchase price of **\$312,174**.

Background

The Bellota Weir Modifications Project will improve operational reliability, water conveyance capabilities, and long-term infrastructure resiliency for the District's water delivery system. The Project includes construction of a new weir with automated Obermeyer Gates, screened intake structure, pipeline crossings, roughened fish passageway and flow meters in vaults to convey water to the Dr. Joe Waidhofer Water Treatment Plant, Mormon Slough and Old Calaveras River.

As construction progressed, District Staff, HDR, and Shimmick evaluated the necessity of these improvements in relation to overall system reliability, project costs, and operational priorities.

Calaveras Headworks – Rubicon SlipMeters

The original concept for the Calaveras Headworks included magnetic flow measurement equipment installed at significant depth. District Staff determined that burying a magnetic flow meter more than 20 feet was not advisable because of the resulting access and maintenance concerns. A dedicated meter vault was evaluated as an alternative; however, the engineering estimate was approximately \$2.3 million.

Rubicon SlipMeters provide a substantially more practical and cost-effective solution for this location. The proposed approach replaces two existing inoperable gates with SlipMeters, allowing the District to retain the Calaveras Headworks while adding flow measurement capability without constructing the large, costly meter vault. The estimated cost for the two SlipMeters is \$127,724.

The Rubicon meters are therefore recommended primarily because they fit the existing Calaveras Headworks configuration, avoid the need for a deep buried magnetic meter and new meter vault, reduce construction cost, and provide the District with accurate flow measurement at the headworks.

New Bellota Pipeline Inlet – KROHNE TIDALFLUX 2300 F

The new Bellota intake flow meter is located within the New South Distribution Vault. Because the vault operates as a constant-head facility, the pipe carrying flow through the meter may not remain completely full under all operating conditions. A conventional full-pipe magnetic flow meter specified for the Project would not be appropriate for conditions in which the pipe is partially full.

The Krohne TidalFlux 2300 F is recommended because it is designed for flow measurement in partially filled pipes. This makes it better suited to the actual hydraulic conditions at the New South Distribution Vault and reduces the risk of inaccurate or unreliable flow measurement when the pipe is not completely full. The proposed meter is 54 inches in diameter to match the New Bellota Pipeline.

The estimated cost for the New Bellota Pipeline KROHNE meter is \$184,450.

Location	Flow Meter	Cost
Calaveras Headworks	Two 48- inch Rubicon SlipMeters	\$127,724
New Bellota Pipeline	One 54-inch Krohne TidalFlux 2300 F	\$184,450
Total		\$312,174

Table 1. Cost of 3 flow meters



Figure 1. Calaveras Headworks

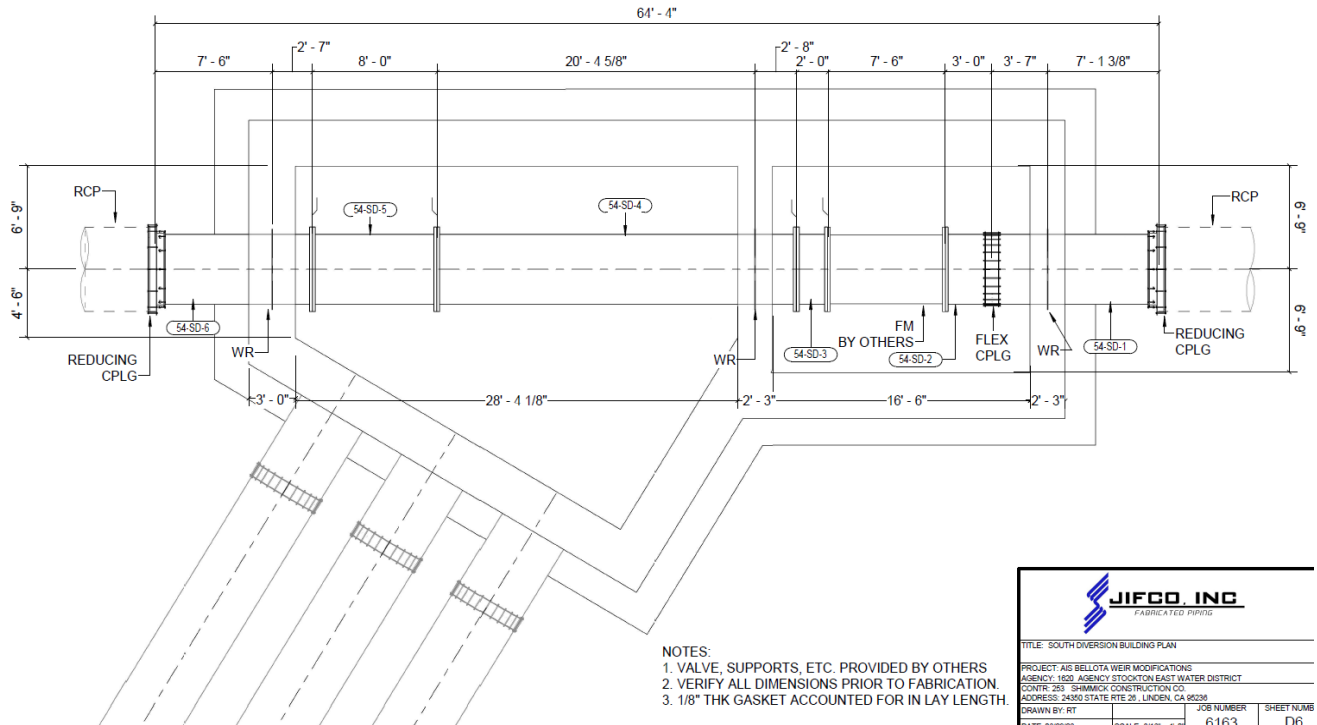


Figure 2. South Distribution Vault

Summary

The Bellota Weir Modifications Project (Project), under construction by Shimmick Construction, includes flow meters in vaults at the Calaveras Headworks and the new Bellota Pipeline inlet. During construction, District Staff, HDR, and Shimmick found the specified meters unsuited to conditions at both locations.

At the Calaveras Headworks, the specified magnetic meters would be buried more than 20 feet below grade, and a dedicated meter vault was estimated at approximately \$2.3 million. Staff recommends replacing the two inoperable gates with Rubicon SlipMeters instead — **\$127,724**.

At the New Bellota Pipeline inlet, the New South Distribution Vault operates at constant head, so the pipe will not always run full and the specified full-pipe meter would measure unreliably. Staff recommends a 54-inch KROHNE TIDALFLUX 2300 F, designed for partially filled pipes — **\$184,450**.

The proposed meters provide a practical and technically appropriate solution for two different site conditions. The Rubicon SlipMeters avoid a costly deep-vault installation at the Calaveras while combining flow measurement and gate control. The KROHNE TidalFlux meter provides reliable measurement when the 54-inch Bellota Pipeline is partially full. Together, the meters will support District operations, water accounting, and SCADA monitoring without the extensive civil improvements that would otherwise be required.

The proposed direct purchase consists of two Rubicon SlipMeters for \$127,724 and one KROHNE TIDALFLUX meter for \$184,450, for a total amount not to exceed \$312,174..

Financial Impact

Shimmick was awarded the construction contract for the Bellota Weir Modifications Project in the amount of \$50,630,000, plus a 20 percent contingency of \$10,126,000, for a total project authorization of \$60,756,000. Direct purchase of both is appropriate under the District's purchasing policy: the District has standardized on Rubicon gates and meters across its distribution system, and already operates a KROHNE TIDALFLUX 2300 F at the WTP campus.

The proposed direct purchase of the two Calaveras Headworks Rubicon SlipMeters and the 54-inch Krohne TidalFlux 2300 F magnetic flow meter is estimated at \$312,174. The recommended equipment selection avoids the approximately \$2.3 million engineering estimate change order from staff oversight associated with constructing a dedicated Calaveras Headworks meter vault and provides flow measurement equipment better suited to the actual hydraulic and installation conditions.

Staff Recommendation

District Staff recommends that the Board of Directors authorize the General Manager to execute the direct purchase of two 48-inch Rubicon SlipMeters for the Calaveras Headworks and one 54-inch Krohne magnetic flow meter for the New Bellota Pipeline Inlet, for a total estimated purchase price of **\$312,174**.

Staff Responsible for Report



Manuel Verduzco, Senior Engineer

Date: 9/16/2026



Darrel Evensen, District Engineer

Date: 9/16/2026



Juan M. Vega, Assistant General Manager

Date: 9/16/2026



Justin M. Hopkins, General Manager

Date: 9/16/2026

Attachments

1. None

DATE: September 16, 2026

AGENDA ITEM NO. 5

TITLE: Professional Services Agreement with Silsby Strategic Advisors, Inc.

SUBJECT: Consideration of Recommendation to the Board of Directors to Authorize the General Manager to Execute a Professional Services Agreement with Silsby Strategic Advisors, Inc., in an Amount Not to Exceed \$25,000

Executive Summary

Stockton East Water District (District) staff requests that the Municipal Operations Committee (Committee) recommend that the Board of Directors (Board) authorize the General Manager to execute a Professional Services Agreement (PSA) with Silsby Strategic Advisors, Inc. (SSA), in an amount not to exceed \$25,000, to provide strategic support services on two priority initiatives: (1) investigation into, and development of, a feasibility study evaluating potential partnership opportunities with other parties for a data center project; and (2) continued support for the development of District Key Performance Indicators (KPIs).

Background

SSA is a strategic advisory firm led by Shane L. Silsby, MsCE, PE, CEO and Founder, whose background includes senior public-sector executive roles — including Director of Public Works for Orange County, California — as well as private-sector engineering and organizational leadership positions.

Summary

SSA submitted a proposal to the District, dated September 4, 2026, offering a range of strategic support services, including research and survey review, facilitation of working sessions, organizational recommendations, and support for data center evaluation processes.

Of the services described in SSA's proposal, staff has identified two priority scopes for near-term engagement:

- **Data Center Partnership Feasibility Study:** The District continues to receive interest from private developers regarding potential partnerships involving District infrastructure, land, and water and power resources in connection with data center development. Staff propose to engage SSA to investigate and develop a feasibility study evaluating potential partnership structures with other parties, including review of the District's evaluation processes and readiness for the infrastructure, operational, and exaction requirements associated with proposed data center developments.
- **Key Performance Indicators:** The District has been developing a set of Key Performance Indicators to measure organizational performance consistent with the District's 2023 Strategic Plan. Staff propose to engage SSA to continue this work, including refinement and finalization of KPIs and associated SMART goals and objectives for review by the General Manager's Office and, ultimately, the Board.

SSA's proposal structures compensation as a time-and-materials draw-down pool, with services performed by Mr. Silsby at an hourly rate of \$350, for maximum flexibility as the specific scope of work is refined. Staff recommend limiting the initial engagement under the PSA to the two scopes of work described above, within a not-to-exceed amount of \$25,000. The proposed term of the agreement would run from execution through March 31, 2027, unless the scope of work is completed earlier, at which point the District and SSA would reassess whether to continue any further engagement.

Financial Impact

This expense was not included in the District's adopted budget. However, funding for this engagement, in an amount not to exceed \$25,000, is available within the General Manager Professional Services account and would not require a budget amendment. Costs will be incurred and invoiced on a time-and-materials basis as work is performed, up to the not-to-exceed contract amount.

Recommendation

Staff recommend that the Municipal Operations Committee recommend that the Board of Directors authorize the General Manager to execute a Professional Services Agreement with Silsby Strategic Advisors, Inc., in an amount not to exceed \$25,000, for the scope of services described above.

Staff Responsible for Report



Justin M. Hopkins, General Manager

Date: 09/16/26

Attachments

1. Silsby Strategic Advisors, Inc. Strategic Support Services Proposal, dated September 4, 2026



September 4, 2026

Justin Hopkins
Stockton East Water District - General Manager
6767 East Main Street
Stockton CA 95215
Submitted via email: jhopkins@sewd.net

Subject: Strategic Support Services Proposal for Agency Initiatives

Dear Mr. Hopkins:

Silsby Strategic Advisors, Inc. is submitting this proposal to provide strategic support services to assist the Stockton East Water District (District) with targeted initiatives and recommendations for the agency and its associated functions. A summary describing the anticipated scope of services are summarized in Exhibit "A," the associated proposed compensation is outlined in Exhibit "B" and supporting qualifications have been provided in Exhibit "C."

The opportunity to provide services to the District in support of these important strategic initiatives is greatly appreciated. If you would like to discuss this proposal or need any additional information for your review, please do not hesitate to contact me at 949-734-0534 or at shane@silsby-sa.com.

Respectfully submitted,
Silsby Strategic Advisors, Inc.

A handwritten signature in blue ink that reads "Shane L. Silsby".

Shane L. Silsby
CEO and Founder
www.silsby-sa.com
www.managingformeteors.com

EXHIBIT “A”

Strategic Support Services Proposal for Agency Initiatives

PROPOSED SCOPE OF SERVICES

Silsby Strategic Advisors, Inc. (or “Silsby Strategic Advisors”) will provide “External Support Services” to assist the District with strategic organizational analyses that require specialized, time-intensive efforts that may include coordination between various other agencies and hierarchical levels of the District. The Scope of Services associated with assisting the District in targeted initiatives, high-level strategy sessions, facilitation of meetings, summary reports, and follow-up support actions for this proposal includes the following.

Meetings, Research, and Initial Coordination

External Support Services will include meetings with the District to clarify alignment on the primary direction of focus to best position the District for success. These efforts will also include productively identifying and resolving known liabilities and facilitating enhanced coordination with key stakeholders as authorized by the District.

Primary Initiatives

Silsby Strategic Advisors proposes supporting the District with targeted strategic initiatives and analyses including, but not limited to, the following primary tasks:

Task 1: Research of District Priorities and Survey Review

- Review available District employee feedback surveys; review General Manager level priorities for key departments / divisions; research District Board priority policies; and review alignment with the 2023 Strategic Plan.
- Categorize employee feedback survey response trends and associated comments.
- Provide potential near-term actions / future initiatives to address survey categorical responses.
- Research current organizational structures, functional business units, and supporting position classifications.

Task 2: Facilitation of Working Sessions and Draft Recommendations Development

- Preparation of presentation materials and initial outreach to District key staff.
- Facilitation of Working Sessions with the department’s key business units.
- Strategy and observation reporting sessions with the General Manager’s Office.
- Deliver report on summary of efforts from sessions and collation of draft recommendations for organizational adjustments, position classifications, and operational efficiencies.
- Provide potential refined solutions / identify key initiatives to meet District goals.

Task 3: Facilitation of Master Session, Finalize Recommendations, and Final Report

- Preparation of presentation materials for Master Session (alignment meeting).
- Facilitation of Master Session with all key staff to review final recommended initiatives.
- Finalization of implementation SMART goals / objectives / key performance indicators after review by General Manager’s Office.
- Development of final report and distribution to identified District leadership.

Task 4: Implementation Support for Identified Adjustments or Initiatives

- Based upon the results from the final report, provide strategic support in the structure and implementation of targeted initiatives, as requested.

Task 5: Ongoing Support / Strategy Sessions with Leadership

- Provide ongoing support to the General Manager's Office, including strategy sessions to refine initiatives or align priorities with trends from employee surveys and / or key department goals.
- Support with other requests or presentations as identified and requested, including but not limited to, the following categories:

Category 1. – Planning and Delivery

Strategic Planning; Grant Strategies; Program / Project Management; Capital Improvement Programs; Federal Funding Targets; PPP / P4; Alternative Project Delivery Methods: DB, CMAR, JOC; Asset Management; Capital Procurement / E-Commerce Strategies; Design / Construction Contract Dispute Mediation; Public Agency Representative in Litigation; Fee Analyses for Public Services; Fleet Modernization or Consolidation Assessments

Category 2. – Organizational and Advocacy Enhancements

Owner's Representative Advisor Services; Organizational Structure Evaluations; Service Enhancements / Cost Efficiency Measures; State / Federal Legislative Support; Cooperative / Intergovernmental Agreements; Development Agreements; Development of Joint Powers Authorities; Federal Agency Liaison Services; Wireless Communications Facilities Ordinances; Grants / State & Federal Funding

Category 3. – Customer Service

Customer Service Enhancements: 24-hour Access to Information / Virtual Services; Customer Relationship Management System Implementation; Enhanced Public Meeting Strategies; Land Development / Land Planning Support; Inputs for Development Entitlements; Targeted Constituent Liaison Services; Service Counter Strategies

Task 6: Support with Data Center Evaluation Processes and Agency Preparedness

- Review and enhance the evaluation process for determining exactions / infrastructure and operational requirements for proposed data center developments.
- Research current processes and identify adjustments to improve readiness for forecasted infrastructure demands.
- Develop a report to outline prioritized adjustments to the development review process, financial strategies, capital delivery plans, and operations.

TERM OF SERVICES

The proposed term for the scope of services described is to be from execution of the professional services agreement to September 30, 2027, unless all elements are completed earlier. At that time, all parties can reassess the progress and initiative support needs for the remainder of 2027 and beyond.

EXHIBIT “B”

Strategic Support Services Proposal for Agency Initiatives

PROPOSED COMPENSATION (FEE)

Silsby Strategic Advisors, Inc. is pleased to provide the following proposed compensation breakdown. However, since the specific scope of all work is subject to change based upon the feedback from the working sessions, positioning of other departments, or stakeholder interests, services provided under this contract are proposed to be on an hourly basis.

For maximum flexibility, a contract totaling a not-to-exceed value of **\$25,000** is proposed be executed to create a draw down pool for the time and materials efforts associated with the Scope of Services in Exhibit “A.” The proposed services will be performed by Shane Silsby of Silsby Strategic Advisors, Inc. at a rate of \$350 per hour, and he will be the primary point of contact with the District – although strategic subconsultants may be utilized with District approval – to deliver the following tasks.

Task 1: Research of District Priorities and Survey Review

Task 2: Facilitation of Working Sessions and Draft Recommendations Development

Task 3: Facilitation of Master Session, Finalize Recommendations, and Final Report

Task 4: Implementation Support for Identified Adjustments or Initiatives

Task 5: Ongoing Support / Strategy Sessions with Leadership

Task 6: Support with Data Center Evaluation Processes and Agency Preparedness

EXHIBIT “C”

Strategic Support Services Proposal for Agency Initiatives

QUALIFICATIONS

Throughout his career, Silsby L. Silsby, MsCE, PE, has established a reputation as a transformational leader who is driven by challenge, undeterred by obstacles, and committed to furthering standards of excellence. His expertise encompasses all aspects of strategic oversight within both the public and private sectors from complex negotiations, to controlling costs and maximizing revenues through effective strategies that harness team strengths and improve enterprise-wide performance. Further, his ability to build consensus among executive teams and stakeholders, to promote transparency, and to influence positive change, has been repeatedly proven. Mr. Silsby is the current CEO and President of Silsby Strategic Advisors, Inc.

Former Private Sector Positions

Senior Vice President – International Engineering Services Firm (West Region). Leadership team member responsible for developing key client relationships and providing client management initiatives. Responsible for regional strategic initiatives, such as high-level market assessments, enhanced client focused plans, talent acquisition of key positions, improved pursuit elements, and organizational recommendations to increase success rates. Developed strategic initiatives such as Olympic venues and infrastructure attraction and implementation plans. Took on additional responsibilities for oversight of the regional business development activities including direct management of regional practice leaders in transportation, planning, water, and land development. Indirectly coordinated support staff to implement business success strategies across the region while customizing approaches for each sub-geography. West Region Business: ~600 positions in 12 offices across 5 states.

Chief Operating Officer – Global Architectural/Engineering Firm (West Region). Executive responsible for building / refining the organizational capabilities needed to deliver business results and sustain high performance within the business lines. Provided firsthand dynamic leadership to the organization and focused on executing the company’s vision. Functioned as a change agent to build on the firm’s impressive track record and make the organization even more effective through operational excellence. Responsible for guiding implementation of projects / services, ensuring client satisfaction, and contributing to growth opportunities. Built organizational capabilities through robust performance management, mentoring and development, effective strategic recruiting, and talent management. West Region Business: ~1,600 positions in 30 offices and FY20 GR of \$587 Million / NSR of \$396 Million / EBITDA of \$36 Million.

Former Public Sector Positions

Director of Public Works - Orange County, California. Executive that created the mission and long-term vision for OC Public Works based on efficient and effective responsiveness to the public and client department needs; oversaw the development of strategic plans and department goals; established policies and determined priorities; adjusted plans to respond to emerging or urgent issues; and directed the allocation of resources to achieve timely outcomes and measurable goals within the County’s budget guidelines. During his tenure at Orange County, Mr. Silsby’s reputation as a professional problem solver with a focus on delivering results earned him the honor of being named 2016 Public Works Leader of the Year by the American City & County magazine. Additionally, he was named the 2017 Top Leader of the Year by the SoCal Chapter of the American Public Works Association.

Deputy Director for the Street Transportation Department - City of Phoenix, AZ. Management responsibility for the planning, coordination, and design plan review for long- and short-term project development; programming of funds for capital improvement projects (\$500 million 5-Year program); coordination of federal / state aid procurement – including ARRA 2009 federal stimulus funding; and provision of environmental assessments for all ground disturbing Street Transportation projects. Responsibilities also included the functions of Floodplain Management, Utility Coordination, Utility Inspection, and Street Lighting. Finally, the transference of the City Engineer functions to the Street Transportation Department in May of 2011 added citywide Procurement Services, Labor Compliance, and Small Business Enterprise management to the division for oversight responsibility.

Major Projects / Downtown Team Leader for the Development Services Department - City of Phoenix, AZ. During four plus years with the Development Services Department, Mr. Silsby worked on over 1,000 development projects ranging in use and size from a new local restaurant to the \$1 billion Cityscape downtown redevelopment project. For two years, he led the Downtown Development Team through review and approval of high-profile projects such as the Arizona State University (ASU) Walter Cronkite School of Journalism / KAET Channel 8 Studios, the ASU Capstone Student Housing Project, the Historic Luhrs Complex rehabilitation, and the PetSmart Headquarters home office expansion.

Division Head / Transportation Engineer for the Transportation & Parking Office - City of Lansing, MI. Responsibilities included project oversight, regional coordination of transportation projects, providing reports and presentations to the Mayor, City Council members, citizen boards, and the public. Highlights encompassed several major projects including the construction closure of a cross-town freeway through the heart of the City, a two-way street conversion study effecting the traffic patterns of several downtown streets, and the Capitol Loop project that reconstructed many of the downtown streets surrounding the State Capitol building and impacting the City's most recognized business core.

Education & Credentials

Mr. Silsby holds a master's degree and bachelor's degree in civil engineering from Michigan State University. He is also a registered Professional Engineer in the states of Arizona and Michigan. Finally, he is a two-term member of the American Public Works Association Government Affairs National Committee and recently authored the Amazon best-selling book "Managing for Meteors: *Preparing Local Government Leaders Before the Impact.*"

PUBLIC SECTOR CLIENT REFERENCES FOR SIMILAR SERVICES

County of Seal Beach (ongoing)

Iris Lee – Public Works Director

Email: ilee@sealbeachca.gov

Phone: 562-431-2527 x 1322

City of Westminster (ongoing)

Adolfo Ozaeta – Assistant City Manager

Email: aozaeta@westminster-ca.gov

Phone: 714-548-3462

County of San Bernardino (ongoing)

Noel Castillo – Director of Public Works

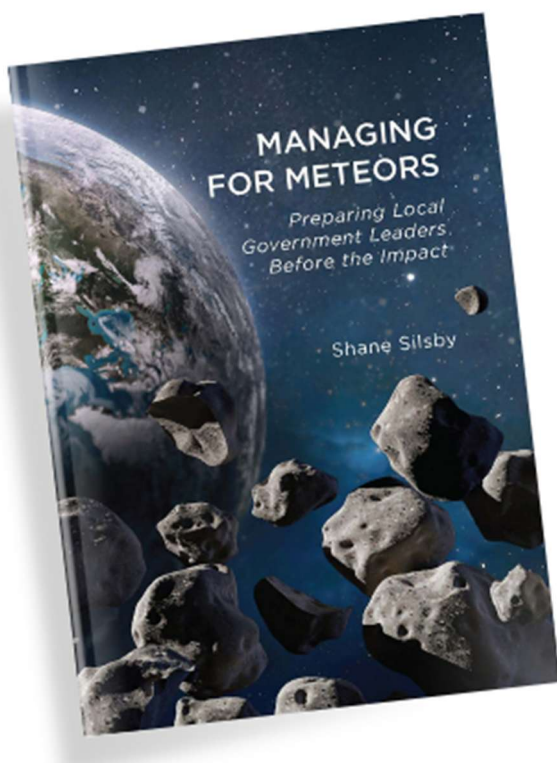
Email: noel.castillo@dpw.sbcounty.gov

Phone: 909-387-7906

REFERENCE FOR POTENTIAL FRAMEWORK

Organizational Development Training Experience to Establish Local Government Strategic Plans and Goals

Silsby Strategic Advisors is uniquely suited to work with the agency's elected and appointed leadership team to deliver training to focus the organization on strategic plans and cultural alignment. The company's CEO, Shane Silsby, has authored the book titled "*Managing for Meteors: Preparing Local Government Leaders Before the Impact*" which was developed to address the challenges being faced by local governments in today's climate. As a training tool, *Managing for Meteors* provides a conduit for passing on direct experiences, raising questions, and providing tools for leaders to consider for enhancing the functions of local governments and getting prepared in advance of major disruptors or to simply create a more strategically secure organization.



ROAD MAP TO READINESS

1 Identify Issues and Define Plan Elements

- ☐ Conduct anonymous employee engagement surveys
- ☐ Review survey feedback versus industry trends and updated business practices - *Chapter 1*
- ☐ Engage leadership team to discuss survey evaluations and exchange ideas on improvement strategies - *Chapter 2*
- ☐ Evaluate organizational structures against efficiency metrics - *Chapter 3*
- ☐ Analyze operating budgets and trends to inform initial refinements through organizational structure efficiencies and zero-based budgeting strategies - *Chapter 4*
- ☐ Organize capital improvement project budgets through development of fiscally constrained and resource balanced, multi-year capital improvement programs - *Chapter 5*
- ☐ Review operational functions against industry best practices and develop initiatives to enhance efficiencies and effectiveness - *Chapter 6 & 7*
- ☐ Analyze services and assets for new or enhanced revenue initiatives to create budgetary flexibility - *Chapter 8*

2 Developing Next Steps and Goals

- ☐ Report out information to employees on proposed actions related to survey results and baseline efficiency enhancements or agency alignment with updated business practices
- ☐ Outline steps necessary to complete transition plans or new policy, practice, or procedure implementations
- ☐ Set SMART goals and supporting objectives to address each task or initiative and assign responsible person(s) - *Chapter 9*
- ☐ Determine deadlines for each of the targeted goals and objectives, including key milestones, and define the resources that will be needed

3 Measure Progress and Repeat Analyses

- ☐ Measure implementation progress against established metrics, and provide status updates to employees periodically or as available
- ☐ Report up to senior executives and elected officials and report out to the public on key goal achievements - *Chapter 10*
- ☐ Repeat the readiness process every 3 to 5 years

The American workplace, and especially local governments, faces increasingly numerous metaphoric meteors in these ever-changing times. These meteors can appear in the form of cyber-attacks, international military conflicts, continental supply chain disruption, a global pandemic, infrastructure funding, or things we have yet to imagine... Under these scenarios, inevitably the attention of leaders is diverted from daily operational activities on which community constituents rely. This book - and the associated training or exercises - is aimed at priming organizations to be as efficient and effective as possible, so when that major disruption hits – an agency will be more likely to pass the preparedness test. As a #1 Amazon Best Seller, "*Managing for Meteors*" is a tool that continues to be reviewed and utilized by public agencies and those wanted to work more effectively with local governments.

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