

MENDOCINO

Local Agency Formation Commission

Ukiah Valley Conference Center | 200 South School Street | Ukiah, California 95482
Telephone: (707) 463-4470 | E-mail: eo@mendolafo.org | Web: www.mendolafo.org

COMMISSIONERS

Carre Brown, Chair
County Board of Supervisors

Tony Orth, Vice Chair
Brooktrails Township CSD

Gerald Ward, Treasurer
Public Member

Gerardo Gonzalez
Willits City Council

Scott Ignacio
Point Arena City Council

John McCowen
County Board of Supervisors

Vacant
Special District Member

Janifer Bazzani, Alternate
Ukiah Valley Fire District

Richard Weinkle, Alternate
Public Member

John Haschak, Alternate
County Board of Supervisors

Will Lee, Alternate
City of Fort Bragg

STAFF

Executive Officer
Uma Hinman

Analyst
Larkyn Feiler

Commission Clerk
Kristen Meadows

Counsel
Scott Browne

REGULAR MEETINGS

First Monday of each month
at 9:00 AM in the
Mendocino County
Board of Supervisors
Chambers
501 Low Gap Road, Ukiah

A G E N D A

Regular Meeting of **Monday, December 7, 2020** at 9:00 AM
County Board of Supervisors Chambers 501 Low Gap Road, Ukiah, California

*Live web streaming and recordings of Regular Commission meetings are available via the
[Mendocino County YouTube Channel](#).*

*Links to recordings, approved minutes, and meeting documents are available on the LAFCo
website: <https://www.mendolafo.org/commission-meetings>*

Important Notice

Pursuant to State Executive Order N-29-20 pertaining to the convening of public meetings in response to the COVID-19 pandemic, effective March 20, 2020, the Mendocino Local Agency Formation Commission (LAFCo) meetings will be conducted remotely and will not be available for in person public participation until further notice.

Submit **written comments** electronically to eo@mendolafo.org by 8:00 a.m. on **December 7**. In the subject line, specify the agenda item number for your comments, **"To be read aloud"** if desired, and in the body of the email include your name. If to be read aloud, please keep your comments to 500 words or less. All written comments will be provided as soon as feasible to the Commission and posted on the [meeting documents](#) page of the website.

Provide **verbal comments** via teleconference with the information provided on the [website](#). Please pre-register by email to eo@mendolafo.org by 8:00 a.m. on December 7. In the subject line, specify the agenda item number for your comments, **"...Live"**, and your name (Example: Item 4a Public Comment Live, John Doe). Participants will also receive instructions for participation in the meeting. Each participant will have three minutes to provide comments related to the agenda item.

We thank you for your understanding and appreciate your continued interest.

1. CALL TO ORDER and ROLL CALL

2. PUBLIC EXPRESSION

The Commission welcomes participation in the LAFCo meeting. Any person may address the Commission on any subject within the jurisdiction of LAFCo which is not on the agenda. There is a three-minute limit and no action will be taken at this meeting. See public participation information above.

3. CONSENT CALENDAR

The following consent items are expected to be routine and non-controversial, and will be acted on by the Commission in a single action without discussion, unless a request is made by a Commissioner or a member of the public for discussion or separate action.

3a) Approval of the November 2, 2020 Regular Meeting Summary

3b) Approval of the November 2020 Claims & Financial Report

3c) Approval of 2021 Regular Commission Meeting Schedule

4. PUBLIC HEARING ITEMS

None

5. WORKSHOP ITEMS

None

6. MATTERS FOR DISCUSSION AND POSSIBLE ACTION

6a) Consultant Selection for City of Ukiah MSR/SOI Update

The Commission will consider the RFP Ad Hoc Committee recommendation for the City of Ukiah MSR/SOI Update consultant selection; authorize staff to negotiate and execute an agreement with the City of Ukiah to fund consultant costs and a standard professional services contract with the selected consulting team.

6b) Special District Member Election Update

The Commission will receive a report on progress of the Special District Regular Member Election process. Informational.

6c) December Special Meeting

The Commission will discuss and provide staff direction on potentially scheduling a Special Meeting in late December to consider adoption of proposed Sphere of Influence policies.

7. INFORMATION AND REPORT ITEMS

The following informational items are reports on current LAFCo activities, communications, studies, legislation, and special projects. General direction to staff for future action may be provided by the Commission.

7a) Work Plan, Current and Future Proposals (Written)

7b) Correspondence (Copies provided upon request)

7c) Executive Officer's Report (Verbal)

7d) Committee Reports (Executive Committee/Policies & Procedures) (Verbal)

7e) Commissioner Reports, Comments or Questions (Verbal)

- Distinguished Service Award for outgoing Commissioner Carre Brown
- Distinguished Service Award for outgoing Commissioner John McCowen

7f) CALAFCO Business and Legislative Report

ADJOURNMENT

The next Regular Commission Meeting is scheduled for Monday, **January 4, 2021** at 9:00 AM
Location to be determined based on current State and local mandates related to the COVID-19 pandemic.

Notice: This agenda has been posted at least five (5) calendar days prior to the meeting and in accordance with the temporary Brown Act Guidelines instated by State Executive Order N-29-20.

Participation on LAFCo Matters: All persons are invited to testify and submit written comments to the Commission on public hearing items. Any challenge to a LAFCo action in Court may be limited to issues raised at a public hearing or submitted as written comments prior to the close of the public hearing.

Americans with Disabilities Act (ADA) Compliance: Because the meeting is being held by teleconference, if you are hearing impaired or otherwise would have difficulty participating, please contact the LAFCo office as soon as possible so that special arrangements can be made for participation, if reasonably feasible.

Fair Political Practice Commission (FPPC) Notice: State Law requires that a participant in LAFCo proceedings who has a financial interest in a Commission decision and who has made a campaign contribution to any Commissioner in the past year must disclose the contribution. If you are affected, please notify the Commission before the hearing.

MENDOCINO

Local Agency Formation Commission

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STAFF

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Commission Clerk

Kristen Meadows

Counsel

Scott Browne

Regular Meetings

First Monday
of each month
at 9:00 AM
in the Mendocino
County Board
of Supervisors Chambers
501 Low Gap Road

Agenda Item No. 3a

DRAFT MINUTES

Local Agency Formation Commission of Mendocino County

Regular Meeting of Monday, November 2, 2020

Meeting held via Zoom due to COVID-19 Pandemic Emergency Conditions

1. **CALL TO ORDER and ROLL CALL** (Video Time 6:14)

Chair Brown called the meeting to order at 9:03 a.m.

Regular Commissioners Present: Carre Brown, Tony Orth, Gerald Ward, Gerardo Gonzalez, John McCowen and Scott Ignacio (joined at 9:04 a.m.)

Regular Commissioners Absent: none

Alternate Commissioners Present: Richard Weinkle, Jenifer Bazzani (immediately seated for former Commissioner Huff)

Alternate Commissioners Absent: Will Lee, John Haschak

Staff Present: Uma Hinman, Executive Officer; Larkyn Feiler, Analyst; Kristen Meadows, Clerk; Scott Browne, Legal Counsel

2. **PUBLIC EXPRESSION** (Video Time 8:22)

Matt Froneberger, Russian River Flood Control District Board member and Special District Representative Candidate, introduced himself and shared his experience and qualifications for serving on the Commission.

3. **CONSENT CALENDAR** (Video Time 11:52)

3a) Approval of the September 14, 2020 Regular Meeting Summary

Commissioners Brown, Ward, and McCowen noted corrections to the Draft Meeting Summary on pages 5 and 6 of the agenda packet.

- Brown: Grammatical error, pg. 5
- Ward: Remove Weinkle, ineligible to vote as alternate, pg. 5 & 6.
- McCowen: Change wording for Brown Act compliance, pg. 5 – “Appoint commissioners...to work with the EO.”

Due to his absence at the September meeting, Commissioner Orth abstained from voting on the minutes.

Upon motion by Commissioner Ignacio and second by Commissioner Gonzalez, the September Meeting Summary was unanimously adopted with noted changes.

Ayes: (6) McCowen, Bazzani, Ward, Ignacio, Gonzalez, Brown

Abstain: (1) Orth

3b) Approval of the September 2020 Claims & Financial Report (Video Time 15:49)

September 2020 Claims totaling:	\$	12,954
Hinman & Associates Consulting	\$	11,938
P. Scott Browne	\$	900
Lisa Weger	\$	16
Commissioner Stipends	\$	100
CSDA	\$	1,482

Commissioner Ward asked for clarification on how applicants are billed for attorney fees. EO Hinman explained that time billed by Mr. Browne to an application is applied to the applicant's deposit and LAFCo pays Mr. Browne directly.

Commissioner Ward also asked about the benefits to LAFCo of a CSDA membership. EO Hinman noted access to free trainings and discounts on insurance and website hosting costs.

Commissioner McCowen suggested monthly account updates be sent to applicants to keep them apprised of deposit balances.

Upon motion by Commissioner Gonzalez and second by Commissioner Ignacio, the September 2020 Claims and Financial Report were unanimously approved.

Ayes: (7) Gonzalez, Ignacio, Ward, Bazzani, McCowen, Orth, Brown

3c) Approval of the October 2020 Claims & Financial Report (Video Time 23:44)

October 2020 Claims totaling:	\$	11,112.05
Hinman & Associates Consulting	\$	6,414.00
Ukiah Valley Conference Center	\$	1,136.55
P. Scott Browne	\$	2,029.50
Streamline	\$	50.00
CSDA	\$	1,482.00

Upon motion by Commissioner Ignacio and second by Commissioner Gonzalez, the October 2020 Claims & Financial Report were unanimously approved.

Ayes: (7) McCowen, Bazzani, Ward, Ignacio, Gonzalez, Orth, Brown

4. PUBLIC HEARING ITEM None.

5. WORKSHOP ITEMS None.

6. MATTERS FOR DISCUSSION AND POSSIBLE ACTION (Video Time 26:22)

6a) Report on Consultant Proposals for City of Ukiah and Ukiah Valley Sanitation District MSR/SOI Updates

EO Hinman provided an informational update on the item. At the September Regular Meeting, the Commission approved distribution of an RFP to select a consultant to conduct MSR/SOI updates for the agencies listed above. The Commission also approved formation of an RFP Ad Hoc Committee, consisting of Commissioners Ward and Orth, to oversee the RFP and consultant selection process. Three proposals were received: Planwest Partners, Milani & Associates, and Elliot Mulberg. On October 28, the RFP Ad Hoc Committee reviewed the proposals and directed staff to explore funding options. The Committee will reconvene this month (November) and with the intent to provide a recommendation to the Commission at the December 7, 2020 regular meeting.

There were no comments or questions from Commissioners.

6b) Proposed Policy for Inactive Applications (Video Time 29:43)

EO Hinman presented the item noting that in early 2020 Chair Brown had requested the Policies & Procedures Committee develop a draft policy on inactive applications to address outdated applications on file. The Cortese-Knox-Hertzberg does not address stale or inactive applications; however, local policies may be adopted to address

such situations. The Policies & Procedures Committee developed the proposed policy, which is recommended to the Commission for approval. Legal Counsel has reviewed the proposed policy and suggested including a three-year time limit to avoid tracking errors that could allow the application to languish unresolved.

Upon motion by Commissioner McCowen and second by Commissioner Gonzalez, the Commission unanimously adopted Resolution No. 2020-21-02 approving the Inactive Applications Policy and directing staff to update the Mendocino LAFCo Policies & Procedures Manual.

Ayes: (7) Bazzani, Gonzalez, Ignacio, McCowen, Orth, Ward, Brown

6c) Agreement for Services with Mendocino County (Video Time 33:30)

EO Hinman presented the item summarizing that LAFCo contracts with the County of Mendocino for GIS support and video and audio meeting services. The proposed contract updates the billing rates of relevant personnel and clarifies the maximum budget as identified in the LAFCo FY 2020-21 Final Budget. Treasurer Ward, LAFCo Legal Counsel, and County Legal Counsel have reviewed the contract.

Commissioner Ward and Commissioner McCowen suggested staff request a multi-year contract in the future.

Commissioner Ignacio stated the County has approved the agreement, noting that any change would initiate another review process and cause further delay.

The Chair encouraged motion of the item and thanked the Commissioners for their comments.

Upon motion by Commissioner McCowen and second by Commissioner Gonzalez, the Commission unanimously approved the proposed contract with the County of Mendocino County Executive Office Information Services Division to provide GIS and audio/video meeting support for the fiscal year 2020-21.

Ayes: (7) Ignacio, Orth, Bazzani, Gonzalez, Ward, McCowen, Brown

6d) Commissioner Terms of Office and Special District Member Election (Video Time 39:19)

EO Hinman presented the informational item, providing an overview of the Commissioner's Terms of Office. EO Hinman also provided an update on the Special District Member Election process to fill two regular seats: the remainder of a term ending December 2022 (vacated mid-term by the resignation of John Huff from the district) and a full four-year term ending December 2024 (seat currently held by Commissioner Orth). Election ballots are due November 23, 2020.

Pursuant to Government Code §56334, Commissioners serve four-year terms and until the appointment and qualification of a successor.

Commissioner Gonzalez requested confirmation of his term dates.

6e) Mendocino LAFCo Website (Video Time 44:55)

EO Hinman presented the new website and gave a brief overview of the hosting company (Streamline), which specializes in local government website hosting, support and compliance. She thanked Commissioners Brown, Ignacio and Orth for their assistance in the research and selection. The service ensures compliance with federal and state website accessibility and transparency laws. Included in the package is 24/7 unlimited support, automated compliance checks and scheduled reminders to meet Brown Act deadlines. The website service fee is a sliding scale based on an agency's operating expenses and will be \$50 per month.

Pacific Internet, the previous website host, experienced a catastrophic loss of its hosting servers and systems resulting in a complete loss of Mendocino LAFCo's website and content. Pacific Internet's annual service was billed and paid in advance at the beginning of the fiscal year; a refund has been requested.

Staff spent a considerable amount of time rebuilding the content of the website and will continue adding past meeting documents and information over the next few weeks.

The website domain remains the same: www.mendolafco.org. Notifications of the reactivated website were sent to the Commissioners, the email list of member agencies and interested parties, and CALAFCO.

Chair Brown acknowledged the burden of rebuilding the website on staff and thanked EO Hinman for moving forward, noting that she believes the new host will be more suitable for LAFCo in the future. The Chair also recognized Commissioner Ignacio for his assistance to staff with the website.

Commissioner Ignacio expressed his appreciation to staff for their rapid response to a tragic problem with the website. One of the deciding factors in choosing Streamline is its relationship with CALAFCO and knowledge and experience hosting LAFCo websites. Those factors enabled staff to re-populate the website content without having to reinvent the wheel. He found the site extremely responsive and easy to navigate.

Commissioners Ward and McCowen commented on the expected refund from Pacific Internet. Hinman anticipates the costs for web hosting and domain will be returned. Ward asked staff to research insurance coverage for website. Both Commissioners expressed satisfaction with the new website.

Commissioner Orth also recommended Streamline to staff. He believes it is an excellent organization, an inexpensive operation, and easy to work with.

EO Hinman noted that the website costs are determined based on the agency's operating budget, some offerings as low as \$15/mo. Streamline offers free trainings and, as CSDA members, an additional discount was received.

Chair Brown suggested recommending Streamline to the special districts and Commissioner Ignacio suggested looking into a referral program through Streamline.

7. INFORMATION/REPORT ITEMS (Video Time: 59:28)

7a) Work Plan, Current, and Future Proposals

EO Hinman gave a summary of current and future proposals, specifically noting the potential for competing applications in the area known as the Masonite properties.

Chair Brown asked if the County or Millview Water District had been notified of the City's North Annex application, noting there is no tax-sharing agreement between the County and the City. Hinman stated that this is currently a Pre-Application and that notification is typically sent to the agencies once an application is submitted.

Staff is also provided an update on the Work Plan activities, stating that staff is strategically organizing the Work Plan to stay within budget.

The Chair also noted the overlap of agencies' applications and scheduled Municipal Service Review and Sphere of Influence Updates. EO Hinman explained that typically SOI Updates must be completed before processing an application.

Commissioner Orth commented on the complexity of the Work Plan and encouraged awareness of agency activities within the Ukiah Valley.

7b) Correspondence None.

7c) Executive Officer's Report (Video Time: 1:06:43)

EO Hinman presented her report.

The Upper Russian River Water Agency (URRWA) is scheduled to meet this week to discuss consolidation of water and wastewater providers in the Ukiah Valley area. URRWA consists of the Ukiah Valley Sanitation District and the following county water districts: Capella, Redwood Valley, Millview, and Willow. EO Hinman noted the high level of activity among the agencies in the Ukiah Valley and that LAFCo will have to take a critical role in shaping their activities through work on SOI Updates, applications, and efforts for consolidation.

Focus has been given to various tasks that have taken precedence (i.e. RFP, election process, application processing, website development, etc.) causing progress on the Work Plan to slow considerably over the past months. Additionally, staff continues work on the 2019-20 year-end financial reports.

Commissioner Ignacio asked for information regarding the URRWA meeting be shared with the Commission. Commissioner Orth, after thanking Commissioner Ignacio for his request, noted his attendance at the URRWA meeting and that his comments would be reflected in the agenda packet.

Chair Brown added that she had encouraged the formation of the agency and believes a consolidation will be beneficial to the water districts and the consumers.

7d) Committee Reports (Executive Committee/Policies & Procedures) (Video Time: 1:09:59)

EO Hinman noted that the Policies & Procedures Committee met and discussed the Inactive Applications Policy and will discuss an Electronic Signatures Policy at the next meeting.

7e) Commissioners Reports, Comments or Questions (Video Time: 1:12:32)

Commissioner Ward asked for an update to the Indemnity Clause October Agenda Item to be presented at the December meeting.

Chair Brown suggested presenting the Inactive Applications Policy (including any other related policies) upon submittal of new applications, possibly requiring written acknowledgement from the applicant and EO for documentation.

7f) CALAFCO Business and Legislation Report (Video Time: 1:15:48)

EO Hinman drew attention to a free-to-CALAFCO-members webinar: *Proactively Navigating Economic and Service Crisis Realities*. Registration deadline is Nov. 16, 2020.

Chair Brown noted additional trainings available on the CSDA website. EO Hinman confirmed and directed Commissioners to contact the Clerk for assistance, if necessary.

ADJOURNMENT (Video Time: 1:18:13)

There being no further business, the meeting adjourned at 10:15 a.m. The next regular meeting is scheduled for Monday, December 7, 2020 at 9:00 a.m. The location is to be determined based on guidelines recommended by the Mendocino County Public Health Officer and Executive Orders regarding the COVID-19 pandemic.

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[November 2, 2020 Meeting Recording on YouTube](#)

MENDOCINO Local Agency Formation Commission Staff Report

DATE: December 7, 2020
 TO: Mendocino Local Agency Formation Commission
 FROM: Uma Hinman, Executive Officer
 SUBJECT: **Financial Report and Claims for November 2020**

RECOMMENDED ACTION

Approve the November 2020 claims and financial report.

Name	Account Description	Amount	Total
Hinman & Associates Consulting, Inc.	5300 Basics Services	\$ 10,327.00	\$ 15,211.62
	5600 Office Expenses (QB, office laptop)	\$ 1,272.62	
	6200 Bookkeeping	\$ 340.00	
	7001 Work Plan	\$ 1,741.00	
	8010 Ukiah detach UVSD areas	\$ 476.00	
	8022 City of Ukiah North Annex Pre-App	\$ 272.00	
	8023 City of Ukiah/UVFD Annex Pre-App		
	8024 MCWD Annex Pre-App	\$ 683.00	
	8601 SALC Grant Project	\$ 100.00	
Ukiah Valley Conf. Center	5502 Office Space	\$ 464.00	\$ 707.35
	5600 Office Expenses (Oct. & Nov. Postage)	\$ 243.35	
P. Scott Browne	6300 Legal Counsel - General Services	\$ 900.00	\$ 900.00
County of Mendocino	6000 Televising Meetings (Aug. & Sept.)	\$ 346.32	\$ 346.32
Streamline	5600 Website Hosting	\$ 50.00	\$ 50.00
Commissioner Stipend(s)	6740 Weinkle	\$ 50.00	\$ 50.00
Total:			\$ 17,265.29

Deposits: Millview County Water District, \$1500; Mendocino Co. Resource Conservation Dist. (SALC Grant) \$100

Attachments:

- Budget Tracking Spreadsheet
- Work Plan Tracking
- Invoices: Hinman & Associates Consulting, Browne, Streamline

Please note that copies of all invoices, bank statements, and petty cash register were forwarded to the Commission Treasurer.



Hinman & Associates Consulting

PO Box 1251 | Cedar Ridge, CA 95924

(916) 813-0818

uhinman@comcast.net

Date December 1, 2020
To Mendocino LAFCo
Project Executive Officer Services
Work Period October 26 - November 30, 2020

Invoice No. 525
Invoice Total \$ 15,211.62

Account Description	Staff/Hours			Other (At Cost)	Totals
	Executive Officer \$100	Analyst \$68	Clerk \$40		
5300 Basic Services Public Records Act Requests	73.00	20.25	41.25		\$ 10,327.00
5601 Office Supplies Quickbooks Online Fee Office Equipment (office laptop)				\$ 70.00 \$ 1,202.62	\$ 1,272.62
6200 Bookkeeping	2.00		3.50		\$ 340.00
7000 Work Plan (MSR/SOI/Special Studies) UVFD City of Ukiah UVSD CSA 3 Covelo CSD					\$ - \$ 1,615.00 \$ 126.00 \$ - \$ -
8022 City of Ukiah North Annex Pre-App		4.00			\$ 272.00
8023 City of Ukiah Valley FD Annex Pre-App					\$ -
8010 City of Ukiah Detachment Application		7.00			\$ 476.00
8024 Millview CWD Annex Pre-App	2.75	6.00			\$ 683.00
8601 SALC Project (grant reimbursed)	1.00				\$ 100.00
Totals	\$ 8,375.00	\$ 3,774.00	\$ 1,790.00	\$ 1,272.62	\$ 15,211.62

5300 Basic Services

Administrative tasks and Clerk duties. File research and maintenance. Communications with Commissioners, public inquiries, etc. SOI policy development. Coordination of RFP proposals and RFP Ad Hoc Committee review and meetings. Special District election process. Conference calls and coordination with cities, special districts, legal counsel and staff. Invoice includes purchase of new office laptop (receipt attached) (Budget Account 5601).

6200 Bookkeeping

Prepared and coordinated with Treasurer regarding claims. Entered claims into Quickbooks and prepared checks. Reconciled Quickbooks. Worked on year end financial reports.

7000 Work Plan (Sphere of Influence Updates, Municipal Service Reviews, and Special Studies)

Preparation for the Work Plan consisted of coordination of RFP and proposals for the City of Ukiah and UVSD MSR/SOI updates.

8022 City of Ukiah North Annex Pre-App

Review Pre-Application materials, research issues and draft response letter.

8023 Ukiah Valley FD Annexation Pre-Application

Review and provide written response on process and application needs to the City of Ukiah.

8010 City of Ukiah Detachment of UVSD Area

Review application materials.

8024 Millview CWD Annexation Pre-Application

Review pre-application materials and participate in conference call with MCWD, consultants and staff.

8601 Sustainable Agricultural Lands Committee Grant Project

Participated in project meetings. Note: billing to LAFCo occurs after reimbursement of grant funds are received by LAFCo.

12417 OBE BUNGE 1.53
 1334338 SWIG COFFEE 13.88
 333245 OBELEICHBEUM 8.48
 131 OBE BUNGE 2.00
 3225 MIFD UFBUCOB 10.88
 131588 OBE BUNGE 2.88
 3225 MIFD UFBUCOB 10.88
 3855 OBE BUKICOL 1.68

COSTCO WHOLESALE

Ukiah #1297
 1275 Airport Park Blvd
 Ukiah, CA 95482

I7 Member 810267650001

1407683 LG GRAM 17" ~~1,499.99~~A
 0000242291 /1407683 ~~400.00~~A
 CA EWST FEE 5.00
 TAX A 8.875% 103.48
 TOTAL TAX 103.48
 TOTAL NUMBER OF ITEMS SOLD = 53
 INSTANT SAVINGS \$ 405.90
 11/20/20 16:09 1297 9 323 14

$\$1,499.99 \text{ (cost)} - \$400.00 \text{ (sale savings)} + \$5.00 \text{ (EWST Fee)} + \$97.63 \text{ (tax)} = \boxed{\$1,202.62}$

Uma Hinman

From: Intuit QuickBooks Team <intuit@notifications.intuit.com>
Sent: Thursday, November 19, 2020 4:32 AM
To: eo@mendolafco.org
Subject: We received your QuickBooks subscription payment!

Follow Up Flag: Follow up
Flag Status: Flagged



Payment success

Executive Officer, thank you for your payment.

Invoice number:
1000173917274
Invoice date: 11/19/2020
Total: \$70.00
Payment method: VISA ending
in

Sign in to QuickBooks where you can see your billing history and view, save, and print your invoice.

[View billing history](#)

Account details

Billed to: Mendocino LAFCo
Company ID ending:
Items on this invoice: QuickBooks Online Plus

(1) For subscriptions, your payment method on file will be automatically charged monthly/annually at the then-current list price until you cancel. If you have a discount it will apply to the then-current list price until it expires. To cancel your subscription at any time, go to [Account & Settings](#) and cancel the subscription. (2) For one-time services, your payment method on file will reflect the charge in the amount referenced in this invoice. Terms, conditions, pricing, features, service, and support options are subject to change without notice.

Law Office of P. Scott Browne

131 South Auburn Street
Grass Valley, CA 95945
5302724250

Tax ID: 68-0348904

November 15, 2020

Mendocino LAFCo
200 South School St. Ste F
Ukiah, CA 95482

Invoice Number: 695

Invoice Period: 10-16-2020 - 11-15-2020

Payment due by the 15th of next month.

RE: Multiple Projects

CALAFCo

Mendocino LAFCo

CALAFCo

Time Details

Date	Staff Member	Description	Hours
11-06-2020	PSB	Legislative Committee Meeting (Time split between all LAFCo clients)	0.30
			Total 0.00

Mendocino LAFCo

Time Details

Date	Staff Member	Description	Hours
10-16-2020	PSB	Monthly flat rate, as agreed upon in legal representation agreement;	
10-19-2020	PSB	Review email from Uma re: special district elections and policies and email suggestions;	0.80
10-20-2020	PSB	Review ballot and respond to two questions	0.60
11-02-2020	MB	Review agenda packet; Attend LAFCo meeting;	3.20
			Total 900.00

Total for this Invoice 900.00

Payment - Check # 1623 on 11-15-2020 (927.00)

We appreciate your business.

Page 1 of 3

Total Amount to Pay

900.00

We appreciate your business.

Page 2 of 3

Page 13 of 137

Project Statement of Account

As of 11-15-2020

Project	Balance Due
Mendocino LAFCo	900.00
Total Amount to Pay	900.00

CALAFCo

Transactions				
Date	Transaction	Applied	Invoice	Amount
09-15-2020	Previous Balance			0.00
11-15-2020	Invoice 695			0.00
			Balance	0.00

Mendocino LAFCo

Transactions				
Date	Transaction	Applied	Invoice	Amount
10-15-2020	Previous Balance			927.00
10-21-2020	Payment Applied	900.00	637	
11-15-2020	Payment Received - Reference Check # 1623			(927.00)
11-15-2020	Payment Applied	27.00	668	
11-15-2020	Invoice 695			900.00
			Balance	900.00

Open Invoices and Credits

Date	Transaction	Amount	Applied	Balance
10-15-2020	Invoice 668	927.00	(27.00)	900.00
11-15-2020	Invoice 695	900.00		900.00
11-15-2020	Payment	(927.00)	27.00	(900.00)
			Balance	900.00

Streamline

Invoice

2321 P Street
Sacramento CA 95816
United States
+1 916-900-6619

Invoice number 4688CCCA-0003
Date of issue Nov 16, 2020
Date due Dec 16, 2020

Bill to

Uma Hinman - Mendocino LAFCo
200 South School Street
Ukiah, California 95482
United States
916-813-0818
eo@mendolafco.org

\$50.00 due December 16, 2020

Description	Qty	Unit price	Amount
NOV 16 – DEC 16, 2020			
Streamline Web Member 50k-250k	1	\$50.00	\$50.00
Subtotal			\$50.00
Amount due			\$50.00

Need our W-9 for tax purposes? You can download it at www.getstreamline.com/w9

Mendocino Local Agency Formation Commission
 FY 2020-21 Budget and Application Tracking

Acct #	Task	FY 20-21 Budget	1st Qtr Subtotals	October	Nov	Dec	2nd Qtr Subtotal	Year to Date	Remaining Budget	% of Budget Expended
EXPENSES										
5300	Basic Services - EO/Analyst/Clerk	\$72,060	\$28,703.00	\$5,404.00	\$10,327.00		\$15,731.00	\$44,434.00	\$27,626.00	62%
	Unfunded Mandates	\$0					\$0.00			
5500	Rent	\$5,568	\$898.00	\$928.00	\$464.00		\$1,392.00	\$2,290.00	\$3,278.00	41%
5600	Office Expenses	\$3,450	\$916.04	\$278.55	\$1,515.97		\$1,794.52	\$2,710.56	\$739.44	79%
5700	Internet & Website Costs	\$1,300	\$1,197.52	\$50.00	\$50.00		\$100.00	\$1,297.52	\$2.48	100%
5900	Publication & Legal Notices	\$2,000	\$274.64				\$0.00	\$274.64	\$1,725.36	14%
6000	Televising Meetings	\$2,000	\$166.40		\$346.32		\$346.32	\$512.72	\$1,487.28	26%
6100	Audit Services	\$3,500	\$1,690.00				\$0.00	\$1,690.00	\$1,810.00	48%
6200	Bookkeeping	\$4,500	\$1,000.00	\$180.00	\$340.00		\$520.00	\$1,520.00	\$2,980.00	34%
6300	Legal Counsel (S Browne)	\$10,200	\$2,400.00	\$927.00	\$900.00		\$1,827.00	\$4,227.00	\$5,973.00	41%
6400	A-87 Costs County Services	\$2,131	\$0.00				\$0.00	\$0.00	\$2,131.00	0%
6500	Insurance - General Liability	\$3,000	\$2,815.00				\$0.00	\$2,815.00	\$185.00	94%
6600	Memberships (CALAFCO/CSDA)	\$3,691	\$2,245.00	\$1,482.00			\$1,482.00	\$3,727.00	\$-36.00	101%
6670	GIS Contract with County	\$2,500	\$0.00				\$0.00	\$0.00	\$2,500.00	0%
6740	In-County Travel & Stipends	\$3,000	\$0.00		\$50.00		\$50.00	\$50.00	\$2,950.00	2%
6750	Travel & Lodging Expenses	\$100	\$0.00				\$0.00	\$0.00	\$100.00	0%
6800	Conferences (Registrations)	\$150	\$0.00				\$0.00	\$0.00	\$150.00	0%
7000	Work Plan (MSRs and SOIs)	\$42,500	\$2,380.00		\$1,741.00		\$1,741.00	\$4,121.00	\$38,379.00	10%
Monthly/ Year to Date Totals		\$161,650.00	\$44,685.60	\$9,249.55	\$15,734.29	\$0.00	\$24,983.84	\$69,669.44	\$91,980.56	43%
APPLICATIONS										
		DEPOSIT (total by application)	1st Qtr Subtotals	October	Nov	Dec	2nd Qtr Subtotal	Project Total to Date	Remaining Budget	Notes
D-2014-8010	City of Ukiah Detachment of UVSD lands	\$7,532.75	\$3,436.00	\$810.00	\$476.00		\$1,286.00	\$5,920.00	\$1,612.75	
P-2020-01 (8022)	City of Ukiah North Annexation Pre-Application	\$1,500.00	\$0.00	\$510.00	\$272.00		\$782.00	\$782.00	\$990.00	
P-2020-02 (8023)	City of Ukiah/UVFD Annexation Pre-Application	\$1,500.00	\$1,222.50	\$417.50			\$417.50	\$1,640.00	\$277.50	
P-2020-03 (8024)	Millview CWD Annexation Pre-Application	\$1,500.00			\$683.00		\$683.00	\$683.00	\$817.00	
8601	Sustainable Ag Lands Committee Grant Project	\$5,100.00	\$100.00	\$125.00	\$100.00		\$225.00	\$325.00	\$4,775.00	grant reimbursement
Applications to Date Totals		\$10,532.75	\$4,758.50	\$1,862.50	\$1,531.00	\$0.00	\$3,393.50	\$6,702.00		
EXPENSES AND APPLICATION TOTALS			\$49,444.10	\$11,112.05	\$17,265.29	\$0.00	\$28,377.34	\$76,371.44		

DEPOSITS

11/24/2020	SALC Grant Reimbursement	\$ 100.00
11/24/2020	MCWD Pre-Application Deposit	\$ 1,500.00

ACCOUNT BALANCES

County of Mendocino Account Balance	\$ 9,778		10/25/2020
Operations (Checking) Account Balance	\$ 42,722	Bank statement as of	11/30/2020
Legal Reserve Balance	\$ 35,000	Bank statement as of	10/30/2020
Operations Reserve Balance	\$ 55,464	Bank statement as of	10/30/2020
Total	\$ 142,964		

Mendocino LAFCo
FY 2020-21 Estimated Work Plan Implementation Schedule and Cost Tracking
 December 2020

Subject to Change: The estimated schedule and costs for the Fiscal Year 2020-21 Work Plan are subject to change based on agency responsiveness, timely provision of requested information, complexity of issues, level of public and affected agency controversy, and changing needs and priorities.

CEQA: Based on LAFCo practice, the work plan assumes minimal costs for CEQA compliance related to preparing a Notice of Exemption, unless an agency proposes a non-coterminous SOI and pays for any necessary studies and preparation of a Negative Declaration or Environmental Impact Report.

Rolling Work Plan: It is difficult to completely contain staff activities in a single fiscal year; therefore, completion of a study may roll over to the next fiscal year. This estimated work plan implementation schedule and cost tracking table is intended to enhance communication and transparency.

Agency	Budget Year	Request for Information	Outreach	Admin Draft	Public Workshop	Public Hearing	Final Study	Cost Estimate *	Cost to Date **
Ukiah Valley Sanitation District	Roll Over	Complete	In progress	In progress	TBD	TBD	TBD	\$20,000	\$2,828
City of Ukiah	FY 2020-21	Pending	Pending	Pending	TBD	TBD	TBD	\$25,000	\$1,615
Ukiah Valley Fire District	FY 2020-21	Complete	Pending	Pending	TBD	TBD	TBD	\$7,000	\$0
County Service Area 3	Roll Over	In progress	Initiated	In progress	TBD	TBD	TBD	\$10,000	\$3,876
Covelo CSD	FY 2020-21	Complete	In progress	In progress	TBD	TBD	TBD	\$8,000	\$1,802
Estimated Total								\$58,000	\$10,121

* This column shows the initial cost estimated for each study and accounts for in process studies rolled over from prior fiscal years.

** This column shows a running total for actual expenses incurred to date for each study in process and is not limited to a specific fiscal year.

**MENDOCINO
Local Agency Formation Commission**

Staff Report

DATE: December 7, 2020
TO: Mendocino Local Agency Formation Commission
FROM: Uma Hinman, Executive Officer
SUBJECT: 2021 Regular Commission Meeting Schedule

RECOMMENDATION

Approve the proposed Mendocino LAFCo Regular Commission Meeting Schedule for the 2021 calendar year.

BACKGROUND

All regular meetings of the Commission fall on Mondays at 9 a.m. in the Mendocino County Board of Supervisors Chambers on Low Gap Road, Ukiah, unless otherwise scheduled to accommodate observance of federal holidays. The following 2021 dates are proposed:

Month	Date	Notes
January	4	
February	1	
March	1	
April	5	
May	3	
June	7	
July*	12	Independence Day observed July 5
August	2	
September *	13	Labor Day observed September 6
October	4	
November	1	
December	6	

Attachment: 2021 Calendar

Calendar for Year 2021 (United States)

January						
Su	Mo	Tu	We	Th	Fr	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

February						
Su	Mo	Tu	We	Th	Fr	Sa
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14	15	16	17	18	19	20
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28						

March						
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21	22	23	24	25	26	27
28	29	30	31			

April						
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25	26	27	28	29	30	

May						
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16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

June						
Su	Mo	Tu	We	Th	Fr	Sa
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20	21	22	23	24	25	26
27	28	29	30			

July						
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August						
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29	30	31				

September						
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26	27	28	29	30		

October						
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17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

November						
Su	Mo	Tu	We	Th	Fr	Sa
	1	2	3	4	5	6
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14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

December						
Su	Mo	Tu	We	Th	Fr	Sa
			1	2	3	4
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12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

Holidays:

Jan 1	New Year's Day	Oct 11	Columbus Day
Jan 18	Martin Luther King Jr. Day	Nov 11	Veterans Day
Feb 15	Presidents' Day (Most regions)	Nov 25	Thanksgiving Day
May 31	Memorial Day	Dec 24	'Christmas Day' day off
Jul 4	Independence Day	Dec 25	Christmas Day
Jul 5	'Independence Day' observed	Dec 31	'New Year's Day' day off
Sep 6	Labor Day		

Calendar generated on www.timeanddate.com/calendar

**MENDOCINO
Local Agency Formation Commission**

Staff Report

DATE: December 7, 2020
 TO: Mendocino Local Agency Formation Commission
 FROM: Uma Hinman, Executive Officer
 SUBJECT: **Consultant Selection for City of Ukiah MSR/SOI Update**

RECOMMENDATION

Staff recommends that the Commission take the following actions:

1. Consider and approve the RFP Ad Hoc Committee recommendation for the City of Ukiah Municipal Service Review and Sphere of Influence Update consultant selection of Planwest Partners, LACO, Bartle Wells Associates, and Richard Shoemaker; and
2. Authorize the Executive Officer to negotiate and execute an agreement with the City of Ukiah regarding City funding for professional services to prepare the City of Ukiah Municipal Service Review and Sphere of Influence Update; and
3. Authorize the Executive Officer to negotiate and execute a standard professional services contract with the Planwest Partners, LACO, Bartle Wells Associates, and Richard Shoemaker team to prepare the City of Ukiah Municipal Service Review and Sphere of Influence Update.

BACKGROUND

The Commission authorized distribution of a Request for Proposals (RFP) for preparation of the Municipal Service Review (MSR) and Sphere of Influence (SOI) Updates for the City of Ukiah (City) and the Ukiah Valley Sanitation District (UVSD) on September 14, 2020. The Commission also established an RFP Ad Hoc Committee comprised of Commissioners Ward and Orth to implement the RFP process and make recommendations to the Commission on consultant selection and contract. Three proposals were received as summarized in the following table and attached to this staff report.

Consultant(s)	Proposal	Budget	Start	End
-Planwest Partners -LACO	UVSD	\$46,674	Dec. 2020	Jun. 2021
-Bartle Wells Associates -Richard Shoemaker	City of Ukiah	\$59,820	Jul. 2021	Jun. 2022
-Milani & Associates -MMS Design -Craft Consulting Group	Wastewater focused MSR	\$42,450	Dec. 2020	Jun. 2021
	Comprehensive City	\$67,450 -\$72,450	Dec. 2020	
-Elliot Mulberg	UVSD	\$22,300	Dec. 2020	Aug. 2021
	City of Ukiah	\$28,300	Dec. 2020	Aug. 2021
	Both	\$41,900	Dec. 2020	Nov. 2021

The RFP Ad Hoc Committee met on October 28, 2020, discussed the proposals, and directed staff to explore funding options to assist the Committee in developing a consultant selection recommendation for Commission consideration. LAFCo staff discussed the MSR/SOI RFP approach, timing, and funding

with City and UVSD staff, identified work plan funding options, and reconvened the RFP Ad Hoc Committee on November 25, 2020. The second Committee meeting involved collaborative participation and discussion from City and UVSD staff, which was helpful and appreciated.

UVSD staff expressed interest in expanding direct communication with the City to better understand the City's ultimate vision for growth to assist adjacent special districts in effectively planning for their long-term provision of services and maximizing the use of limited resources dedicated to current efforts underway to potentially consolidate water and wastewater service providers via the Upper Russian River Water Agency (URRWA).

UVSD staff also expressed initial interest in postponing the UVSD MSR/SOI Update process in light of consolidation efforts and requested time to explore the matter further with the UVSD Board of Directors at an upcoming meeting on December 9, 2020. The Committee agreed to table discussion of RFP consultant selection for the UVSD MSR/SOI Update until after the UVSD Board meeting.

City staff expressed interest in proceeding in earnest with the City MSR/SOI Update and generously offered to fully fund consultant costs associated with preparation of the City study to accelerate the process, subject to formal City Council approval at an upcoming meeting on December 2, 2020.

The Committee proceeded with RFP consultant selection for the City MSR/SOI Update and recognized the significant financial contribution proposed by the City in addition to their statutorily obligated contribution of annual apportionment fees in support of LAFCo. The Committee reached agreement on recommending selection of the Planwest Partners, LACO, Bartle Wells Associates, and Richard Shoemaker proposal for the City MSR/SOI Update for Commission consideration.

The Committee also discussed the need to continue to dedicate the \$12,500 earmarked in the LAFCo Fiscal Year 2020-21 Work Plan Budget for the City MSR/SOI Update toward LAFCo staff time to administer the professional services contract, review consultant work, facilitate the public review process, and collaborate with City staff related to CEQA compliance. Finally, the Committee discussed the importance of promptly proceeding with RFP consultant selection and contracting process to ensure that proposal costs do not go stale.

City staff prepared Agenda Item 13.b for the December 2, 2020 City Council meeting to complement this staff report (Attachment 1), and the item passed by a unanimous 5-0 vote.

LAFCo staff recommends that the Commission consider approval of the RFP Ad Hoc Committee recommendation and authorize staff to negotiate and execute the necessary agreements to proceed as soon as possible. This includes an agreement with the City of Ukiah to outline terms and conditions regarding City funding of consultant costs and a standard professional services contract with the selected consulting team in order to implement the City MSR/SOI Update process.

Attachments: December 2, 2020 City of Ukiah City Council Agenda Item 13.b
RFP Consultant Proposals



AGENDA SUMMARY REPORT

SUBJECT: Authorization for City Manager to Negotiate and Execute an Agreement with the Mendocino Local Agency Formation Commission to Procure Services for Preparation of the City of Ukiah Municipal Service Review and Sphere of Influence Update; and Approval of Corresponding Budget Amendment.

DEPARTMENT: Community Development

PREPARED BY: Craig Schlatter, Community Development Director

PRESENTER: Craig Schlatter, Community Development Director

ATTACHMENTS: **Note: Attachments not included for brevity. Attachments linked to City website.**

1. 1984 Zion Study
2. LAFCo RFP and Three Proposals Received

Summary: City Council will consider authorizing the City Manager to negotiate and execute an agreement with the Mendocino Local Agency Formation Commission (LAFCo) to procure services for preparation of the City of Ukiah Municipal Service Review (MSR) and Sphere of Influence (SOI) update. Council will also consider approving a corresponding budget amendment.

Background: The Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 established the Mendocino Local Agency Formation Commission (LAFCo), which per the LAFCo Policies & Procedures Manual " functions under applicable state statutes and state and local policies relating to the organization of local government; specifically boundary changes for cities and most special districts (including sphere of influence, incorporations, reorganizations, annexations, detachments and other changes of organization)." Conducting and adopting Municipal Service Reviews (MSRs) and updating and adopting Spheres of Influence (SOIs) are two primary functions of LAFCo.

A Municipal Service Review was last conducted for the City in 2013. MSRs are prepared "prior to, or in conjunction with each sphere of influence establishment, update, or amendment..." (LAFCo Policies & Procedures, Section 10.2). An update to the City's Sphere of Influence has not been adopted by LAFCo since 1984, at which time William R. Zion prepared a study (Attachment 1) that was the basis for establishing the City's current (1984) SOI. Given that LAFCo's Policies & Procedures state that LAFCo "will review all spheres of influence every five years for each governmental agency providing municipal services" (Section 10.1.3), the City is overdue for a review/update to its MSR and SOI.

Discussion: On September 14, 2020, LAFCo authorized distribution of a Request for Proposals (RFP) for preparation of the MSR and SOI updates for the City of Ukiah and the Ukiah Valley Sanitation District. LAFCo also established an RFP Ad Hoc Committee to implement the RFP process and make recommendations to the Commission on consultant selection. Three proposals were received and the Ad Hoc Committee met on October 28, 2020 to discuss the proposals and direct LAFCo staff to explore funding options. (The RFP and three received proposals are attached as Attachment 2.)

City Staff and LAFCo staff corresponded in November about the City's participation on the RFP Ad Hoc Committee prior to contract award by LAFCo. On November 25, 2020, Staff attended the LAFCo Ad Hoc

Committee meeting, discussed the three proposals with LAFCo Commissioners, as well as timelines for completion, and explored funding options. Commissioners expressed concern in funding the preparation of the City's MSR/SOI, particularly within a timely fashion.

Staff discussed with Ad Hoc Commissioners and LAFCo staff the possibility of the City funding the MSR/SOI study. This would accelerate the timeline for completion of the study as well as tying in to the work the City has already completed for the 2040 General Plan. The Ad Hoc and LAFCo staff were supportive of this idea. Staff and LAFCo also agreed on recommending the Planwest Partners, LACO, Bartle Wells Associates, and Richard Shoemaker team as the consultants to perform the MSR/SOI update.

Staff and LAFCo staff have corresponded further in preparation of this agenda item. The following are recommended actions in LAFCo's draft staff report for the Commission's December 7 meeting regarding the City's MSR/SOI study consultant and agreement with the City:

1. Consider and approve the RFP Ad Hoc Committee recommendation for the City of Ukiah Municipal Service Review and Sphere of Influence Update consultant selection of Planwest Partners, LACO, Bartle Wells Associates, and Richard Schoemaker; and
2. Authorize the Executive Officer to negotiate and execute an agreement with the City of Ukiah regarding City funding for professional services to prepare the City of Ukiah Municipal Service Review and Sphere of Influence Update; and
3. Authorize the Executive Officer to negotiate and execute a standard professional services contract with the Planwest Partners, LACO, Bartle Wells Associates, and Richard Shoemaker team to prepare the City of Ukiah Municipal Service Review and Sphere of Influence Update.

Staff recommends Council authorize the City Manager to negotiate and execute an agreement with LAFCo to procure services for preparation of the MSR and SOI. Staff also recommends Council authorize the corresponding budget amendment.

Recommended Action: Authorize City Manager to negotiate and execute an agreement with the Mendocino Local Agency Formation Commission (LAFCo) to procure services for preparation of the City of Ukiah Municipal Service Review and Sphere of Influence update; and approve corresponding budget amendment.

BUDGET AMENDMENT REQUIRED: Yes

CURRENT BUDGET AMOUNT: \$0

PROPOSED BUDGET AMOUNT: \$59,820

FINANCING SOURCE: 20012200.52100 (City-Wide Admin Contractual Services Account)

PREVIOUS CONTRACT/PURCHASE ORDER NO.: N/A

COORDINATED WITH: David Rapport, City Attorney; Daniel Buffalo, Finance Director

Approved: 
Sage Sangiacomo, City Manager

Proposal to Prepare:

MENDOCINO LAFCO

CITY OF UKIAH & UKIAH VALLEY SANITATION DISTRICT

MSR/SOI UPDATES



Presented by:



October 19, 2020

Uma Hinman
Mendocino LAFCo Executive Officer
200 south School Street
Ukiah, CA 95482

October 19, 2020

RE: City of Ukiah and Ukiah Valley Sanitation District Municipal Service Reviews & Sphere of Influence Updates

Ms. Hinman:

The Planwest Partners team proposes to prepare the Municipal Service Reviews and Sphere of Influence (MSR/SOI) updates for the City of Ukiah and Ukiah Valley Sanitation District. MSRs highlight successful programs and services, document an agency's capacity to provide services, identify shared services opportunities, define governance options, and set parameters to improve service delivery and efficiencies. For this proposal, Planwest has partnered with LACO Associates, Bartle Wells Associates, and past Mendocino LAFCo Commission Chair Richard Shoemaker to build a dynamic team. Richard is retiring as Point Arena City Manager this fall and would serve as the team's senior advisor. His Mendocino County special district and city experience will provide valuable insights for these MSR/SOI updates. *The entire Planwest team is dedicated to working closely with Mendocino LAFCo throughout the MSR/SOI update process and providing a clear and concise assessment of each agency's municipal services and clear determinations for guiding future services delivery and governance.*

Both LACO and Bartle Wells have experience working in Mendocino County, with LACO Associates having a local office in Ukiah. LACO Associates offers a multidisciplinary engineering consulting team providing services for engineering, design, planning, permitting, and regulatory compliance for water, wastewater, water resources, and related infrastructure projects. The assigned LACO staff includes former Ukiah Mayor and Mendocino LAFCo Commissioner Kevin Doble. On the financial side, Bartle Wells Associates offers extensive financial planning and municipal advisory services including economic analyses and project funding for a wide variety of local governments in California. They served as the City of Ukiah's financial advisor for the city's \$14 million water bond completed in 2005 as well as the city's \$75 million bond that funded the wastewater treatment facility improvements in 2006. Bartle Wells provides invaluable knowledge of water and wastewater rate setting and long-term municipal finance and infrastructure planning.

The Planwest team offers experience working with cities and special districts throughout California on MSRs and strategic action plans. Most recently, Planwest has provided municipal planning services for the Cities of San Rafael, Novato, Redding, Poway, Fortuna, Eureka, and Crescent City in addition to planning services for the McKinleyville Community Services District, Tolowa Dee-ni' Nation (wastewater system improvement projects), and Entranosa Water and Wastewater Association in New Mexico. We recently completed two Regional MSRs for Marin LAFCo (Cities of Novato and San Rafael and surrounding service providers) that included city, sanitary sewer, and other special district services. Planwest's most recent Mendocino County project was the Noyo Harbor District Community Sustainability Plan completed in 2019. This experience provides us with an in depth understanding of city and special district government structures, financial, and service needs as well as providing us insight on the potential problems and hurdles each agency may encounter.

In addition to our team's considerable municipal and financial planning experience, we have detailed knowledge of Local Agency Formation Commissions (LAFCo) and the procedural requirements of the Cortese-Knox-Hertzberg Local Government Reorganization Act (CKH Act). Planwest provides staffing services to four different LAFCos in

Northern California including Humboldt, Shasta, Del Norte, and Trinity, and provides MSR/SOI project management services to San Diego, Sonoma, and Contra Costa LAFcos. Between 2014-2016, Planwest provided Executive Officer staffing services to Mendocino LAFco and worked closely with the Commission on updating policies, preparing MSR/SOI updates, and building relationships with member agencies. This experience provides us with the knowledge and understanding of what LAFcos look for when preparing MSR/SOI Updates.

As presented in our proposal, the Planwest team is well qualified and committed to preparing the City of Ukiah and Ukiah Valley Sanitation District MSR/SOI updates as outlined in the Mendocino LAFco RFP. Our approach to providing staffing services is grounded in providing quality work products, responsive customer service, and collaborative problem-solving. We have a proven track record and ability to stay within budget and meet deadlines, including the ability to prepare multiple MSR/SOI Updates prior to the schedule outlined in the RFP.

Our team looks forward to discussing this proposal with you and the selection committee.

Sincerely,

Colette Metz Santasche

Colette Metz Santasche AICP

Senior Planner and Partner

Planwest Partners, Inc.

707.825.8260

colettem@planwestpartners.com

1125 16th Street, Suite 200

Arcata, CA 95521

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Appendix A - Resumes

I. TEAM OVERVIEW - HISTORY, COMPETENCIES, & EXPERTISE

Planwest Partners is a community planning consulting firm serving California communities since 1997. We specialize in LAFCo staffing and support services and have prepared Municipal Service Reviews (MSR) and Sphere of Influence (SOI) updates for Humboldt, Shasta, Del Norte, Butte, Trinity, Sonoma, Mendocino, Solano, Marin and San Diego LAFCos. Through our contract LAFCo work and regular attendance at both CALAFCO Conferences and Staff Workshops, we remain abreast of current Cortese-Knox-Hertzberg Act regulations and LAFCo policies. Planwest also has more than 24 years of combined Executive Officer experience. Currently, we provide contract staffing services to Humboldt, Del Norte, Shasta, and Trinity LAFCos, and previously to Mendocino LAFCo. In addition, we served as Marin LAFCo's interim Executive Officer in 2018.

Our team of professional planners and financial consultants has been selected and organized for its expertise in the following areas:

- Familiarity with CKH Act, LAFCo roles and functions, and MSR and SOI Update process.
The Principal and Project Manager are both current LAFCo Executive Officers. Combined, the team offers experience preparing more than seventy MSR's and SOI reviews for various LAFCo's. We use an interactive process with multiple input opportunities as described in our approach.
- Ability / management level understanding: how city municipal services are financed and delivered.
Our senior analysts have worked as City Planners/administrators, interacting with multiple city departments including Community Services, Public Services, Public Works, and Public Safety (Police Department).
- Ability in assessing infrastructure.
The team offers detailed experience with assessing city and special district infrastructure, including wastewater treatment systems, water distribution systems, parks, city buildings, streets, streetlights, drainage systems and other improvements.
- Ability to interpret varied financial, budget and planning documents.
The team has experience in analyzing budgets, capital improvement programs, and annual audits, including working with finance teams on bond offerings and other financial, budget, and planning documents.
- Governmental organization analysis experience, performance measurement and evaluation.
Our senior analysts have coordinated organizational reviews and facilitated strategic planning processes. We offer detailed experience in developing performance measurements and conducting evaluation based on those metrics.
- Ability to analyze and present information in an organized format.
In the process of completing MSR's and special studies, we provide LAFCo staff support in preparing reports and making presentations to affected agencies and LAFCo commissions to present findings and determinations. This interactive approach is effective in resulting in acceptance of reports. We also take care to present qualitative and quantitative information in a concise and easy to understand format to make information more accessible to the public.
- Ability to facilitate and synthesize stakeholder input.

In our city and special district MSRs, we typically interact with staff, community groups involved in services, city councils, commissions, and committee and working groups on studies. Other service providers often are stakeholders that need consideration. For example, when preparing the City of Blue Lake MSR/SOI update, we worked with city staff to conduct a City Council special study session to identify and discuss SOI options for city areas of interest.

- Public input processes familiarity and information disseminating and presenting experience.

Our Principal, Project Manager, and Senior Analysts are trained facilitators. We offer a high level of experience in broad based public review and participation in keeping with client goals and are available to make public presentations as needed.

- Experience finding/ fostering multi-agency partnerships and cooperative problem-solving.

Our team has worked on several task force and working groups with regional agencies. As part of a recent fire services annexation and consolidation process, the Project Manager and analyst, serving as Humboldt LAFCo staff, worked with multiple agencies on shared services and partnerships.

- Ability to supply flexible and creative alternatives to resolve service and policy issues.

LAFCo has a critical oversight role and can often serve as the independent 'third party' mediator for disputes and negotiations. We have used LAFCo tools, including setting realistic SOI boundaries and SOI conditions, to resolve services issues based on capacity. We also maintain current policy for LAFCos served to guide decision making on policy issues.

- Ability to work cooperatively with divergent interests.

The team has worked effectively with community groups and property owners during MSR's, capital projects, and reorganization efforts. This includes facilitating an amortization agreement between service providers for investment payback, where one provider was taking over the infrastructure of the other.

- Ability to conduct independent analysis.

Our project team is experience in conducting independent research on cities and special districts. This includes accessing Board of Supervisor records, reviewing financial statements, reviewing joint power agreements, collecting news articles, accessing tax rate area maps, and more. This independent research allows us to document agency formation and development over time in addition to objectively reviewing the current status and capabilities of agencies.

- Working with multiple services providers to identify opportunities for services in and near 'area of interest' to and how public facilities might be shared to more effectively and efficiently deliver services.

Shared services with County Service Area (CSA) #1, providing wastewater collection, was a key consideration for the Crescent City MSR and setting the City's SOI. This City MSR also looked at opportunities from the consolidation of the Crescent Fire Protection District and the City's Fire Department.

- Ability recognize cost avoidance opportunities, financing constraints and opportunities that exist in providing municipal services to 'areas of interest'.

Bartle Wells' experience with the Napa Berryessa Resort Improvement District led to a unique financing solution that combined cost reduction with USDA funding and a successful parcel charge election.

- Application of alternative services delivery options relevant to future 'areas of interest' service provisions & advantages and disadvantages of consolidating or reorganizing service providers.

As Shasta LAFCO staff, Planwest is currently working on two consolidations of service providers, including analyzing services delivery options relevant to future 'areas of interest' located outside the County boundary.

- Evaluating current and potential management efficiencies related to optimal service provision and optimal Spheres of Influence.

Bartle Wells assists public agencies evaluate the economic and management efficiencies of various consolidation alternatives. One recent project for a municipality in Marin County led to the development of a list of "Financial Best Management Practices" for public agencies.

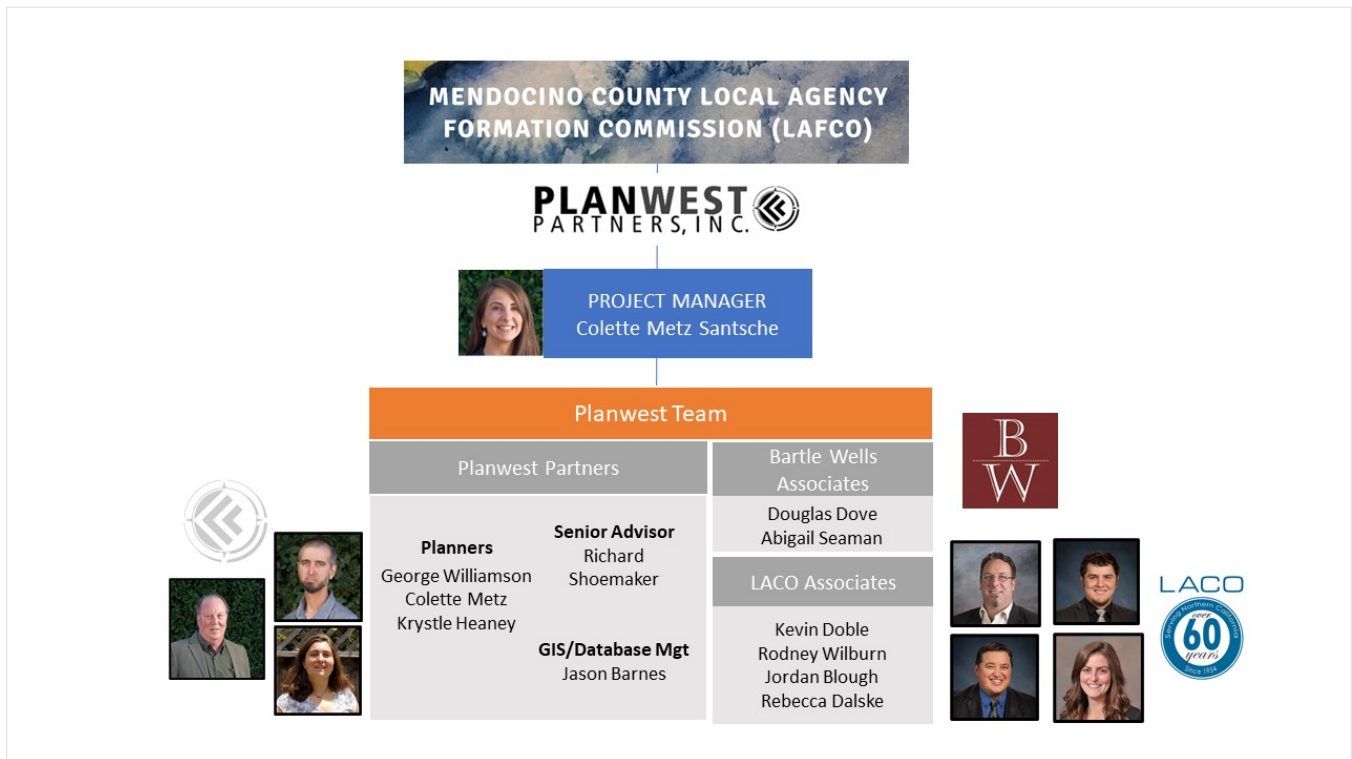
II. TEAM QUALIFICATIONS

A. LEAD PROFESSIONAL RESPONSIBLE FOR PROJECT - PLANWEST PARTNERS, INC.

Our proposed team includes Principal Planner George Williamson, Project Manager Colette Metz Santsche, GIS Analyst Jason Barnes, and Associate Planner Krystle Heaney. Our subcontractor Bartle Wells Associates, includes President and professional engineer Douglas Dove and Project Consultant Abigail Seaman. Our additional subcontractor, LACO Associates, includes Senior Manager Kevin Doble, Technical Leader Rodney Wilburn, Planner Jordan Blough, and Technical Writer Rebecca Dalske. We are also including Senior Advisor Richard Shoemaker who has ample experience with special districts in the Ukiah area and was a special district member of Mendocino LAFCo. Together, our team has the expertise, experience, and dedication to conduct a thorough and efficient MSR.

III. PROJECT TEAM KEY PERSONNEL

Staff planners and spatial analysts have prepared MSRs for ten different LAFCos. Planwest is involved in overseeing LAFCo’s planning and regulatory activities and works closely with the Commission, member agencies, and the public on an on-going basis. We have included qualifications of our core project team below, resumes are included in Appendix A. The following section describes the roles and general duties of each staff person.



George Williamson, AICP
Principal Planner

George Williamson, Principal Planner and majority owner of Planwest Partners Inc., has over 35 years of experience working as a planner in California, Oregon, Washington, and Arizona. Mr. Williamson has been providing contract planning and environmental services on the California North Coast since 1997 and is currently the Executive Officer for Shasta LAFCo. He has provided services to the Humboldt Bay Harbor District, Crescent City Harbor District, and the City of Point Arena. Since moving to the North Coast, he has been involved in community planning, environmental compliance, and economic development activities. His community, land use and transportation planning experience offer a broad perspective when engaging organizations, agencies, and stakeholders in developing investment, capacity, and implementation strategies. He has both principal and project management experience, with community and economic development expertise. His work history includes managing a planning and design office in Temecula California, as Lightfoot Planning Group vice President, in the 1990s. While there he managed the initial preparation of the City of Murrieta General Plan and worked on projects in Temecula.

George Williamson, Principal Planner

EDUCATION

San Diego State University, CA
Master of City Planning, 1988

Portland State University
B.S., Social Science w/ Urban Studies
Certificate, 1976

TRAINING/PROFESSIONAL AFFILIATIONS

American Institute of Certified Planners,
1983
American Planning Association Life
Member, 1981
Arcata Energy Committee Chairperson,
2014-current
CALAFCO Outstanding LAFCo Professional
for 2018

Colette Metz Santsche, AICP
Project Manager

Colette Santsche is a Senior Planner and Partner at Planwest Partners with over 10 years of experience in community strategies, organizational capacity building, and public outreach. Ms. Santsche will serve as the overall Project Manager for the City of Ukiah and Ukiah Valley Sanitation District MSR/SOI updates and will coordinate with LAFCo staff and subcontractors. Since 2011, she has served as Humboldt LAFCo’s administrator and analyst, processing over 25 boundary change applications, preparing a range of agency and service-specific MSR/SOI updates, developing clear and concise staff reports for agenda packets, and providing technical assistance to member agencies. She has overseen the completion of MSRs for the City of Ferndale and Rio Dell in Humboldt County and is currently working on the City of Arcata, Fortuna, and Trinidad MSRs. During her time with Humboldt LAFCo she has effectively built strong working relationships with elected officials and public agency staff. Recently, Ms. Santsche has taken on the role of Executive Officer for Trinity LAFCo and is working with the Commission on updating several MSRs.

*Colette Metz Santsche, Senior Planner/
Partner*

EDUCATION

Humboldt State University
B.S., Natural Resources Planning and
Interpretation, 2006

TRAINING/PROFESSIONAL AFFILIATIONS

American Institute of Certified Planners
(AICP), 2018
HSU Leading Organizational and Community
Change Courses, 2017
Humboldt Area Foundation, Cascadia
Leadership Program, 2012
National Charrette Institute, Charrette
System Certificate, 2011

Jason Barnes

GIS Analyst

Jason Barnes will serve as the team GIS analyst and will be an integral part of preparing the MSR including making detailed maps and diagrams to provide information to the Commission. Jason has over 10 years of experience working as an analyst, technician, cartographer, programmer, and university lecturer in the GIS field. His art background and broad technical experience lends well to GIS and cartographic visualization and communication. He has both principal and project management experience on a wide range of projects from socio-spatial, transportation, interactive mapping, and large area climate projects. He has been involved in activities involving many local consulting, non-profit, and federal agencies. He is currently on the board of directors for the Bigfoot Trail Alliance and is in the process of receiving his GIS Professional (GISP) certification through the GIS Certification Institute.

Jason Barnes, GIS Analyst

EDUCATION

Humboldt State University
M.S., GIS, 2012

Northern Michigan University
B.F.A., Photography, 2002

TRAINING/PROFESSIONAL AFFILIATIONS

Database Design Course, 2018

Bigfoot Trail Alliance Secretary, 2016-Present

ESRI Training Courses Member, ASPRS
2011 -Present

Krystle Heaney

Associate Planner

Krystle Heaney has seven years of experience working with local, regional, and state agencies on project coordination and regulatory compliance. She had key roles in the San Rafael and Novato Regional MSRs prepared for Marin LAFCo and has conducted several MSR/SOI updates for Shasta LAFCo including a regional water services MSR. Additional MSR experience includes Humboldt, San Diego, and most recently Sonoma LAFCos. She has also attended workshops on MSR preparations and provides analyst and clerk services for Humboldt LAFCo which provides her with in depth knowledge of LAFCo policies and the Cortese-Knox-Hertzberg Act. Ms. Heaney’s background in geography provides her with a system view of projects that allows for consideration of all project components and needs. She has proven facilitation skills on large controversial projects and can effectively communicate with regulatory staff as well as the public. Ms. Heaney is also well verse in CEQA regulations and has experience drafting Exemptions, Initial Studies, Mitigated Declarations, and Environmental Impact Reports. Most recently she has assisted with support documentation for the City of Arcata Focused EIR for a community health center, drafted an Initial Study/Mitigated Negative Declaration for cannabis operations in Humboldt County, and revised a Program Environmental Impact Report for the Samoa Town Master Plan.

Krystle Heaney, Associate Planner

EDUCATION

California State University, Sacramento
B.A. – Physical Geography, 2013

TRAINING/PROFESSIONAL AFFILIATIONS

Member - American Planning Association,
2019 to Present

Member/President – Toastmasters
International, March 2020 – Present

AEP Advanced CEQA Workshop – 2020

CALAFCOU: Deep Dive into MSRs
July 2019

IV. IDENTIFICATION OF ANY SUB-CONSULTING FIRMS INVOLVED

A. BARTLE WELLS ASSOCIATES

Bartle Wells Associates (BWA) is an independent financial advisory firm with expertise in the areas of municipal financial planning, infrastructure project funding and local government rates and charges. BWA was established in 1964 and has over 50 years of experience advising cities, special districts, and other agencies on the complexities and challenges in public finance. They have advised over 550 public agency clients throughout California and the western United States. They have a diversity of abilities and experience to evaluate all types of financial issues faced by local governments and to recommend the best and most-practical solutions.

BWA has a highly qualified professional team of seven full-time consultants. Their education and backgrounds include finance, civil engineering, business, public administration, public policy, and economics. BWA specializes in three professional services: utility rate and fee studies, financial plans, and project financing. They are one of the few independent financial advisors providing all three of these interrelated services to public agencies.

Douglas R. Dove

Principal Consultant (Bartle Wells Associates)

Douglas R. Dove is President of Bartle Wells Associates and directs the operation of the firm while maintaining a principal consultant’s role. With over 28 years of consulting experience, he specializes in utility rate analysis, strategic financial planning and project financing. Mr. Dove has developed utility rate structures and financing plans for a wide variety of public infrastructure programs. He has managed the procurement of over \$1 billion in municipal debt and over \$300 million in state and federal grants and low-interest loans. Mr. Dove frequently shares his expertise and has given presentations at conferences including the Association of California Water Agencies (ACWA), the American Water Works Association (AWWA), the California Special District’s Association (CSDA), and many others. Mr. Dove’s expertise also includes assisting agencies in securing state and federal grants and loans and in issuing certificates of participation (COPs), revenue bonds, general obligation bonds, assessment district bonds, Marks-Roos revenue bonds, CFD (Mello-Roos) bonds, private placement loans and other types of debt. Mr. Dove recently finished his term on the board of directors of the National Association of Municipal Advisors (NAMA).

Douglas Dove, Principal

EDUCATION

*University of California, Berkeley
M.S. Civil Engineering*

*Drexel University, Philadelphia, PA
B.S. Civil Engineering*

TRAINING/PROFESSIONAL AFFILIATIONS

*Certified Independent Professional
Municipal Advisor*

*Registered Professional Engineer
(PE# 45642)*

*MSRB – Registered Municipal Advisor
(Series 50)*

Representative Projects

- City of San Juan Bautista: Water and Wastewater rate and capacity fee studies, DIF study, Revenue bonds for water and wastewater projects, continuing disclosure services.
- City of Placerville: Wastewater rate study and capacity fees
- Grizzly Flats CSD: Water rate study
- Del Paso Manor Water District: Comprehensive water financial plan and rate study.

- Browns Valley ID: Water rate study
- Rio Linda/ Elverta Community Water District: Comprehensive financial plan, connection fee and rate study.
- Madera County, CA: Rate studies for twenty-three of county’s water and sewer special service districts
- City of Imperial, CA: Water and wastewater financial plans and rate studies.
- East Bay Municipal Utility District: Comprehensive water rate study and AB 1600 capacity fee review, Wastewater cost-of-service review and capacity fee review, various other financial studies
- City of Santa Barbara: Comprehensive water rate and capacity fee study.
- Napa-Berryessa Resort Improvement District: Developed financing plan for water and wastewater public-private partnership (P3). Prepared assessment engineers report. Formed an assessment district and secured \$11.1 million in federal funding from US Department of Agriculture.
- City of American Canyon: Comprehensive, multi-year water and wastewater rate study.
- City of Davis: Comprehensive water rate study developed with a 15-member Water Advisory Committee. Completed a water capacity fee study for the City as well.

Abigail Seaman

Project Consultant (Bartle Wells Associates)

Abigail Seaman is a consultant with Bartle Wells Associates. She works closely with public agencies, engineers, legal counsel, and other consultants to develop water and sewer rates and assessments, and long-term financial plans for utility enterprises. Abigail helps agencies evaluate financing alternatives for public works projects, coordinates state and federal grant and loan applications, and evaluates bond refinancing opportunities.

Abigail Seaman, Consultant

EDUCATION

University of California, Davis
B.A. Economics

TRAINING/PROFESSIONAL AFFILIATIONS

MSRB – Registered Municipal Advisor
(Series 50)

Representative Projects

- Peninsula CSD: Financial plan and rate study for water, sewer, stormwater, fire, and parks & recreation.
- City of Arcata: Water and wastewater rate and capacity fee study
- Palmer Creek Community Services District: wastewater rate and cost of service study
- Marina Coast Water District: water and wastewater capacity fee study
- Florin Water District: water rate and cost of service study
- City of Davis: Comprehensive water rate study developed with a 15-member Water Advisory Committee. Stormwater advisory services for South Davis Channel.
- Yolo County: Assessment Engineer’s Report presenting costs per resident for water system consolidation project between North Davis Meadows CSA and City of Davis
- Sonoma County Water Agency: Wastewater rate and capacity fee studies for eight zones and districts
- California Rural Water Association: Preferred provider of on-call water and wastewater rate studies
- City of Seaside: Comprehensive Water and Wastewater Rate Study
- Marina Coast Water District: Wastewater Connection Fee Study
- City of Pacifica: Comprehensive wastewater rate study including debt financing scenarios
- City of Alameda: City-wide capital improvement budget and revenue projections; analysis of historical revenue and expense trends
- City of Calistoga: Long range utility financial plan, water and wastewater rate study
- Town of Yountville: Water and wastewater rate and cost of service study

- City of American Canyon: water and wastewater rate study
- City of Solvang: Water and wastewater rate study
- Mariposa County: Water and wastewater rate study for four districts within the County
- Eastern Sierra Community Services District: Wastewater capacity fee study
- City of Coronado: Breakeven analysis comparing the cost of imported water with project costs to improve City water infrastructure assuming project financing and escalating annual costs

B. LACO ASSOCIATES

LACO Associates is a multidisciplinary engineering consulting team with offices in Eureka, Ukiah, Santa Rosa, and Chico. We are a part of your community, your neighborhood, and your everyday life – whether it's relying on clean water, safe roads, reliable energy, land development, or other infrastructure systems. We're always looking out for the long-term health of the plant – preserving wetlands, restoring habitat, and addressing environmental concerns.

For a specialized problem, you need a specialized solution. More complicated problems, however, often demand multiple solutions that require expansive knowledge. LACO Associates offers a range of services that draw upon skilled experts to seamlessly address your projects, small or large, simple or complex. Together, we're your personal project manager.

Since LACO founder Ilmars Lagzdins first opened the doors to LACO's Eureka office in 1954, LACO Associates has grown into a firm that primarily serves eight counties and is still expanding. LACO is unique in that we have both a broad perspective of our client's needs and the flexibility and responsiveness of a small firm. We rely on collaboration and commitment to get the job done with a keen focus on our clients.

Our team members recognize that their success as professionals is contingent upon the success of your project, and we have the expertise to help you succeed. That expertise includes providing services for engineering, design, planning, permitting, and regulatory compliance. We also offer engineering geology and geotechnical engineering, environmental science, land surveying, and materials testing and special inspections.

Kevin Doble **Senior Manager**

Mr. Kevin Doble is the Business Development Direct for LACO Associates. Additionally, he is a Senior Project Manager, Government Relations, and Storm Water Specialist. Mr. Doble joined our team in 2018 with LACO's acquisition of DobleThomas and Associates and provides a broad range of experience from both the public and private sectors, offering high level project management for key projects and clients. As former LAFCo commissioner Mr. Doble reviewed and was part of the approval of many MSRs and SOI updates, this experience along with competent public speaking and Government Relations skills allow Mr. Doble to take an integrated approach to communities, which is supported by special knowledge of jurisdictional ordinances, Land

Kevin Doble, Senior Manager

TRAINING/PROFESSIONAL AFFILIATIONS

Mayor, City of Ukiah (2017-2018)
Vice Mayor, City of Ukiah (2016-2017)

Board Member, Russian River Watershed Association (2014-2018)

Board Member, Mendocino LAFCo (2015-2018)

Development Entitlements and the ability to navigate and solve complex projects, while maintaining key relationships with public agencies.

Mr. Doble is formerly the Mayor for the City of Ukiah, past Board Member on the Russian River Watershed Association, a former Commissioner (LAFCo) Local Agency Formation Commission.

Rodney Wilburn, JD, PE

Technical Leader

Mr. Wilburn has over 20 years of experience as a technical leader, delivering well-managed design and engineering projects. He has a proven ability to plan, manage, and oversee activities and operations of design and engineering projects.

Mr. Wilburn has a deep understanding of individual roles on a civil engineering design team through advancement from a planner, developer, assistant engineer, registered civil engineer, project manager, to a Public Works Director. His achievements include planning, preliminary design, development of bid documents, and construction management for water, wastewater, water resources, and related infrastructure projects. He has managed multiple large land development projects in the Central Valley that included drainage studies, sewer studies, improvement plans, and quantity/cost estimates. In addition, Mr. Wilburn has also performed grading drainage and sewer and other design functions for commercial projects in Reno, Carson City, and Minden, Nevada.

Rodney Wilburn, Technical Leader

EDUCATION

Humboldt State University
B.S. Environmental Resources Engineering

Empire College of Law
Master of Legal Studies

TRAINING/PROFESSIONAL AFFILIATIONS

Registered Civil Engineer, CA (No. 69388)
SWPPP Developer (QSD)
SWPPP Practitioner (QSP)

Jordan Blough

Planner

Mr. Jordan Blough has worked as a professional consultant for the past five years, with a focus on economic development for the past three. Mr. Blough’s role focuses on connecting LACO’s clients with relevant and accessible funding opportunities to help bring their projects from concept to reality. This includes assessing funding opportunities for fit and likelihood of success, supporting clients as they scope out projects which meet the community’s needs and are compliant with funding source requirements, and developing comprehensive and compelling funding applications. Mr. Blough joined LACO in 2014 with Bachelor’s Degrees in both English and Sociology from the University of California, Davis, and previously worked at a specialty grant writing firm in Paradise, California, which focused primarily on securing federal and private foundation funding for nonprofits and community health centers. Mr. Blough has led or supported successful grant applications funded through agencies such as the US Department of Housing and Urban Development, the Federal Emergency Management Agency, the California State Water Resources Control Board, California Department of Water Resources, California Department of Forestry and Fire Protection, and the California Department of Fish and Wildlife, amongst others. Mr. Blough’s social science background, along with his communication skills and experience as a professional consultant, allow him to help clients assess their community to identify projects which meet the area’s unique needs, are feasible to develop and implement, and

Jordan Blough, Planner

EDUCATION

University of California, Davis
B.A. English – Creative Writing
B.A. Sociology

justified with clear and compelling narratives and supporting materials. Mr. Blough was born and raised in Willits, California, and takes immense pride in supporting local communities throughout the North Coast.

Rebecca Dalske

Technical Writer

Ms. Dalske has over three years of planning and technical writing experience with LACO Associates. At LACO, she has experience with a variety of projects, including: the preparation and coordination of permit applications, and supplementary plans and reports in compliance with local, State, and Federal requirements for both public and private clients; the preparation of environmental documents pursuant to the California Environmental Quality Act (CEQA) and the National Environmental Policy Act (NEPA); and the development and implementation of County programs spanning multiple County departments. Her multifaceted professional experience provides adaptability and precision when clients request her services. Ms. Dalske graduated from the University of California, Los Angeles with a Bachelor of Arts in Political Science and minors in both Environmental Engineering and Spanish. Prior to joining LACO, Ms. Dalske worked in Santiago, Chile providing environmental permitting services for both wind and solar projects. Before that, she researched proposed and existing renewable energy projects in Mexico in support of new market development.

Rebecca Dalske, Technical Writer

EDUCATION

University of California, Los Angeles
B.A. Political Science
Minor – Environmental Engineering
Minor – Spanish

TRAINING/PROFESSIONAL AFFILIATIONS

UC Davis – Land Use and Environmental Planning Certificate Program (in progress)

Member of AEP

C. ADDITIONAL ADVISORS

Richard Shoemaker

Senior Advisor

A native Californian and a resident of Mendocino County since 1979. Richard raised his family in Ukiah and operated a landscape contracting business. He has been active in local governance since 1983. He has served multiple terms as a City Councilmember, County Supervisor and Special District Board member.

As the Executive Director of the Ukiah Valley Cultural and Recreational Center (2007-2014) he was instrumental in establishing City, County and School District cooperation to secure funding to complete the Alex Rorabaugh Center in South Ukiah.

In 2007, during his service on the Board of the Russian River Flood Control District (9 years), he was elected by the Special Districts of Mendocino County to represent them on the Local Agency Formation Commission. This was when the first round of MSRs in Mendocino County were being started. He was elected to chair LAFCo in 2010 and served in that position until 2015. Richard was a constant resource to Staff leading the agency through two executive director changes. He left LAFCo in 2015 to become the Point Arena City Manager.

During his 35+ years working with the Cities, Counties and Special Districts of Mendocino County, Richard has served on 30+ local, regional, and Statewide boards and commissions, contributing to open and collaborative governance of local agencies throughout California.

V. SIMILAR OR RELATED EXPERIENCE

The Planwest team offers the following related project experience, with references for each project.

A. PLANWEST PARTNERS, INC.

MARIN LAFCO REGIONAL MSR PREPARATION

San Rafael Regional MSR

Planwest completed draft Regional Settings with descriptions including unincorporated islands, growth and population projections, disadvantaged unincorporated communities; and land uses on a regional scale. We drafted Agency Profiles for regional entities including the City of San Rafael, Marinwood CSD, CSA #18 Las Gallinas, CSA #23 Terra Linda, CSA #13 Upper Lucas Valley, CSA #6 Gallinas Creek, CSA #9 Northbridge and CSA #19 San Rafael. Profiles included identifying core services, functions, boundaries, and funding descriptions. Planwest staff reviewed county GIS shapefiles and prepared agency boundary maps. We also completed draft background information and compiled data sources for evaluating services on a regional scale. This included initial services inventory research on Ambulance Service, Fire Protection, Libraries, Parks & Recreation, Police, Road Maintenance & Construction, Street Sweeping, Streetlighting, Open Space, Channel Maintenance, Parkway (median strip) and Landscape Maintenance, and Preserve Management.

Planwest completed draft District evaluations and determinations that considered service levels and demands, financing challenges and opportunities, infrastructure needs and deficiencies, opportunities for shared facilities, and governance structure options. Planwest staff completed a draft report and submitted it for staff review. We then accepted public comments and compiled a comment tracking chart which we used to revise and finalize the Regional MSR. After incorporation of comments, a final version was prepared and submitted to Marin LAFCO for adoption. (https://www.marinlafco.org/files/8fd4604a2/San+Rafael+Reg+MSR_Final+Post+Adoption+Oct.2019%5B2%5D.pdf)

Novato Regional MSR

Planwest prepared agency profiles and coordinated review with staff from City of Novato, Novato Sanitary District, Novato FPD, CSA # 20 Indian Valley, Bel Marin Keys CSD, CSA #1 Loma Verde and CSA 25 County Parks. We prepared Service Evaluation and Determinations addressing: Fire Protection, Parks & Recreation, Police, Road Maintenance & Construction; Solid Waste; Recycled Water; Channel & Levee Maintenance; Median Strips and Streetlighting; and Open Space. We prepared a draft report for public review with regional setting agency profiles and MSR determinations added. We then received input during two rounds of public comment as requested by the Commission and provided revisions and clarifications as requested before finalizing the document. (<https://www.marinlafco.org/files/ca1e33357/Novato+MSR+Final+Report.pdf>)

Contact Person: Jason Fried, Executive Officer, Marin LAFCo
Address: 1401 Los Gamos, Suite 220, San Rafael, California 94903
Phone: (415) 448-5877
Dates: 2018 – 2020



HUMBOLDT LAFCO MSR PREPARATION

The City of Ferndale – Contract City Planner/General Plan Update & MSR/SOI Update

Planwest acts as the contract City Planner for the City of Ferndale. This involves developing and updating long range planning documents including the General Plan Housing Element (prepared 6th Cycle Housing Element

Certified by State Housing and Community Development) and the Land Use Element (current in progress using State approved SB2 funds) in addition to processing planning applications, drafting and reviewing City ordinances, responding to public inquires, and tracking grant funding for miscellaneous City programs.

Under Planwest’s Humboldt LAFCo contract, staff also prepared the recent MSR and SOI update for the City of Ferndale. For this review we looked at all the City’s services including law enforcement, parks and recreation, stormwater drainage, water, and wastewater. (http://humboldtlafrco.org/wp-content/uploads/City-of-Ferndale-MSR-SOI_Adopted-11-14-18.pdf)

Contact Person: City Manager Jay Parrish
Address: P.O. Box 1095, Ferndale, CA 95536
Phone: (707) 786-4224
Dates: 2007 - Present

City of Arcata – Municipal Services Review and Sphere of Influence Update

Planwest recently prepared an Administrative Draft of the City of Arcata Municipal Services Review and Sphere of Influence Update. The City of Arcata provides a wide range of services including water, wastewater, law enforcement, street maintenance, parks and recreation, and other miscellaneous services. Most notably, the City has a strong conservation policy and works to obtain land surrounding the City in order to provide a greenbelt and conserve forest and agricultural land. Planwest has been working with City staff to update the SOI in a manner that is consistent with both LAFCo and City policy concerning open space land.

Contact Person: David Loya, Community Development Director
Address: 736 F Street, Arcata, CA 95521
Phone: (707) 825-2045
Dates: 2019-2020

City of Blue Lake - Municipal Services Review and Sphere of Influence Update

The City of Blue Lake is located in Northern Humboldt County in the Mad River Watershed. The city was incorporated in 1910 has a downtown business district as well as an industrial park, and a relatively full range of municipal services and operates its own public works department. The City of Blue Lake also contracts with outside agencies to provide certain municipal services, such as police, garbage collection, and recycling. The Blue Lake Fire Protection District (FPD) provides fire and rescue services within the city limits. Coordinates wastewater services with Blue Lake Rancheria. Planwest, as Humboldt LAFCo staff, completed the City Blue Lake MSR & SOI Update in 2019. LAFCo and City staff worked cooperatively to address the SOI & areas of interest outside City boundaries. A reduced sphere alternative was recommended and approved based on Humboldt LAFCo’s 2018 Agricultural and Open Space Lands Policy that excludes the majority of resource lands not designated for urban uses. (<http://humboldtlafrco.org/wp-content/uploads/Blue-Lake-MSR-ADOPTED-7-17-19.pdf>)

Contact Person: City Manager Mandy Mager
Address: P.O. Box 458, Blue Lake, CA 95525
Phone: (707) 668-5655
Dates: 2019



SHASTA LAFCO MSR PREPARATION

City of Anderson - Municipal Services Review and Sphere of Influence Update

Planwest, as Shasta LAFCo staff, prepared the 2018 City of Anderson -Municipal Services Review and Sphere of Influence Update. Preparation of the MSR included coordination with District staff to analyze financial and make determinations on City services. The City provides water, wastewater, law enforcement, parks & recreation, planning, transportation planning, street maintenance and building inspection services. This MSR also provided the opportunity for coordination with Anderson Fire protection District which provides fire service in the City. The SOI Update considered the adjacent unincorporated Cottonwood Community. The City's General Plan however identified the Old Town Core to be built "up rather than out", highlighting the City's aim to facilitate efficient use of land utilizing cost effective public service extensions where needed to serve new development.

<http://www.shasta.lafco.ca.gov/local-agencies/cites>

Contact Person: Jeff Kiser, City Manager
Address: 1887 Howard St, Anderson CA 96007
Phone: (530) 378-6626
Dates: 2018



DEL NORTE LAFCO STAFFING SERVICES & MSR PREPARATION

Planwest provides contract staffing services to the Del Norte LAFCo including the preparation, management, and review of the SOIs and MSRs for each city, fire protection district, water district, sanitary district, and other special districts in Del Norte County. Ongoing Del Norte LAFCo responsibilities include managing MSRs and SOI Updates, preparing and conducting LAFCo meetings, providing information about procedures mandated by the CKH Act, maintaining the LAFCo website, securing and updating insurance for the Commission, preparing the budget and tracking Commission expenses, and attending staff conferences to keep current on LAFCo policies.

City of Crescent City - MSR and SOI Update

Planwest, working as Del Norte LAFCo staff, prepared the City MSR and SOI Update in 2019. The City of Crescent City provides water treatment and distribution, wastewater collection and treatment, fire protection, law enforcement, city street and sidewalk maintenance, a housing authority, storm drains, community development and parks and recreation services within its jurisdictional boundaries, including to Pelican Bay State Prison an incorporated island. In addition, the City provides water service to agencies serving adjacent unincorporated communities including the Bertsch-Oceanview Community Services District, the Church Tree Community Services District, Crescent Fire Protection District W-1, and the Meadow Brook area of the Del Norte Flood Control District. The City covers approximately 1.8 square miles (1,1522 acres) and is located along the Northern California Coast approximately 20 miles south of the Oregon border.

The SOI included 12,031 acres, including natural resource lands. The Commission noted that some resource land private owners may seek water connections for cannabis uses. The SOI was proposed to be reduced to remove publicly owned resource lands not anticipated to need city services, and adjusted as described below:

1. Crescent City Harbor District, in City Urban Services Boundary, recommended to remain in SOI;
2. Martin Ranch (Elk Valley Off-Reservation Tribal Land), for which the City received out of agency service approval for a water extension; to remain in SOI;
3. Bertsch-Oceanview Community Services District (CSD) to remain in SOI;
4. Publicly owned Resource lands adjacent to Jedidiah Smith Redwoods State Park to be excluded from SOI;

5. Church Tree CSD to remain in SOI;
6. Rural Residential land (Elk Valley Crossroad area and Meadowbrook) to remain in SOI;
7. Publicly owned Resource lands (Jordan Creek watershed) to be excluded from SOI;
8. Residential lands adjacent to the City Urban Services Boundary remaining in SOI;
9. Resource lands (near Lake Earl) to be excluded from SOI; and
10. McNamara Field, regional airport, to be added to the SOI.

http://www.delnortelafco.org/wp-content/uploads/2019/09/Crescent-City-MSR-SOI-ADOPTED-January-28-2019_final.pdf



Contact Person: Blake Inscore Mayor and Del Norte LAFCo Member
Address: 377 J Street Crescent City CA 95531
Phone: (707) 218-1037
Email: binscore@crescentcity.org
Dates: 2019

SONOMA LAFCO MSR PREPARATION

Timber Cove County Water District

Planwest Partners was contracted by Sonoma LAFCo to conduct a MSR/SOI Update and preliminary rate analysis for the Timber Cove County Water District. This MSR was requested by homeowners in the District who were concerned about the governance and financial management of the District. Planwest staff was able to gather information on the District from web resources and through coordination with District staff. Through our independent and impartial analysis we were able to document prior issues with District management and the current activities the District is taking to correct those issues. This resulted in specific recommendations for the District which include a follow up report on District finances after the completion of several outstanding audits.

Contact Person: Mark Bramfitt, Executive Officer Sonoma LAFCo
Address: 111 Santa Rosa Avenue, Ste 240, Santa Rosa, CA 95404
Phone: (707) 565-2577
Email: Mark.Bramfitt@sonoma-county.org
Dates: Jan-Oct 2020

B. BARTLE WELLS ASSOCIATES PROJECTS

CITY OF ARCATA

Water and Wastewater Rate Study

The City of Arcata is just north of the City of Eureka in Humboldt County, CA. The City provides water and wastewater utility service to a population of about 17,500. In 2020, Bartle Wells Associates prepared financial plans and rate studies for each utility.

Bartle Wells Associates conducted a comprehensive analysis of the City's tiered water rates. Considering the recent San Juan Capistrano court case, the City sought to ensure the legality of the tiered rates. In reviewing the City's water use, the BWA and City project team determined that the current four-tiered water rates would not

be as justifiable as a single-tier rate, which we developed and recommended. BWA also recommended that the City use the recommended American Water Works Association meter ratios for base meter (fixed) rates. With input from the City, we developed several scenarios that would increase rates to cover five years of revenue requirements.

Bartle Wells Associates conducted a comprehensive analysis of the City’s wastewater rates. The City is facing the need to fund a \$64 million improvement program at its wastewater treatment facility. We recommended several scenarios that would gradually increase rates to meet short and long-term revenue requirements. BWA conducted a comprehensive cost-of-service analysis to determine an equitable distribution of the revenue requirement to base and volumetric rates for each customer class. Bartle Wells Associates conducted extensive legal review to ensure compliance with Proposition 218 requirements.

Contact:

Ondrea Starzhevskiy, Finance Director
(707) 825-2120
ostarzhevskiy@cityofarcata.org



CITY OF HEMET

Water and Wastewater Financial Plan and Rate Study

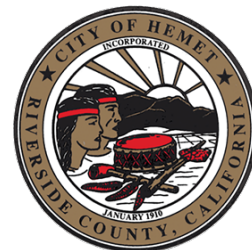
The City of Hemet is in Western Riverside County and provides water service to about 9,700 connections and sewer collection service to about 11,200 connections. Bartle Wells Associates conducted financial plans and rate studies for each utility. The City had not raised its sewer rates since 2006 and water rates since 2008. The City did not have a detailed cost of service analysis to support its water rates and tiered pricing.

Bartle Wells Associates conducted a comprehensive analysis of the City’s tiered water rates. Ultimately, BWA recommended that the City transition to a single rate for all levels of water use. The City participates in a groundwater management plan and is required to purchase replenishment water from the Metropolitan Water District of Southern California. The recommended water rate was developed to cover the cost of treating and conveying the City’s groundwater plus the cost of the imported water. BWA calculated a cost of service to include funding of operating costs and to catch up on deferred maintenance of the pipelines. We also established appropriate fund targets to provide financial stability. Bartle Wells Associates conducted extensive legal review with the City Attorney to ensure compliance with Proposition 218 cost of service requirements.

The Hemet City Council praised our efforts in adapting the rates to a new legal framework and appreciated the fairness of the new uniform water rate.

Contact:

Kristen Jensen, Former City of Hemet Public Works Director
Current City of San Bernardino Public Works Director
909-384-5140
Jensen_kr@sbcity.org



CITY OF UKIAH & UKIAH VALLEY SANITATION DISTRICT

Long Range Financial Plan

In 2005, Bartle Wells Associates assisted the City in reviewing its water and wastewater rates and connection fees and in developing long-range financial plans for the City's utilities. We updated the water rate structure and incorporated industry standards to ensure cost-of-service is equitably recovered from all customer categories. Water rates had not increased since 1996 and the water utility had \$14 million of capital projects that were required by the state as a condition of renewing the operating permit. We developed Proposition 218 notices for the proposed water rate increases and assisted the City through the process of identifying affected property owners and mailing of Prop 218 notices. We served as financial advisor on the City's \$14 million water bond completed in September 2005.

The City of Ukiah's sewer system also serves the Ukiah Valley Sanitation District and, as is the case with water, also was facing significant capital expenses. The cost of sewer capital projects will be shared between existing users and future growth. We updated the City and District's connection fee in anticipation of financing over \$75 million of capital improvements for the wastewater enterprise. We updated the sewer rate structure to support financing of the capital improvement program and to incorporate a consumption based element. Our recommended adjustments to the wastewater rate structure will generate sufficient revenue to support expansion of the City's treatment plant. In 2006, we served as the City's financial advisor for the \$75 million bond issue that funded the improvements to the wastewater treatment facilities.

Contact:

City Attorney, David Rapport
Rapport & Marston
405 W. Perkins St.
Ukiah, CA 95482
(707) 462-6846



CITY OF WILLITS

Sewer and Water Rate Studies

The City of Willits is located in Mendocino County with a population of approximately 5,000. BWA has worked with the City on various projects since 1997. In 2006, we prepared a sewer rate study that recommended adjustments in the City's current rates and rate structure and projected revenues, expenses, and rates through 2010/11. We also prepared a sewer connection fee study that concluded that the City's existing sewer connection fee was insufficient and needed to be adjusted to appropriately charge new customers to recover the capital costs for facilities needed to serve growth. The recommended connection charge was more than double the existing fee and was calculated in compliance with California Government Code §66013.

In 2007, we assisted the City in issuing Certificates of Participation (COPs) through the USDA Rural Utilities program. The program offers 40-year financing for small rural communities. The COPs funded \$10.285 million of wastewater treatment plant improvements. Subsequently, we assisted the City in issuing an additional \$8.3 million in COPs in 2011 for further wastewater capital improvements.

In 2008, we prepared a comprehensive water rate study for the City that recommended moving to a tiered-rate structure. The City has limited water supplies and was seeking a rate conservation-based structure that would

still enable it to meet all of its funding needs. Currently, we are performing a sewer rate update for the City as well as a review of their development impact fees. The City currently has only water and sewer connection fees and we are both reviewing those impact fees and assessing the City's need for revenue collection through impact fees for additional infrastructure such as storm drains, roads, parks, police and fire facilities, and community facilities.

Most recently in 2015, BWA developed rates for septage sewer, leachate and construction storm water haulers discharging into the City's wastewater treatment system. In line with the methodology used to calculate non-residential sewer rates, the proposed rates were based on metered water use and strength factor. In addition to the volumetric rates for wastewater treatment, BWA recommended that each separate load discharged be charged an administrative fee to cover City administration costs related to administering and maintaining the disposal facility at the wastewater treatment plant.

Contact:

Andrea Trincado, Project Manager
(707) 459-7126
atrincado@cityofwillits.org



SONOMA WATER

District Annexation Support & Financial Review

Sonoma Water manages eight sanitation districts and zones within Sonoma County. BWA has been the financial consultant for Sonoma Water for many years and is currently contracted to develop financial plans, rate studies, and capacity fee studies for all eight districts and zones. We are also providing financial analysis for the annexation of South Park County Sanitation District into the City of Santa Rosa. The annexation will occur over a 5-year period and requires public outreach and wastewater rate adjustments to convert ratepayers from a fixed sanitation charge on the property tax roll to monthly wastewater bills based on volumetric use. BWA has developed financial models and reports, drafted public notices and participated in public meetings to assist these efforts.

Contact:

Lynne Rosselli, Administrative and Financial Services
(707) 524-3771
lynne.rosselli@scwa.ca.gov



C. LACO ASSOCIATES

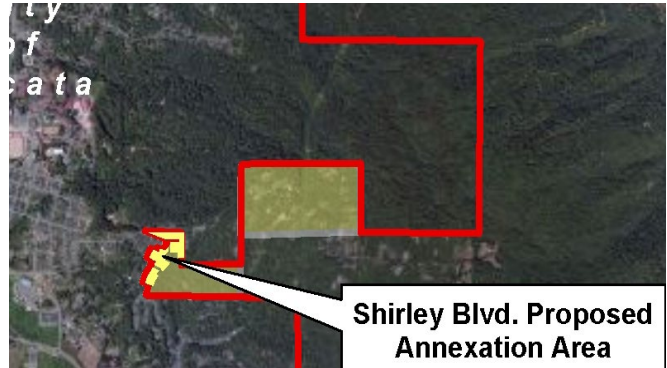
CITY OF ARCATA

Shirley Boulevard Annexation CEQA Documents and LAFCo Application

The City of Arcata retained LACO Associates to prepare CEQA documents and the LAFCo application materials for a City-sponsored annexation of a small residential neighborhood. In recent years, several homes in the neighborhood have experienced septic system failures and have requested connection to municipal sewer service. The City was seeking to annex the area to facilitate the extension of sewer service to reduce long-term water quality impacts.

Our team prepared informational guides for affected residents, who, after reviewing the materials and attending public meetings, were supportive of annexation. LACO prepared a CEQA Initial Study that analyzed the effects of annexation and provision of sewer service to residents. Our team participated in informational and public hearings of the Planning Commission and City Council. We also advised City staff regarding their options for pre-zoning.

Our team prepared a complete LAFCo application package including a plan for services, precise annexation map, legal description, and other application materials. The City Council approved a CEQA Negative Declaration, pre-zoned the property pursuant to our recommendations, and adopted a resolution of application to LAFCo. Our team supported an expedient LAFCo process, completed the project on time and on budget, addressed neighborhood concerns, responded to City questions, and ensured a time and cost-efficient review process.



Contact:

Larry Oetker, Former Community Services Director
City of Arcata
loetker@humboldtby.org
707-443-3401

CITY OF FORTUNA

Strongs Creek Valley Annexation

LACO facilitated the annexation and subsequent development of three parcels totaling approximately 36.9 acres into the Strongs Creek Valley Annexation Area. The entire area is within the City of Fortuna Sphere of Influence and was recommended for annexation in the City's General Plan.



LACO also prepared a Pre-Zoning Ordinance, General Plan Amendment Resolution, CEQA Resolution, Addendum EIR, Annexation Resolution, and associated staff reports. LACO is also responsible for preparation of the LAFCo Boundary Change (Annexation) Application including filing all required documents with associated regulatory agencies, conducting public outreach, and participating in City of Fortuna Planning Commission and City Council hearings as requested.

Contact:

Liz Shorey, Deputy Director of Community Development
City of Fortuna
lshorey@ci.fortuna.ca.us
707-725-7600

CITY OF WILLITS

On Call Engineering Services

The City of Willits retained LACO to provide Civil Engineering services related to improving to distribution and collection systems of the City’s water and wastewater systems. LACO assisted the City during a transitional time in which the Willits Bypass was being constructed and brought into service, a project that was decades in the making.

As the former Public Works Director for the City of Willits, our Vice President of Engineering Rod Wilburn Jr., PE, MLS, QISP, contributed a unique understanding of the City’s departments, processes, and budgets.

With our team’s support, the City replaced approximately 5,800 feet of existing 2-inch domestic water line to rectify a severe water system leak issue. Installation of five air release valves, sewer wharf hydrants, and eight valves were also installed. Additionally, approximately 40 residential connections were upgraded with new 3/4–inch to 1-inch polyethylene pipe laterals.

Contact:

City of Willits Contact:

Jeremy Ronco, Project Manager

City of Willits

jronco@cityofwillits.org

707-459-7154

MENDOCINO COUNTY WATER AGENCY

Phase II MS4 Permit

The Mendocino County Water Agency retained LACO Associates to provide technical and administrative support to County staff as they worked to implement the Phase II MS4 Permit. LACO supported the County in all phases of permit compliance, including implementing activities under an accelerated compliance schedule to comply with a consent decree issued prior to LACO’s involvement in the program. This process included supporting the development of ordinances establishing legal authority to enforce the permit requirements, helping to develop education and outreach materials regarding stormwater pollution for the public and other stakeholders, developing policies and procedures to identify, respond to, and stop illicit discharges to the storm drain network, developing policies and procedures regarding construction site stormwater management and helping to implement those procedures, training County staff on pollution prevention and good housekeeping at County facilities, and developing a complete set of post-construction site design guidelines for construction in the MS4 area. LACO continues to support County MS4 compliance activities, providing plan review of MS4 projects, annual trainings for County staff, and assistance with compiling and submitting annual reports.

Contact:

Contact for Mendocino County:

Sarah Dukett, Deputy Chief Executive Officer

County of Mendocino

duketts@mendocinocounty.org

707-463-4441

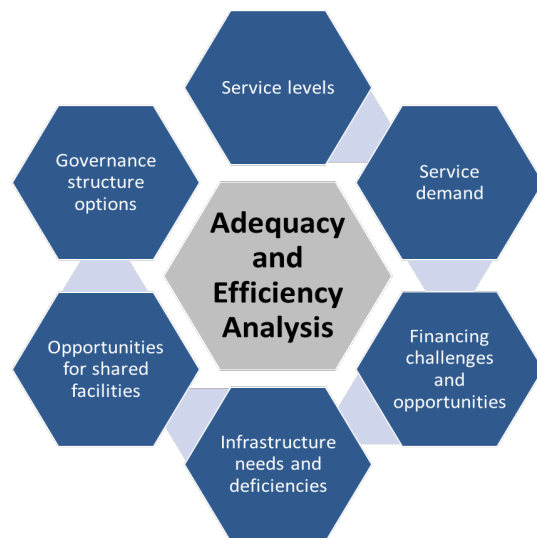
VI. APPROACH TO PROVIDING SERVICES & SCOPE OF WORK

A. APPROACH TO PROVIDING SERVICES

Planwest Partners has been conducting MSR for cities, special districts, and other municipalities for over 10 years. A major part of our work involves coordinating staff and public participation for both changes of organization and MSR. This involves regular contact with district staff for information and coordination of public hearings. Through these processes we have been able to garner a better understanding of the districts we review and ensure that community needs are taken into consideration for future planning.

Many of the MSR we prepare are for cities included water, wastewater, parks and recreation, streetlighting and maintenance, police, and other services. We understand that cities and special districts provide a wide range of services to ensure the health, safety, and livelihood of their communities. During these reviews we pull from different types of source documents and look closely at the funding mechanisms for the city. This includes reviewing property and sales taxes, special assessments, rate structures for water and wastewater, and grants. As cities enter into recovery from COVID-19, and have to face limited budgets from decreased tax revenue, it will be more important than ever to assess the funding mechanisms for each service and to investigate organizational structures that may provide cost savings to the city.

For the City of Ukiah and Ukiah Valley Sanitation District MSR/SOI updates, we will work diligently with each agency’s staff to assess the needs of the agency and its community members. This will help us not only evaluate the services offered but assess avenues for potential shared services and cost savings. Planwest’s approach to MSR and SOI updates starts with data collection and analysis in a clear format to support written determinations and supplemental tables, graphs, and spatial data to demonstrate our conclusions. The MSR are a significant resource and have lasting value for member agencies and the public as time goes on.



A collaborative approach is proposed for preparing this MSR and SOI Update. An Administrative draft MSR/SOI Update for each agency will be submitted to LAFCo staff for review and comment. This will be followed by distribution of a Public Review Draft, with LAFCo staff comments incorporated for an opportunity for the agencies and general public to review and comment. A Final Draft will then be prepared and distributed for Commission action. Public hearings will be conducted by LAFCo to consider both the Draft and Final versions of the MSR and SOI Updates, allowing additional opportunities for comment before the Commission. Planwest staff will be available to participate in all commission meetings concerning the City of Ukiah and Ukiah Valley Sanitation District MSR either by web conference or in person as current county and state health regulations allow.

The Planwest team is well qualified and committed to preparing the City of Ukiah and Ukiah Valley Sanitation District MSR/SOI updates as outlined in the Mendocino LAFCo RFP. Our approach to providing staffing services is grounded in providing quality work products, responsive customer service, and collaborative problem-solving.

B. OVERALL OBJECTIVES AND EXPECTATIONS

The Planwest Team recognizes Mendocino LAFCo's express desire to comprehensively evaluate municipal service delivery in the Ukiah Valley served by the City of Ukiah and UVSD, with emphasis on wastewater service capacity and adequacy, financial ability of agencies to provide services, appropriate service provider for City-District overlap areas, and potential government restructure options. Inherent to this particular MSR/SOI process is accomplishing the following:

- Comply with GC §56430 and 56425, specifically, as well as local Mendocino LAFCo policies to enable the Commission to make written determinations delineating each statute's MSR/SOI Update factors, respectively.
- Document the historic record and interrelated service delivery relationship between the City and UVSD, and other municipal service providers in the Ukiah Valley.
- Concentrate on the future planned growth of the Ukiah Valley when considering various sphere options and areas of interest, and policies related to disadvantaged unincorporated communities and agricultural and open space areas.
- Conduct the required analyses in the most accurate and objective manner possible while satisfying all California law and local Mendocino LAFCo policies requirements.
- Collect sufficient data and conduct new analyses rather than rely solely on currently available information when evaluating agency capacity, service structure, and financial ability to provide services.
- Confirm current wastewater capacity with Regional Water Quality Control Board and quantify available connections.
- Evaluate baseline information and create a product useful to the Commission in reviewing change of organization proposals, including pending applications submitted by the City of Ukiah and the UVSD.
- Align the City's MSR/SOI Update with their Ukiah General Plan Update 2040 process to the extent possible and create a product that will be beneficial to public agencies as a planning tool and information source.
- Create a product for practical comparative analysis and benchmarking between agencies offering similar services.
- Evaluate government structure options and feasible opportunities to enhance service efficiency and accountability to the public.
- Provide meaningful public participation in the review process and have all published work products readily accessible to, and easily understandable by, the public.

The MSR and SOI update will be accomplished in two parts. The UVSD MSR/SOI will be completed by June 2021 and the City of Ukiah MSR/SOI will be completed by June 2022. For each report, the Planwest Team proposes a scope of work and general timeline of tasks and deliverables required to complete the documents in the most efficient and timely manner. The timeline identifies check-in meetings with Mendocino LAFCo staff to review information and coordinate with agency representatives, as appropriate.

C. MSR REQUIRED CONTENT AND CONSIDERATIONS

Mendocino LAFCo does not expect (nor want) equal analysis of all seven determinations. Instead, the focus will be service issues specific to the UVSD and City, with special considerations given to:

- evaluating wastewater services capacity and adequacy,
- financial ability to provide services,
- shared services and facilities,
- accountability for community service needs, and
- potential government restructure options.

A summary of considerations for each area of determination is provided below.

Growth and Population

The Planwest Team will document the current and projected population for the UVSD and City of Ukiah, with separate estimates for overlap area. Data to be compiled from U.S. Census Bureau American Fact Finder population data, U.S. Department of Finance population projections, City and/or County General Plans, and other local planning documents for evaluating growth and population. In particular, Planwest will work with the City of Ukiah to align growth and population projections and related data with the General Plan Update 2040. This would include evaluating the following considerations:

- Whether the City/District or surrounding area is expected to experience any significant population change or development over the next 5-10+ years, with emphasis on the City's General Plan Update 2040.
- How planned growth and development would have an impact on the agency's service needs and demands.
- Whether projected growth would require a change in the agency's service and/or sphere of influence boundary.

Disadvantaged Unincorporated Communities

The Planwest Team identify and describe the location and characteristics of any disadvantaged unincorporated communities (DUCs) within or contiguous to the sphere of influence in accordance with the provisions of SB 244 and Commission policy. Planwest will rely on U.S. Census Bureau Median Household Incomes data and City and/or County Housing Elements, as appropriate. Review of DUCs would include but not be limited to the following considerations:

- Determining whether any "inhabited unincorporated communities" (per adopted Commission policy) are located in or adjacent to the City SOI that are considered "disadvantaged" (80% or less of the statewide median household income) that do not already have access to public water, sewer and structural fire protection.
- If DUCs are identified, determining whether it is feasible or practicable for service to be extended to the disadvantaged unincorporated community.

Capacity, Adequacy & Infrastructure to Provide Services

The Planwest Team will evaluate the present and planned capacity of public facilities, the adequacy of public services, and any infrastructure needs or deficiencies for the City and District. This includes documenting service area maps, master service plans, and existing service provision agreements, and management and staffing. This capacity evaluation would include the following considerations:

- The City and District's service delivery systems, including infrastructure, service areas, and facilities.
- Any complaints filed by community members or neighboring organizations.

- Any compliance issues with State regulations.
- Future population growth and development potential and need for expanded service delivery capacity to serve that growth.
- Existing and planned staffing expansions required to meet additional services demand.
- Both near-term and long-term infrastructure needs and deficiencies.
- The level and adequacy of services to any DUCs or communities of interest, as applicable, including identifying any service deficiencies that should be addressed.

Financial Ability

The Planwest Team will document and review the financial ability of the City/District to provide services. Planwest will rely on budget reports, financial statements, independent audits, State Controller's Office financial reports, rate and fee schedules, and Government Finance Officers Association Best Practices as appropriate. This financial evaluation would include the following considerations:

Financial Policies:

- Documenting whether financial policies are in keeping with best practices.
- Documenting when policies were adopted, and if they are appropriately updated.

Annual Budget:

- Documenting whether budgets are passed regularly and on-time.
- Documenting whether there are regular independent audits and summarize findings.
- Documenting revenue sources and expenditure categories (with five-year trend chart).
- Discussing revenues and expenditures changes since previous MSR/SOI, as applicable.
- Discussing any expenditure reduction or revenue increase opportunities.
- Documenting "revenues less expenditures" and year end fund balances (with five-year trend chart).

Reserves:

- Documenting reserve and contingency fund balances (with 5-year trend chart) and policies.
- Documenting agency reserve balance, and frequency and amount of contributions.
- Discussing whether the agency has used its reserve or contingency fund recently.
- Discussing whether the agency's level of reserve is adequate to protect against unexpected events or upcoming significant costs.

Rates/Fees:

- Describing the agency's rate/fee schedule including when the rate/fee schedule was adopted and any recent efforts to alter the rate/fees schedule.
- Comparing the agency's rate/fee schedule to other organization's providing similar services in the region.
- Describing the relationship between the rate/fee structure and level of service.

Infrastructure Maintenance and Replacement:

- Describing the agency's capital improvement plan and/or infrastructure maintenance and replacement schedule.

- Discussing whether agency is on track with infrastructure plan timeline.
- Discussing the agency's plans for funding upcoming maintenance and replacements.

Debts and loans:

- Describing debt repayment, including original indebtedness, remaining balance, debt type, interest rate, use of funds, and installment schedule.
- Documenting debts paid off or new debt the agency expects to incur in the near future.
- Describing the agency's debt management policy.

Shared Services

The Planwest Team will evaluate the status of, and opportunities for, shared services and facilities. Planwest will review shared services, interagency agreements, or any formal Joint Powers Agreements related to provision of municipal services (i.e. agreements, contract between public agencies, public/private partnerships). This review will focus largely on the existing Participation Agreement between the City and District. This shared services review would include the following considerations:

- Documenting other agencies within proximity of City/District with similar services.
- Discussing shared services or use of facilities that are currently being implemented.
- Discussing shared services or facilities opportunities not currently being utilized.
- Discussing what actions would be required to implement those opportunities and the potential benefits.

Accountability

The Planwest Team will review the City/District's accountability for community service needs, including governmental structure and operational efficiencies. This evaluation will rely heavily on past Grand Jury reports, agency interviews, and customer feedback documented as part of Task 2. This accountability evaluation would include but not be limited to describing:

- The City/District's governance structure and meeting schedule.
- Efforts the agency has made to ensure accountability including, regularity of governance meetings, compliance with the Brown Act, and public outreach efforts.
- The agency's staffing level and service delivery system.
- How the agency processes complaints or service delivery issues.
- Any potential opportunities for consolidation with neighboring organizations that might increase accountability or efficiency.

Other Issues

The Planwest Team will document any other matter related to effective or efficient service delivery, as required by Commission policy. This includes major service-related issues facing the City/District and potential actions by Mendocino LAFCo (e.g. sphere of influence changes or initiation of mergers, consolidations, or dissolutions) that could assist in alleviating these issues.

D. UKIAH VALLEY SANITATION DISTRICT SCOPE OF WORK

TASK 1 – DATA COLLECTION

The Planwest Team will hold a kick-off meeting (remotely) with assigned Mendocino LAFCo staff to finalize the schedule, review the Request for Information (RFI) response provided by UVSD, and address any questions or process items prior to work commencement. In coordination with Mendocino LAFCo staff, the Planwest Team will determine what data is currently available and what additional information is needed to address the seven factors in GC §56430.

Deliverables: Review of RFI and additional data collection as necessary

TASK 2 – OUTREACH

The Planwest Team will conduct outreach to the UVSD and relevant stakeholders to ensure that all parties have an opportunity to voice their opinions during the MSR and SOI Update process. It is anticipated that outreach will primarily occur during the RFI stage and in addressing agency questions and comments. In coordination with Mendocino LAFCo staff, Planwest will meet with UVSD and Mendocino LAFCo representatives to ensure all necessary District-related information has been collected. Outreach may also include soliciting information and interviews with other agency representatives, as necessary. Due to COVID, communications will be primarily through electronic means. All input collected will be consolidated and summarized into data sheets for review and verification, as needed.

Deliverables: Outreach Summary Sheets

TASK 3 – REVIEW, INTERPRETATION, AND ANALYSIS

The Planwest Team will review and analyze all the information collected, including District bylaws, policies, studies, reports, maps and financial data. Data collected will be adequate to prepare an agency profile and make statutorily-required determinations. Planwest will work with Mendocino LAFCo staff to review and verify information collected. An Agency Profile will be distributed to Mendocino LAFCo staff in electronic PDF and Word versions for review and feedback. The Agency Profile will describe the agency, its location, history, number of employees, structure, the services it provides, and a map of the existing agency boundary (including SOI boundary).

Deliverables: Final reviewed and verified datasheets, data analysis, and Agency Profile

TASK 4 – ADMINISTRATIVE DRAFT MSR/SOI

The Planwest Team will produce an Administrative Draft UVSD MSR/SOI Update for Mendocino LAFCo staff review, including GIS maps, figures, charts, tables, and appropriate findings, determinations, and recommendations. The Administrative Draft will be distributed in electronic PDF and Word versions, with original GIS data and all reference materials provided.

Planwest will meet with LAFCo staff to discuss significant issues identified and review draft determinations. In collaboration with Mendocino LAFCo staff, Planwest will develop SOI recommendations and make statutorily required SOI determinations in accordance with Government Code Section 56425(g).

Deliverables: One Administrative Draft MSR/SOI Report (electronic PDF and Word versions, with original GIS data and all reference materials provided)

TASK 5 – WORKSHOP PUBLIC DRAFT MSR/SOI

Based on feedback from LAFCo staff, the Planwest Team will modify the Administrative Draft and submit a Workshop Public Draft MSR/SOI to Mendocino LAFCo for distribution to the Commission and affected agencies for comment (electronic PDF and Word versions). Planwest will virtually attend and present at the Commission meeting for the Public Workshop item.

Deliverables: One Public Workshop Draft MSR/SOI Report (electronic PDF and Word versions)

TASK 6 – PUBLIC HEARING MSR/SOI

Planwest will prepare a Public Hearing Final Draft MSR/SOI addressing comments from the Commission, Mendocino LAFCo staff, the subject local agency, other affected and interested local agencies, and the general public. This includes proposed findings, determinations, and recommendations (electronic PDF and Word versions). Planwest will virtually attend and present at the Commission meeting for the Public Hearing item. Mendocino LAFCO will be responsible for determining the appropriate level of environmental review and preparing all CEQA documentation for the MSR.

Deliverables: One Public Hearing Final Draft MSR/SOI Report (electronic PDF and Word versions)

TASK 7 – FINAL MSR/SOI AND DISTRIBUTION

Following Commission approval of the MSR/SOI, the Planwest Team will prepare the Final MSR/SOI addressing any Commission directed changes and provide to Mendocino LAFCo with a final electronic version (both PDF and Word versions) for distribution and posting online.

Deliverables: One Final MSR/SOI Report (electronic PDF and Word versions)

UVSD SCHEDULE

Task	Tentative Schedule
Work commences	December 2020
1 Data Collection	By January 30, 2021
2 Outreach	January-February 2021
3 Review, Interpretation, and Analysis	January-March 2021
4 Administrative Draft MSR/SOI	By March 30, 2021
5 Workshop Public Draft MSR/SOI	By April 30, 2021
6 Public Hearing MSR/SOI	By May 30, 2021
7 Final Draft MSR/SOI and Distribution	By June 30, 2021

The Planwest Team will schedule check-in conference calls with Mendocino LAFCo staff at least every two weeks, or more frequently as appropriate.

E. CITY OF UKIAH SCOPE OF WORK

TASK 1 – DATA COLLECTION

The Planwest Team will hold a kick-off meeting (remotely) with assigned Mendocino LAFCo staff to finalize the schedule, review a Draft Request for Information (RFI) to be distributed to the City of Ukiah, and address any questions or process items prior to work commencement. In coordination with Mendocino LAFCo staff, the Planwest Team will distribute a RFI to the City of Ukiah and meet jointly with City and Mendocino LAFCo staff to review the questionnaire, answer questions, and determine what additional information is needed to address the seven factors in GC §56430. This data collection effort will focus on the full range of services provided by the City of Ukiah and will rely on previous municipal wastewater system information collected as part of the City of Ukiah MSR/SOI process.

Deliverables: Prepare, distribute, and review RFI and additional data collection as necessary

TASK 2 – OUTREACH

The Planwest Team will conduct outreach to the City of Ukiah and relevant stakeholders to ensure that all parties have an opportunity to voice their opinions during the MSR and SOI Update process. It is anticipated that outreach will primarily occur during the RFI stage and in addressing agency questions and comments. In coordination with Mendocino LAFCo staff, Planwest will coordinate with City staff as necessary to ensure that all necessary City-related information has been collected and verified. Outreach may also include soliciting information and interviews with other agency representatives, as necessary. Due to COVID, Planwest will conduct communications primarily through electronic means. All input collected will be consolidated and summarized into data sheets for review and verification, as needed.

Deliverables: Outreach Summary Sheets

TASK 3 – REVIEW, INTERPRETATION, AND ANALYSIS

The Planwest Team will review and analyze all the information collected, including City General Plan update, policies, studies, reports, maps and financial data. Data collected will be adequate to prepare an agency profile and make statutorily-required determinations. Planwest will work with Mendocino LAFCo staff to review and verify information collected. An Agency Profile will be distributed to Mendocino LAFCo staff in electronic PDF and Word versions for review and feedback. The Agency Profile will describe the City of Ukiah, its location, history, number of employees, structure, the services it provides, and a map of the existing city boundary and service areas (including SOI boundary).

Deliverables: Final reviewed and verified datasheets, data analysis, and Agency Profile

TASK 4 – ADMINISTRATIVE DRAFT MSR/SOI

The Planwest Team will produce an Administrative Draft City of Ukiah MSR/SOI Update for Mendocino LAFCo staff review, including GIS maps, figures, charts, tables, and appropriate findings, determinations, and recommendations. The Administrative Draft will be distributed in electronic PDF and Word versions, with original GIS data and all reference materials provided.

Planwest will meet with LAFCo staff to discuss significant issues identified and review draft determinations. In collaboration with Mendocino LAFCo staff, Planwest will develop SOI recommendations and make statutorily required SOI determinations in accordance with Government Code Section 56425(g).

Deliverables: One Administrative Draft MSR/SOI Report (electronic PDF and Word versions, with original GIS data and all reference materials provided)

TASK 5 – WORKSHOP PUBLIC DRAFT MSR/SOI

Based on feedback from LAFCo staff, the Planwest Team will modify the Administrative Draft and submit a Workshop Public Draft MSR/SOI to Mendocino LAFCo for distribution to the Commission and affected agencies for comment (electronic PDF and Word versions). Planwest will virtually attend and present at the Commission meeting for the Public Workshop item.

Deliverables: One Public Workshop Draft MSR/SOI Report (electronic PDF and Word versions)

TASK 6 – PUBLIC HEARING MSR/SOI

Planwest will prepare a Public Hearing Final Draft MSR/SOI addressing comments from the Commission, Mendocino LAFCo staff, the City of Ukiah, other affected and interested local agencies, and the general public. This includes proposed findings, determinations, and recommendations (electronic PDF and Word versions). Planwest will virtually attend and present at the Commission meeting for the Public Hearing item. Mendocino LAFCo will be responsible for determining the appropriate level of environmental review and preparing all CEQA documentation for the MSR.

Deliverables: One Public Hearing Final Draft MSR/SOI Report (electronic PDF and Word versions)

TASK 7 – FINAL MSR/SOI AND DISTRIBUTION

Following Commission approval of the MSR/SOI, the Planwest Team will prepare the Final MSR/SOI addressing any Commission directed changes and provide to Mendocino LAFCo with a final electronic version (both PDF and Word versions) for distribution and posting online.

Deliverables: One Final MSR/SOI Report (electronic PDF and Word versions)

CITY OF UKIAH SCHEDULE

Task	Tentative Schedule
1 Data Collection	By July 30, 2021
2 Outreach	July-September 2021
3 Review, Interpretation, and Analysis	July-October 2021
4 Administrative Draft MSR/SOI	By January 30, 2022
5 Workshop Public Draft MSR/SOI	By March 30, 2022
6 Public Hearing MSR/SOI	By May 30, 2022
7 Final Draft MSR/SOI and Distribution	By June 30, 2022

The Planwest Team will schedule check-in conference calls with Mendocino LAFCo staff at least once per month, or more frequently, if appropriate.

VII. CONFLICT OF INTEREST STATEMENT/DISCLOSURE

The Planwest team has no known past, ongoing, or potential conflicts of interest for this project. Planwest Partners has not performed previous work with the agencies included in the scope of work. Bartle Wells Associates has previously prepared a Long-Range Financial Plan for the City of Ukiah and Ukiah Valley Sanitation District (see Relevant Projects section for full description of work performed).

LACO Associates has worked extensively with the City of Ukiah over the past decade to provide geological and geotechnical services, civil engineering services, materials testing and inspection, and funding development and support. To provide a brief set of examples, LACO has supported the City by evaluating water resources near the municipal golf course, conducting Phase I Environmental Site Assessments in support of real estate transactions, providing materials testing and inspection in support of public works projects, and developing funding applications for the hardening of electric utilities to mitigate fire danger. LACO has also previously provided infrastructure rehabilitation analysis and funding development for the Ukiah Valley Sanitation District in 2009 and has not worked with UVSD since that time.

Currently, LACO is working on two active projects with the City of Ukiah, and a more complete description of prior projects with the City or UVSD can be provided upon request. Currently Active Projects:

Orr Street Bridge Rehabilitation Engineering

LACO is currently providing updated structural calculations and plan revisions to facilitate repair of the Orr Street bridge, which has been out of service for years.

Gobbi and Waugh Traffic Signal

As a subconsultant to W-Trans, LACO is providing topographic surveying, right-of-way analysis, and ADA-compliant curb designs for the proposed installation of a traffic signal at the intersection of Gobbi Street and Waugh Avenue.

VIII. COST PROPOSAL

Detailed budgets are provided for each MSR/SOI Update with project costs outlined for each major sub-task and hourly staff rates. The total project costs will not exceed \$46,674 for the Ukiah Valley Sanitation District MSR/SOI Update with additional GIS costs of \$4,644 provided under a separate cost estimate. For the City of Ukiah, the total project costs will not exceed \$59,820, with additional GIS costs of \$6,536 provided under a separate cost estimate. In addition, both Planwest and LACO Associates are qualified to provide CEQA services as part of a new scope of work and cost estimate. Finally, Planwest is both interested and available to provide services on an as needed basis for other MSR and SOI Updates using the same team members included in this proposal.

Ukiah Valley Sanitary District MSR & SOI Update Budget - October 2020

Task	Rate	Planwest			LACO			BWA			Expense	Total	
		Principal (GW)	Project Manager (CS)	Assoc Planner (KH)	Sr Manager (KD)	Technical Leader (RW)	Planner (JB)	Technical Writer (RD)	Sr Financial (DD)	Financial (AS)			Sr. Advisor (RS)
1 - Preparation		\$116	\$112	\$92	\$175	\$200	\$108	\$112	\$255	\$185	\$120	-	-
"kick-off" meeting	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00			\$1,956.00
RFI Review			2.00	4.00	2.00	2.00	6.00						\$1,990.00
													\$0.00
Subtotal		2.00	4.00	6.00	4.00	2.00	8.00	0.00	2.00	0.00	2.00	\$0.00	\$3,946.00
2 - Outreach													
UVSD - Mendocino LAFCo			4.00	6.00	4.00	2.00							\$1,916.00
Relevant Stakeholders			2.00	4.00	6.00	6.00				2.00			\$2,530.00
Subtotal		0.00	6.00	10.00	10.00	0.00	8.00	0.00	0.00	2.00	0.00	\$0.00	\$4,446.00
3 Review, Interpretation & Analysis													
review/ analyze collected info.	2.00	2.00	16.00	2.00	4.00	6.00		2.00	4.00				\$4,976.00
Agency Profile	2.00	6.00	16.00	4.00	2.00	2.00	4.00		2.00	4.00			\$4,990.00
Subtotal	4.00	8.00	32.00	6.00	6.00	8.00	4.00	2.00	6.00	4.00	0.00	\$0.00	\$9,966.00
4 Administrative Draft MSR & SOI Update Report													
Draft preparation			6.00	24.00		6.00	8.00						\$4,424.00
MSR Determinations	2.00	4.00	16.00	2.00	2.00	8.00	8.00	4.00	4.00	4.00			\$6,902.00
SOI recommendations	2.00	4.00	8.00	4.00	2.00		2.00			4.00			\$3,220.00
Subtotal	4.00	14.00	48.00	6.00	4.00	14.00	18.00	4.00	4.00	8.00	\$0.00	\$0.00	\$14,546.00
5 - Workshop Public Draft MSR & SOI Update Report													
Incorporate Feedback	2.00	2.00	8.00	2.00	2.00	2.00	8.00	2.00	2.00				\$3,934.00
Public Draft Preparation	2.00	4.00	6.00	2.00	2.00		4.00						\$2,430.00
Commission meeting		2.00	2.00	2.00						2.00			\$998.00
Subtotal	4.00	8.00	16.00	6.00	4.00	2.00	12.00	2.00	2.00	2.00	\$0.00	\$0.00	\$7,362.00
6 - Public Hearing MSR/SOI													
Public Hearing Draft report		4.00	8.00	2.00			8.00						\$2,430.00
Present		2.00		2.00						2.00			\$814.00
Subtotal	0.00	6.00	8.00	4.00	0.00	0.00	8.00	0.00	0.00	2.00	\$0.00	\$0.00	\$3,244.00
7 - Final MSR & SOI Update Report													
Prepare a Final Report		2.00	12.00	2.00			6.00						\$2,350.00
Present		2.00		2.00						2.00			\$814.00
Subtotal	0.00	4.00	12.00	4.00	0.00	0.00	6.00	0.00	0.00	2.00	\$0.00	\$0.00	\$3,164.00
Total Hours	14.00	50.00	132.00	40.00	16.00	40.00	48.00	10.00	12.00	22.00	check	\$0.00	\$46,674.00
Total	\$1,624.00	\$5,600.00	\$12,144.00	\$7,000.00	\$3,200.00	\$4,320.00	\$5,376.00	\$2,550.00	\$2,220.00	\$2,640.00	\$0.00	\$0.00	\$46,674.00

City of Ukiah - MSR & SOI Update Budget - FY 2021-22

Task	Rate	Planwest			LACO			BWA			Expense	Total	
		Principal (GW)	Project Manager (CS)	Assoc Planner (KH)	Sr Manager (KD)	Technical Leader (RW)	Planner (JB)	Technical Writer (RD)	Sr Financial (DD)	Financial (AS)			Sr. Advisor (RS)
1 - Preparation		\$116	\$112	\$92	\$175	\$200	\$108	\$112	\$255	\$185	\$120	-	-
"kick-off" meeting	2.00	2.00	2.00	2.00		2.00		2.00		2.00			\$1,956.00
RFI prep			2.00	16.00	2.00	2.00	6.00						\$3,094.00
													\$0.00
Subtotal		2.00	4.00	18.00	4.00	2.00	8.00	0.00	2.00	0.00	2.00	\$0.00	\$5,050.00
2 - Outreach													
City - Mendocino LAFCo	2.00	4.00	12.00	6.00		2.00							\$3,050.00
Relevant Stakeholders	2.00	6.00	4.00	6.00		6.00				2.00			\$3,210.00
Subtotal		4.00	10.00	16.00	12.00	0.00	8.00	0.00	0.00	2.00	0.00	\$0.00	\$6,260.00
3 Review, Interpretation & Analysis													
review/ analyze collected info.	2.00	2.00	16.00	2.00	4.00	6.00		2.00	4.00				\$4,976.00
Agency Profile	2.00	6.00	16.00	4.00	2.00	2.00	4.00		2.00	4.00			\$4,990.00
Subtotal		4.00	8.00	32.00	6.00	6.00	8.00	4.00	2.00	6.00	4.00	0.00	\$9,966.00
4 Administrative Draft MSR & SOI Update Report													
Draft preparation	4.00	12.00	40.00			6.00	8.00	4.00	6.00				\$9,162.00
MSR Determinations	2.00	4.00	16.00	2.00	2.00	8.00	8.00	4.00	4.00	4.00			\$6,902.00
SOI recommendations	2.00	4.00	8.00	4.00	2.00		2.00			4.00			\$3,220.00
Subtotal		8.00	20.00	64.00	6.00	4.00	14.00	18.00	8.00	10.00	8.00	\$0.00	\$19,284.00
5 - Workshop Public Draft MSR & SOI Update Report													
Incorporate Feedback	2.00	2.00	8.00	8.00	2.00	2.00	8.00	2.00	2.00	2.00			\$5,224.00
Public Draft Preparation	2.00	4.00	24.00	2.00	2.00		4.00						\$4,086.00
Commission meeting		2.00	2.00	2.00						2.00			\$998.00
Subtotal		4.00	8.00	34.00	12.00	4.00	2.00	12.00	2.00	2.00	4.00	\$0.00	\$10,308.00
6 - Public Hearing MSR/SOI													
Public Hearing Draft report	2.00	12.00	16.00	2.00			12.00						\$4,742.00
Present		2.00		2.00						2.00			\$814.00
Subtotal		2.00	14.00	16.00	4.00	0.00	0.00	12.00	0.00	0.00	2.00	\$0.00	\$5,556.00
7 - Final MSR & SOI Update Report													
Prepare a Final Report	2.00	2.00	12.00	2.00			6.00						\$2,582.00
Present		2.00		2.00						2.00			\$814.00
Subtotal		2.00	4.00	12.00	4.00	0.00	0.00	6.00	0.00	0.00	2.00	\$0.00	\$3,396.00
Total Hours		26.00	68.00	192.00	48.00	16.00	40.00	52.00	14.00	18.00	24.00	check	\$59,820.00
Total		\$3,016.00	\$7,616.00	\$17,664.00	\$8,400.00	\$3,200.00	\$4,320.00	\$5,824.00	\$3,370.00	\$3,330.00	\$2,880.00	\$0.00	\$59,820.00

UVSD MSR & SOI Update GIS only Budget				
		Planwest		
Task	Rate	GIS Analyst (JB)	Expense	Total
		\$86	-	-
1 - Preparation				
"kick-off" meeting				\$0.00
RFI Review				\$0.00
				\$0.00
	Subtotal	0.00	\$0.00	\$0.00
2 - Outreach				
UVSD - Mendocino LAFCo		24.00		\$2,064.00
Relevant Stakeholders				\$0.00
	Subtotal	24.00	0.00	\$2,064.00
3 Review, Interpretation & Analysis				
review/ analyze collected info.				\$0.00
Agency Profile				\$0.00
	Subtotal	0.00	0.00	\$0.00
4 Administrative Draft MSR & SOI Update Report				
Draft preparation		12.00		\$1,032.00
MSR Determinations				\$0.00
SOI recommendations				\$0.00
	Subtotal	12.00	\$0.00	\$1,032.00
5 - Workshop Public Draft MSR & SOI Update Report				
Incorporate Feedback		8.00		\$688.00
Public Draft Preparation				\$0.00
Commission meeting				\$0.00
	Subtotal	8.00	\$0.00	\$688.00
6 - Public Hearing MSR/SOI				
Public Hearing Draft report		6.00		\$516.00
Present				\$0.00
	Subtotal	6.00	\$0.00	\$516.00
7 - Final MSR & SOI Update Report				
Prepare a Final Report		4.00		\$344.00
Present				\$0.00
	Subtotal	4.00	\$0.00	\$344.00
	Total Hours	54.00	check	\$4,644.00
	Total	\$4,644.00	\$0.00	\$4,644.00

City of Ukiah - GIS Budget - FY 2021-22				
		Planwest		
Task	Rate	GIS Analyst (JB)	Expense	Total
		\$86	-	-
1 - Preparation				
"kick-off" meeting				\$0.00
RFI prep				\$0.00
				\$0.00
	Subtotal	0.00	\$0.00	\$0.00
2 - Outreach				
City - Mendocino LAFCo		24.00		\$2,064.00
Relevant Stakeholders				\$0.00
	Subtotal	24.00	0.00	\$2,064.00
3 Review, Interpretation & Analysis				
review/ analyze collected info.		24.00		\$2,064.00
Agency Profile				\$0.00
	Subtotal	24.00	0.00	\$2,064.00
4 Administrative Draft MSR & SOI Update Report				
Draft preparation		12.00		\$1,032.00
MSR Determinations				\$0.00
SOI recommendations				\$0.00
	Subtotal	12.00	\$0.00	\$1,032.00
5 - Workshop Public Draft MSR & SOI Update Report				
Incorporate Feedback		12.00		\$1,032.00
Public Draft Preparation				\$0.00
Commission meeting				\$0.00
	Subtotal	12.00	\$0.00	\$1,032.00
6 - Public Hearing MSR/SOI				
Public Hearing Draft report		4.00		\$344.00
Present				\$0.00
	Subtotal	4.00	\$0.00	\$344.00
7 - Final MSR & SOI Update Report				
Prepare a Final Report				\$0.00
Present				\$0.00
	Subtotal	0.00	\$0.00	\$0.00
	Total Hours	76.00	check	\$6,536.00
	Total	\$6,536.00	\$0.00	\$6,536.00

GEORGE WILLIAMSON

Principal, AICP



Mr. Williamson, Principal Planner and majority owner of Planwest Partners Inc., has over 35 years of experience working as a planner in California, Oregon, Washington and Arizona. Mr. Williamson moved to Humboldt County in 1997, to start Planwest Partners after more than twenty years as an agency and consulting planner. Since moving to the northcoast, he has been involved in community planning environmental compliance and economic development activities. His community, land use and transportation planning experience offer a broad perspective when engaging organizations, agencies and stakeholders in developing investment, capacity and implementation strategies. He has both principal and project management experience, with community and economic development expertise.



Relevant Project Experience

- **Humboldt, Del Norte, and Shasta Local Agency Formation Commissions (LAFCo)**, currently serves as Executive Officer.
- **Humboldt Bay Harbor, Recreation and Conservation District**, currently serves as District Planner. Participates in a variety of planning, environmental review, and permitting activities for District projects. Coordinates with District staff and consultants.
- **Crescent City Harbor District Local Coastal Program Amendment** Prepared environmental analysis for both Del Norte County and Crescent City General Plan and zoning code updates
- **City of Arcata Land Use Code** Served as the City lead consultant for the completion of the General Plan Update and Environmental compliance tiering of the Program EIR prepared by Planwest Partners.
- **City of Fortuna General Plan Update** Served as the City lead consultant for the completion of the General Plan Update and Program EIR certification
- **City of Crescent City Contract Planner** Served as the Contract City Planner during Planning staff absences. Staffed Planning Commission and City Council meetings.
- **City of Pt Arena, Local Coastal Program Certification and Planning Services** Served as contract City Planner for 10 years and prepared both General Plan and Municipal Code documents.

EDUCATION

San Diego State University, CA
 Master of City Planning,
 1988
 Portland State University B.S.,
 Social Science w/ Urban Studies
 Certificate, 1976

TRAINING/PROFESSIONAL AFFILIATIONS

American Institute of Certified
 Planners 1983
 American Planning Association
 Life Member 1981
 Arcata Energy Committee
 Chairperson , 2014-current
 Efficiency Sales Professional
 Institute Certification 2012

Colette Metz Santsche

Senior Planner, AICP



Colette Santsche is a certified planner and partner at Planwest Partners with over ten years of experience working with business, nonprofits, government, and community efforts. Through her involvement with Local Agency Formation Commissions, Colette has experience navigating complex boundary change proposals and reorganizations that require a high level of involvement from affected agencies, stakeholders and members of the public. Her interest in community and economic development and organizational change management has expanded her involvement in strategic planning and outreach strategies. She has experience administering surveys, conducting interviews, and facilitating outreach activities to engage a variety of stakeholders and project partners.



Relevant LAFCo Experience

- **Local Agency Formation Commission (LAFCo) Contract Staffing Services.** *Humboldt and Trinity LAFCos.* Serves as Executive Officer for Humboldt and Trinity LAFCos. Conducts special studies including municipal service reviews and sphere of influence updates involving inter-agency coordination; prepares agendas and staff reports for Commission meetings; and implements policies and procedures for carrying out LAFCo functions. Oversees application and petition processing and analysis for LAFCo action involving changes of governmental organization and reorganization, such as district formations and annexations. Represents LAFCo at stakeholder meetings and makes presentations to LAFCo and other local governments at public hearings.
- **Humboldt Bay Peninsula Services Study.** *Humboldt LAFCo.* Prepared a services study to determine service needs and reorganization alternatives for service providers on the Humboldt Bay Peninsula. Conducted stakeholder interviews and facilitated a stakeholder meeting to inform and recommend a preferred governance option. Ultimately, a reorganization application was submitted to LAFCo that included formation of a community services district as successor agency, an election process, technical financial studies, and final asset transfer agreements.
- **Fire Services Sustainability and Service Reviews.** *Humboldt LAFCo.* Part of a technical assistance team focused on sustainable community fire protection to address the lack of complete community coverage and sustainable revenue. Prepared a series of regional fire services municipal service reviews that included over 45 fire related districts and volunteer fire companies to identify shared trends relating to the adequacy, capacity, and cost of providing fire protection services in Humboldt County. Continued to take part working group meetings with the County and Fire Chiefs Association to address service and funding needs, property tax sharing recommendations, policy changes, and identification of priority areas for annexation or consolidation.

EDUCATION

Humboldt State University, CA
B.S., Natural Resources Planning and Interpretation, Humboldt State University, 2008

TRAINING/PROFESSIONAL AFFILIATIONS

American Institute of Certified Planners (AICP), 2018
HSU Leading Organizational and Community Change Courses, 2017
Humboldt Area Foundation, Cascadia Leadership Program, 2012
National Charrette Institute, Charrette System Certificate, 2011
Toastmasters, Former Area Governor
North Bay Rotaract, Charter Member

Mr. Barnes, Geographical Information Systems (GIS) Analyst, has over 10 years of experience working as an analyst, technician, cartographer, programmer, and university lecturer in the GIS field. His art background and broad technical experience lends well to GIS and cartographic visualization and communication. He has both principal and project management experience on a wide range of projects from socio-spatial, transportation, interactive mapping, and large area climate projects. Mr. Barnes moved to Humboldt County in 2006 to start his higher education at Humboldt State University. For the last ten years, he has been involved in activities involving many local consulting, non-profit, and federal agencies. He is currently on the board of directors for the Bigfoot Trail Alliance, and is in the process of receiving his GIS Professional (GISP) certification through the GIS Certification Institute.



Relevant Project Experience

- **City of Eureka Housing Element Update, Technical Appendices**
Compiled Bureau of the Census, American Community Survey (ACS), Comprehensive Housing Affordability Strategy (CHAS), demographic, housing characteristic, household, employment, and income statistics for the City of Eureka Housing Element Technical Appendix. Conducted site inventory analysis for developable parcels based on HCD criteria methodology.
- **Humboldt Waste Management Authority (HWMA).**
Analyzed complex routing scenarios for food waste diversion for a potential bio-digester project in Eureka, California. This project looked at multiple routing scenarios utilizing route optimization, and waste collection vehicle options as viable solutions for a city-wide food diversion project.
- **Humboldt Transit Authority (HTA).**
Helped create the Humboldt County Transportation Services Guide for public transit and human services transportation for the Redwood Transit System (RTS), Eureka Transit Service (ETS), Arcata and Mad River Transit System (AMRTS), Blue Lake Rancheria Transit System (BLRTS), Klamath-Trinity Non-Emergency Transportation (KT-NET), and Trinity Transit.
- **Hiking Humboldt Volumes 1 & 2.**
Cartography for over 150 hiking maps for Hiking Humboldt Volumes 1 & 2. These books highlight familiar favorites, hidden gems, and unexpected adventures across Humboldt County. Each map is custom to provide aesthetics and clarity to complement each hike description, trail data, and tips for the hiking in the region.
- **Shasta County Local Agency Formation Commission (LAFCo) Fire Service Analysis.**
Planwest Partners provides contract staffing services to Shasta LAFCo. A fire district analysis was conducted looking at fire station response times, service areas, and route optimization.
- **Yosemite National Park Search and Rescue Cost Surface Analysis**
Created a model for a complex cost surface analysis for foot traffic travel times across the wilderness areas of Yosemite National Park. The model would utilize a last known location of a lost hiker, and create temporal travel time areas based on attributes such as terrain type, difficulty, hiker age, condition, etc.

EDUCATION

Humboldt State University
M.S., GIS, 2012
Northern Michigan University
B.F.A., Photography, 2002

TRAINING/PROFESSIONAL AFFILIATIONS

Database Design
Course 2018
Bigfoot Trail Alliance
Secretary 2016-Present
ESRI Training Courses
Member, ASPRS
2008-Present

Krystle Heaney is an Associate Planner for Planwest and formerly worked as an environmental specialist for a Lake Tahoe area consulting firm. In her time there, Krystle prepared CEQA documents including initial studies, exemption notices, programmatic environmental impact reports, and mitigated negative declarations.

Krystle recently worked on the Initial Study for Eureka Housing Element Update and portions of the Samoa Town Master Plan Supplemental Environmental Impact Report. She also currently provides environmental planning services to Planwest clients including LAFCo's, cities, and private businesses. She has worked collaboratively with local governments and districts, State and federal regulatory agencies, and community groups on a variety of projects including CEQA environmental review, coastal development permitting requirements, waste discharge requirements documentation, and prohibited pesticide use exemption applications. Due to this experience she is well-versed in the environmental analysis processes, permitting, and community engagement activities.



Relevant Project Experience

- **Shasta LAFCo Municipal Service Reviews**

Planwest, acting as contract staff for Shasta LAFCo, is responsible for conducting MSR's throughout Shasta County. Recently, Krystle has been responsible for collecting data and drafting agency profiles for several water service providers in and mosquito abatement districts. These MSR's have included regular contact with agency and county staff to collect information and review draft documents. Krystle has also provided MSR determinations and SOI determinations for several of the districts.

- **Marin LAFCo Municipal Service Reviews**

Planwest has been retained by Marin County LAFCo to conduct several municipal service reviews in Marin County. Krystle has been responsible for gathering baseline data on special districts in both the Novato and San Rafael Regions including current infrastructure status, past regulatory decisions, and current environmental practices as they pertain to dredging activities. Krystle was also responsible for determining the sustainability of current practices and providing service determinations for special districts as needed.

- **City of Eureka Housing Element Update CEQA**

Planwest is currently conducting CEQA analysis for the City of Eureka Housing Element Update. Krystle is responsible for drafting the Initial Study including research on the current environmental setting, local utilities and services, transportation capabilities, and other area concerns as they relate to the Housing Element. Krystle is also responsible for analyzing how the proposed Housing Element may affect these current resources.

- **Sierra Nevada Foothill and Lake Tahoe Region CEQA**

Krystle previously worked with a consulting practice located in the Lake Tahoe region that provided CEQA services for the Lake Tahoe area and surrounding foothills. Krystle's responsibilities included drafting project descriptions, drafting and reviewing sections for initial studies, proving research for baseline settings, conducting initial cultural resources investigations with local information centers, and submitting documents to the State Clearing House. Krystle also provided mapping support services and local agency coordination for environmental review processes.

EDUCATION

CSU, Sacramento

B.A. – Physical Geography 2013

TRAINING/PROFESSIONAL AFFILIATIONS

American Planning Association - Member since 2019

AEP Advanced CEQA Workshop – 2020

CALAFCOU: Deep Dive into MSR's – 2019

Toastmaster International – President, Arcata 2020

Certified California Naturalist

DOUGLAS R. DOVE

Principal Consultant



Douglas R. Dove is President of Bartle Wells Associates and directs the operation of the firm while maintaining a principal consultant's role. With over 28 years of consulting experience, he specializes in utility rate analysis, strategic financial planning and project financing. Mr. Dove has developed utility rate structures and financing plans for a wide variety of public infrastructure programs. He has managed the procurement of over \$1 billion in municipal debt and over \$300 million in state and federal grants and low-interest loans. Mr. Dove frequently shares his expertise and has given presentations at conferences including the Association of California Water Agencies (ACWA), the American Water Works Association (AWWA), the California Association of Sanitation Agencies (CASA), the California Municipal Rates Group (CMRG), the California Special District's Association (CSDA), the California Municipal Treasurers Association (CMTA), the California Water Environment Association (CWEA) and Water Reuse. By special request in July 2015, Mr. Dove made a presentation to the California Water Resources Control Board regarding water conservation pricing. Mr. Dove is also a published author of a water rate paper in the Journal of the American Water Works Association (*Implementing Consumption-Based Fixed Rates in Davis, Calif.*). Mr. Dove's expertise also includes assisting agencies in securing state and federal grants and loans and in issuing certificates of participation (COPs), revenue bonds, general obligation bonds, assessment district bonds, Marks-Roos revenue bonds, CFD (Mello-Roos) bonds, private placement loans and other types of debt. Mr. Dove recently finished his term on the board of directors of the National Association of Municipal Advisors (NAMA).

Education

M.S., Civil Engineering - University of California, Berkeley

B.S., Civil Engineering – Drexel University, Philadelphia, PA

Representative Projects

- **City of San Juan Bautista:** Water and Wastewater rate and capacity fee studies, DIF study, Revenue bonds for water and wastewater projects, continuing disclosure services.
- **City of Placerville:** Wastewater rate study and capacity fees
- **Grizzly Flats CSD:** Water rate study
- **Del Paso Manor Water District:** Comprehensive water financial plan and rate study.
- **Browns Valley ID:** Water rate study
- **Rio Linda/ Elverta Community Water District:** Comprehensive water financial plan, connection fee and rate study.
- **Madera County, CA:** Rate studies for twenty-three of the county's water and sewer special service districts
- **City of Imperial, CA:** Water and wastewater financial plans and rate studies.
- **East Bay Municipal Utility District:** Comprehensive water rate study and AB 1600 capacity fee review, Wastewater cost-of-service review and capacity fee review, various other financial studies
- **City of Santa Barbara:** Comprehensive water rate and capacity fee study.
- **Napa-Berryessa Resort Improvement District:** Developed financing plan for water and wastewater public-private partnership (P3). Prepared assessment engineers report. Formed an assessment district and secured \$11.1 million in federal funding from US Department of Agriculture.
- **City of American Canyon:** Comprehensive, multi-year water and wastewater rate study.

- **City of Davis:** Comprehensive water rate study developed with a 15-member Water Advisory Committee. Completed a water capacity fee study for the City as well.
- **City of Modesto:** Provided rate expert litigation support in wastewater rate litigation. Developed water and wastewater cost of service and capacity fee studies.
- **Newhall County Water District:** Provided rate expert litigation support in water rate litigation.
- **City of Monterey:** Developed financing plan and rate study for \$20 million wastewater pipeline rehabilitation project.
- **San Miguel Community Services District, CA:** Water and wastewater financial plans and rate studies.
- **City of Santa Clara:** Wastewater rate and capacity fee study.
- **City of Gilroy:** Water and wastewater rate studies.
- **City of Patterson:** Water and wastewater rate studies and five-year financing plans.
- **West Valley Sanitation District (Campbell, CA):** Wastewater rate study, financing plan and bond issuance.
- **City of Ontario/Ontario Redevelopment Agency:** financial advisor on \$134.3 million in development refunding and new money issues (2), which included financing for the Ontario Convention Center.
- **City of Calistoga:** Long range utility financial plan, water and wastewater rates, secured financing for WW treatment plant upgrade (\$6 million SRF loan, \$3 million Small Community Grant, \$3.5 million revenue bonds).
- **El Dorado Irrigation District:** Water and wastewater rate studies.
- **Lake Arrowhead Community Services District:** Financial master plan, \$28 million revenue bond refinancing and water and wastewater rate studies.
- **California Statewide Communities Development Authority:** Financial advisor for statewide pooled revenue bond program (over \$250 million issued for over 32 borrowers).
- **South Bay Water Recycling Program, Phases 1 & 2:** Financial plan and rate study for \$200+ million regional (San Jose area) wastewater recycling program.
- **City of Tulare:** Financial advisor to the city, sale of \$63 million in bonds (3 issues), water and wastewater rate studies.
- **Big Bear Area Regional Wastewater Agency:** Regional wastewater rate study, sale of bonds (2 issues) and bank loans (2 loans).

Professional Memberships

- National Association of Municipal Advisors (former Board Member)
- League of California Cities
- American Water Works Association
- Association of California Water Agencies
- California Water Environment Association
- California Association of Sanitation Agencies
- California Special Districts Association
- Water Reuse Association

Certifications

Certified Independent Professional Municipal Advisor (CIPMA), Registered Professional Engineer (PE) in California (PE# 45642) and MSRB -Registered Municipal Advisor – Series 50

ABIGAIL M. SEAMAN

Project Consultant



Abigail Seaman is a consultant with Bartle Wells Associates. She works closely with public agencies, engineers, legal counsel, and other consultants to develop water and sewer rates and assessments, and long-term financial plans for utility enterprises. Abigail helps agencies evaluate financing alternatives for public works projects, coordinates state and federal grant and loan applications, and evaluates bond refinancing opportunities.

Education

B.A., Economics – University of California, Davis

Representative Projects

- **Peninsula Community Services District:** Financial plan and rate study for water, sewer, stormwater, fire, and parks & recreation.
- **City of Arcata:** Water and wastewater rate and capacity fee study
- **Palmer Creek Community Services District:** wastewater rate and cost of service study
- **Marina Coast Water District:** water and wastewater capacity fee study
- **Florin Water District:** water rate and cost of service study
- **City of Davis:** Comprehensive water rate study developed with a 15-member Water Advisory Committee. Stormwater advisory services for South Davis Channel.
- **Yolo County:** Assessment Engineer's Report presenting costs per resident for water system consolidation project between North Davis Meadows CSA and City of Davis
- **Sonoma County Water Agency:** Wastewater rate and capacity fee studies for eight zones and districts
- **California Rural Water Association:** Preferred provider of on-call water and wastewater rate studies
- **City of Seaside:** Comprehensive Water and Wastewater Rate Study
- **Marina Coast Water District:** Wastewater Connection Fee Study
- **City of Pacifica:** Comprehensive wastewater rate study including debt financing scenarios
- **City of Alameda:** City-wide capital improvement budget and revenue projections; analysis of historical revenue and expense trends
- **City of Calistoga:** Long range utility financial plan, water and wastewater rate study
- **Town of Yountville:** Water and wastewater rate and cost of service study
- **City of American Canyon:** water and wastewater rate study
- **City of Solvang:** Water and wastewater rate study
- **Mariposa County:** Water and wastewater rate study for four districts within the County
- **Eastern Sierra Community Services District:** Wastewater capacity fee study
- **City of Coronado:** Breakeven analysis comparing the cost of imported water with project costs to improve City water infrastructure assuming project financing and escalating annual costs

Certifications

MSRB-Registered Municipal Advisor (Series 50)



Areas of Expertise

Civil Design
Government Relations
Stormwater Specialist

Professional Memberships

Former Mayor, City of Ukiah
Ukiah, California -2017-2018
Former Vice Mayor, City of Ukiah
Ukiah, California – 2016-2017
Former Board Member, Russian River
Watershed Association 2014-2018
Former Board Member, Mendocino LAFCO
Commission 2015-2018
Former Board Member, Mendocino
Economic Development and Finance
Corporation 2017-2018
Former Board Member, Mendocino Inland
Water and Power Commission
2014- 2018

PROFESSIONAL EXPERIENCE

Mr. Kevin Doble is the Director of Business Development at LACO. Additionally, he is a Senior Project Manager, Government Relations, and Storm Water Specialist. Mr. Doble joined our team in 2018 with LACO's acquisition of DobleThomas and Associates and provides a broad range of experience from both the public and private sectors and provides high level project management for key projects and clients. Mr. Doble's integrated approach to communities is supported by special knowledge of jurisdictional ordinances, the ability to navigate and solve complex projects, and key relationships with public agencies.

Mr. Doble's time in the public sector includes six years of experience working for the Sonoma County Permit and Resource Management Department (PRMD) in the Grading and Storm Water Section, where he reviewed thousands of development projects – providing him with specific knowledge of the County requirements as they relate to land development. While at PRMD, he was the Lead in developing the standards for the County Grading and Drainage Ordinance as well as one of the original technical team members for developing the City of Santa Rosa Low Impact Development Requirements. After his time with Sonoma County, Mr. Doble joined DobleThomas & Associates in 2006, where he served as a Senior Designer, Project Manager, Senior Project Manager, and Principal of the Ukiah office. Mr. Doble has managed nearly all of the DobleThomas engineering and planning projects since 2007 and handled all of the firm's government relations work, allowing him to cultivate key relationships with nearly every public agency in Sonoma, Napa, and Mendocino Counties, which has led to successfully completing some of the most controversial and complex projects for our clients.

Additionally, Mr. Doble participates in many civic activities in the Ukiah area and throughout the North Bay region. He is formerly the Mayor for the City of Ukiah, a Board Member on the Russian River Watershed Association, a Local Agency Formation Commission (LAFCo) Commissioner, Board Member for the Mendocino Economic Development Corporation, Commissioner for the Mendocino Inland Water and Power Commission, and Ex-officio Member of the Greater Ukiah Chamber of Commerce.

SELECT PROJECT EXPERIENCE

Davis Town Homes 18 Lot Planned Community – Sebastopol, California.

Mr. Doble provided project management and directed the Civil Engineering and Survey teams through the completion of the tentative subdivision map, preliminary grading and utility plans, and preliminary stormwater mitigation plan for the project. He coordinated

with the clients and project team and assisted with the presentation of the project at the Planning Commission and City Council hearings. Mr. Doble also provided project management and directed the Civil Engineering and Survey teams through the completion of the final subdivision map, subdivision improvement plans, and final stormwater mitigation plan for the project.

The Oaks Development Project 34 Unit Planned Development – Windsor, California. Mr. Doble provided lead consulting services, project management, and directed the Civil Engineering and Survey teams through the completion of site planning, preliminary grading and utility plans, and preliminary stormwater mitigation plan for the project. He coordinated with the clients and project team and led the presentation of the project at the Planning Commission and City Council hearing. The project included a 34-unit planned development on a 2.9-acre site located along Old Redwood Highway in Windsor, California. Three live/work units were proposed within Building 1, with 31 flats and townhome-style apartments distributed among Buildings 2 through 7. Three apartments would be affordable to moderate-income households through long-term deed restrictions. All units were two stories, with a maximum height of 29.5 feet. The project also included a one-story community building, children's play area, community garden, and the preservation of two large oak trees on-site.

Vista Oaks Subdivision, 33 Lot Planned Development – Cloverdale California. Mr. Doble provided project management and directed the Civil Engineering and Survey teams through the completion of the tentative subdivision map, preliminary grading and utility plans, and preliminary stormwater mitigation plan for the project. He coordinated with the clients and project team and assisted with the presentation of the project at the Planning Commission and City Council hearings. The project involved a preliminary development plan, tentative map, and general plan amendment to create and develop 33 single-family residential parcels on approximately 42.62 acres. The parcels were proposed to range in size from approximately 6,000 square feet to over 11 acres, with a majority between 0.25 – 0.50 acres. In all, 20 of the proposed 33 parcels would include easements totaling 26.60 acres of permanent open space providing for public access trails. The homes would range in size from 2,346 square-feet to 3,735 square-feet.

Green Valley Village, 12 Lot Planned Community – Graton, California. Mr. Doble provided project management and directed the Civil Engineering and Survey teams through the completion of the tentative subdivision map, preliminary grading and utility plans, and preliminary stormwater mitigation plan for the project. Additionally, he provided project management and directed the Civil Engineering and Survey teams through the completion of the final subdivision map, subdivision improvement plans, and final stormwater mitigation plan for the project. The project involved a 12-lot major subdivision, including 10 single family residential small lots, a 0.60-acre community park and garden, and a 0.08-acre parcel to accommodate the existing Downtown Graton Community Water System.

Windsor Town Green Village – Windsor, California. Mr. Doble provided project management and supervision of all land surveying maps and civil engineering plans. Named one of the "Top Smart Growth Projects" by the Sierra Club, the Windsor Town Green Village is on the cutting edge of New Urbanism for Northern California.

Farmers Lane Senior Housing – 201 Farmers Lane Santa Rosa, California. Mr. Doble provided project management in addition to preparation of the standard urban stormwater mitigation plan (SUSMP), grading & drainage plans, and tentative map for a 26-unit residential condominium development.

Gardens Gate Subdivision – Ukiah, California. This project, a 200-lot Master Planned development, is located just south of Ukiah. The project involves a mixed variety of building styles, two public parks, and a state-of-

the-art drainage system designed to detain and treat storm water before it enters the public storm drain system.

Mableton Farms, Freestone – Sonoma County, California. LACO provided color orthorectified aerial photography, digital topographic mapping and new vineyard development plans. LACO assisted the County of Sonoma Permit & Resource Management Department with application and permit management. Mr. Doble was the Lead Consultant responsible for all project coordination responsibilities. Service included a custom website developed and deployed specific to the project to facilitate efficient communications and scheduling.

AdamVS Winery, Angwin, California. LACO performed topographic surveys and mapping, construction staking, and Civil Engineering design for the proposed winery tasting room. White Cottage Ranch is a Howell Mountain vineyard and winery located at 1,700-foot elevation on the eastern slope of Napa Valley near the small town of Angwin.

Riverside Equestrian Center, Sonoma Horse Park, Petaluma, California. LACO prepared and performed site development plans, boundary & topographic surveying, grading and drainage plans for the proposed show arenas, barns, and other facility improvements.

Rodney Wilburn, Jr., MLS, PE

Principal Engineer, Vice President of Engineering



Areas of Expertise

Public Works Engineering
Technical Project Management
Design
Contractor Negotiation
Water Resources
Storm water Management
Roads
Water Storage and Distribution
Hydraulics
Construction Management
Drainage
Residential
Wastewater and Sewer Design

Education

Bachelor of Science, Environmental
Resources Engineering, Humboldt
State University, Arcata, California
Master of Legal Studies, Empire College of
Law, Santa Rosa, California

Registrations and Certifications

Registered Civil Engineer, State of
California, No. 69388
SWPPP Developer (QSD)
SWPPP Practitioner (QSP)

PROFESSIONAL EXPERIENCE

Mr. Wilburn has decades of experience as a technical leader, delivering well-managed design and engineering projects. He has a proven ability to plan, manage, and oversee activities and operations of design and engineering projects. Mr. Wilburn has a deep understanding of individual roles on a civil engineering design team through advancement from a planner, developer, assistant engineer, registered civil engineer, project manager, to a Public Works Director. His achievements include planning, preliminary design, development of bid documents, and construction management for water, wastewater, water resources, and related infrastructure projects. He has managed multiple large land development projects in the Central Valley that included drainage studies, sewer studies, improvement plans, and quantity/cost estimates. In addition, Mr. Wilburn has performed grading drainage and sewer and other design functions for commercial projects in Reno, Carson City, and Minden, Nevada.

SELECT PROJECT EXPERIENCE

Davis Creek Water Main Project – Willits, California. Mr. Wilburn worked as an assistant engineer performing field survey, preparing plans, specifications, engineer's estimate, and assisted with the sealed bidding process for the City of Willits. The scope of the project included approximately 3,200 feet of new 16-inch water main that was planned, designed, and installed with a new alignment to avoid the active seismic area in which the existing water main was located. The project also included a bridge crossing, which required a special bracket system to support a 16-inch ductile iron pipe.

Main Street Water Line Replacement Phase II – Willits, California. As Public Works Director, Mr. Wilburn was responsible for design oversight, ensuring the encroachment permit was acquired from Caltrans, and planning for the installation of 300 feet of 12-inch ductile iron water main by the City of Willits Public Works Crew. The new pipe replaced an existing 10-inch wrapped steel water main that had been the location of multiple leaks annually for well over a decade. When considering the significant costs associated with the subsequent repairs over such an extended period of time, Mr. Wilburn chose to utilize in-house force account resources to replace the water main prior to bidding the remainder of the project. The total project included what became the Main Street Water Line Replacement Phase III.

Main Street Water Line Replacement Phase III – Willits, California. As Public Works Director/City Engineer, Mr. Wilburn was the Engineer of Record for this project and responsible for design oversight and construction engineering support. This project included the

Rodney Wilburn, Jr., MLS, PE

Principal Engineer, Vice President of Engineering

replacement of approximately 900 feet of existing 10-inch water main with new 12-inch C900 PVC water main. The project also included several new fire hydrants, valves, and water service connections.

Della Avenue Water Main Replacement – Willits, California. As Public Works Director/City Engineer, Mr. Wilburn was responsible for design oversight and construction management. The project included the replacement of 1,400 feet of 4-inch wrapped steel line with 6-inch C900 PVC water main; three new fire hydrants; new water valves; and new water service connections. The project was completed in the early summer 2015, but was scheduled as a capital improvement project for fiscal year 2016-2017. This construction date was moved up one year because Della Avenue is outside of the City Limits and was scheduled to have new pavement installed by the County of Mendocino. The existing water main was prone to annual leaks so it was considered critical to replace the water main before the new pavement was installed, especially given the fact that the County of Mendocino has a 5-year moratorium on excavation in a road that has been newly paved. Given the fact that this created an emergency, Mr. Wilburn worked with a force account crew comprised of Public Works maintenance personnel, water and wastewater treatment plant operators, and Engineering staff for traffic control. Local contractors were used to help with excavation and hauling off trench spoils. Mr. Wilburn was on-site nearly every day of the project helping install the pipes/hydrants/valves, operating the excavator, and communicating with local residents as to the progress of the project.

3-Million Gallon Tank Repair – Willits, California. As Public Works Director/City Engineer, Mr. Wilburn was responsible for preparing the plan to drain, repair, disinfect, and refill the primary drinking water storage tank for the City of Willits. The plan was prepared and submitted to the State Water Resources Control Board's Division of Drinking Water for review and approval and the project was completed in February and March when the water demand is typically at its lowest.

Emergency Water Supply Project – Willits, California. In response to the drought, the City of Willits undertook a project to construct a new groundwater treatment plant and develop wells as an alternative supply for the City of Willits water customers. As the Public Works Director, Mr. Wilburn was responsible for oversight of the construction elements and the actual construction of a new drinking water well and the new groundwater treatment plant. The project was completed and currently produces approximately 330 gallons per minute (GPM) of drinking water supplied to the distribution system. As the Vice President of Engineering for LACO and as a contract City Engineer for the City of Willits, Mr. Wilburn has continued to work with the City of Willits staff to develop additional drinking water wells in order to develop an alternate source that can supply the City of Willits during peak demand summer months.

Water Plant Upgrade – Willits, California. As the Public Works Director, Mr. Wilburn was responsible for the oversight of construction and decisions as to design items/change orders. This project was funded by the California State Water Resources Control Board Clean Water State Revolving Fund (CWSRF) with part of the funding being a grant and part of the funding being a loan.

Humboldt Street Rehabilitation Project Phase II – Willits, California. As the Public Works Director, Mr. Wilburn was responsible for overseeing the project and making the final decisions with respect to the pavement section, sidewalk construction, and Americans with Disabilities Act (ADA) facilities. The project location was a local street in a busy part of downtown Willits with a mix of residential, commercial and public properties. The City of Willits City Hall and historic Carnegie Library were located on the northern end of the project and the U.S. Post Office was at the southern end of the project. The scope of work for the project included complete repair of the failing pavement and sidewalk for about 1,100 feet of the roadway with right-of-ways that varied from 40 feet on the south end to 60 feet on the north end. Mr. Wilburn's final decision was to grind

Rodney Wilburn, Jr., MLS, PE

Principal Engineer, Vice President of Engineering

the top 3 inches of the existing paving, put down pavement reinforcement fabric and repaving the street with 3 to 5 inches of new asphalt.

After reviewing the condition of the existing sidewalk, Mr. Wilburn made the determination that it wouldn't be a successful project without replacing the entire sidewalk on both sides of the roadway. ADA ramps were installed at the corners as necessary and the pavement at two of the intersections was raised to eliminate the need for those corner ramps, which also eliminated conflicts with utilities and the need for easements on private property. The construction was sequenced to minimize the impacts to the affected businesses to greatest extent possible and provide residents with access to their property. There was consistent and ongoing communication with both residents and businesses that was a big factor in the success of this project.

Willits Main Street Corridor Enhancement Planning Project – Willits, California. In 2015, the City of Willits was awarded a grant in the amount of \$164,000 through the Caltrans Sustainable Transportation Planning Grant Program. Mr. Wilburn represented the City of Willits at countless meetings with Caltrans, other City staff, planning consultants, downtown businesspeople, and other community stakeholders to discuss how post-bypass Willits should look. Mr. Wilburn's focus was to ensure that the improvements to the pavement section, sidewalk and ADA facilities, and the storm drain infrastructure were adequate to ensure a reasonable design life. He was the technical representative for the City of Willits that understood the impacts on City maintenance crew resources if the relinquished section of roadway needed extensive maintenance in the near future.

Central Street Rehabilitation Project – Willits, California. Mr. Wilburn worked as a consultant directly with City of Willits staff on the design and management of this project. He performed hydrology and hydraulic calculations to size the drainage facilities. He assisted City staff with overall design of the roadway section, sidewalk construction, and ADA facilities. The project included approximately 1,200 feet of a local collector street being repaved and new sidewalk being constructed on both sides of the road. The street is a local bypass of Main Street and the properties along the roadway included both commercial and private ownership. At the southern end of the project is Safeway, which is the most used supermarket in town.

West Commercial Street Rehabilitation Project – Willits, California. Mr. Wilburn worked as a consultant directly with City of Willits staff on the design and management of this project. He assisted City staff with overall design of the roadway section, sidewalk construction, and ADA facilities. He was also contracted to provide bidding support services and assisted with construction management as needed. The project included approximately 1,000 feet of an arterial roadway being repaved and new sidewalk being constructed on both sides of the road. The ADA facilities included raised crosswalks in two directions at one of the intersections to avoid utility conflicts and private property encroachments.

Sherwood Road Rehabilitation Project – Willits, California. Mr. Wilburn worked as a consultant for the City of Willits and prepared plans for a dig-out and crack-seal project for approximately 1,800 feet of arterial roadway. This portion of Sherwood Road was sandwiched between a small portion of the road owned by Caltrans and the remainder of the road that is owned the County of Mendocino. The road is the only access to the Brooktrails Township, which is home to over 4,000 residents. Mr. Wilburn prepared the plans and specifications, provided bidding support services, was responsible for construction management and observation, and helped the City close out the project.

Rodney Wilburn, Jr., MLS, PE

Principal Engineer, Vice President of Engineering

Madden Lane Extension Project – Willits, California. As an Assistant Engineer for the firm contracted for City Engineering services, Mr. Wilburn was responsible for designing and drafting the roadway and utility improvement plans for this project that included the rehabilitation of approximately 500 feet of the existing roadway and 180 feet of new roadway. The roadway extended Madden Lane to East Commercial Street and created a new intersection.

East Commercial Street Rehabilitation Project – Willits, California. As an Assistant Engineer for the firm contracted for City Engineering services, Mr. Wilburn was involved in the topographic survey, design, construction management, daily construction observation, and construction staking. He worked on responses to Requests for Information during the bidding phase and assisted in negotiations of change orders during construction. He prepared daily construction reports and helped process progress payment requests from the contractor. The project included the rehabilitation of approximately 1,700 feet of a major arterial roadway, the construction of a new 1-acre parking lot for the baseball and soccer fields, new parking in front of the Mendocino County Library and Mendocino County Museum, new sidewalk, new ADA facilities including corner ramps and mid-block ramps, a new concrete walkway through the City of Willits Recreation Grove Park, new landscape strips to separate the parking areas from the roadway and major drainage improvements.

Baechtel Road Rehabilitation Project – Willits, California. As an Assistant Engineer for the firm contracted for City Engineering services, Mr. Wilburn was involved in the boundary survey, topographic survey, design, plan preparation, specifications, construction management, daily construction observation, and construction staking. He worked on responses to Requests for Information during the bidding phase and assisted in negotiations of change orders during construction. He prepared daily construction reports and helped process progress payment requests from the contractor. The primary goal of the project was to improve 4,800 feet of badly deteriorated roadway that was once part of U.S. Highway 101. In addition to the roadway improvement, the project incorporated 2,400 feet of new sidewalk along one side of the roadway to connect the Main Street sidewalk with the Senior Center and senior housing on Baechtel Road.



Areas of Expertise

Technical Writing
Funding Development
Proposal Development
Regulatory Compliance
Program Development and Management

Education

Bachelor of Arts, English with Honors,
Creative Writing Emphasis, University of
California Davis, Davis, California
Bachelor of Arts, Sociology with Honors,
University of California Davis, Davis,
California

Select Funding Experience

CAL Fire Fire Prevention Grant Program
CDFW Watershed Restoration Grant
Program
FEMA Hazard Mitigation Grant Program
Including Benefit-Cost Analysis
SWRCB Stormwater and Groundwater
Grant Programs
USDA Community Facilities Grant Program
SWRCB Clean Water State Revolving Fund
HUD Indian Housing Block Grant
CDFW Fisheries Restoration Grant Program
DWR Integrated Regional Water
Management Program
HRSA Federally Qualified Health Center
Funding
California County Medical Services
Program
Letters of Interest and Applications to
various private foundations

PROFESSIONAL EXPERIENCE

Mr. Jordan Blough has worked as a professional consultant for the past five years, with a focus on economic development for the past three. Mr. Blough's role focuses on connecting LACO's clients with funding opportunities to help bring their projects from concept to reality. This includes assessing funding opportunities for fit and likelihood of success, supporting clients as they scope out projects which meet the community's needs and funding source requirements, and developing comprehensive and compelling funding applications. Mr. Blough previously worked at a specialty grant writing firm in Paradise, California, which focused primarily on securing federal and private foundation funding for nonprofits and community health centers. Mr. Blough has led or supported successful grant applications funded through agencies such as the US Department of Housing and Urban Development, the Federal Emergency Management Agency, the California State Water Resources Control Board, California Department of Water Resources, California Department of Forestry and Fire Protection, and the California Department of Fish and Wildlife, amongst others. Mr. Blough's social science background, along with his communication skills and experience as a professional consultant, allow him to help clients assess their community to identify projects which meet the area's unique needs, are feasible to develop and implement, and justified with clear and compelling narratives and supporting materials. Mr. Blough was born and raised in Willits, California, and takes immense pride in supporting local communities throughout the North Coast.

SELECT PROJECT EXPERIENCE

Disaster Recovery Grant Writing – Mendocino County, California. Since 2018, Mr. Blough has served as the lead consultant supporting disaster recovery grant writing for the County of Mendocino following the 2017 Redwood Complex Fire. Over this period, Mr. Blough has led the development of grant applications successfully securing over \$10 million in state and federal funding to support recovery and resiliency projects like fuels reduction, hazardous tree removal, evacuation planning, and watershed restoration.

Redwood Valley Water District Seismic Infrastructure Retrofit – Redwood Valley, California. In 2018 in response to the Redwood Complex Fire, the Redwood Valley Water District determined existing water system capacity could not accommodate fire rebuilds due to flows needed to serve fire sprinklers in new homes. Under contract with the County of Mendocino, Mr. Blough led LACO's team through the development of a FEMA Hazard Mitigation Grant Program application. In order to secure project funding, the LACO team determined that, in addition to being undersized, the existing infrastructure was not seismically sound, requiring replacement of new infrastructure that could accommodate

rebuilding in the community while also improving its resiliency during future earthquake events.

Orick CSD Clean Water State Revolving Fund Application – Orick, California. In 2019, Mr. Blough led the development of a funding application submittal to the Clean Water State Revolving Fund to conduct planning and preliminary engineering design for a new wastewater treatment system in Orick. This project would allow existing and new development in Orick to connect to a centralized wastewater treatment system; currently, the community is served entirely by on-site septic systems, many of which are failing, and new development is severely constrained due to soil conditions. This application is currently pending a funding decision.

Ukiah Valley Phase I Groundwater Sustainability Plan – Ukiah, California. In 2016, Mr. Blough supported the development of a \$250,000 grant application for the State Water Resources Control Board Groundwater Grant Program to develop the first phase Groundwater Sustainability Plan for the Ukiah Valley groundwater basin. This funding helped to kickstart compliance in the basin with the Sustainable Groundwater Management Act and funded the development of an initial groundwater model. The Ukiah Valley Groundwater Sustainability Agency later used this work to secure an additional \$1+ million in funding to complete the subsequent phases of the Groundwater Sustainability Plan.

Orrs Creek Fish Passage Design Application – Ukiah, California. In 2015, Mr. Blough and LACO partnered with the Mendocino County Resource Conservation District to develop a planning grant application to design improvements to Orrs Creek to mitigate a fish passage barrier caused by two existing flashboard dams which prevent endangered salmonid species from reaching vital spawning and rearing habitat. The project, funded by the Fisheries Restoration Grant Program, ultimately designed a series of step pools in between the dam structures, maintaining the dams' original purpose: protecting City of Ukiah wastewater infrastructure, while also allowing for fish to continue upstream and reach their spawning grounds.

Willits Groundwater Conjunctive Use Project Application – Willits, California. In 2019, Mr. Blough supported the development of a North Coast Resource Partnership (NCRP) Integrated Regional Water Management (IRWM) funding application to develop a new groundwater supply source in the City of Willits. The project involves increasing the pumping capacity of an existing well via equipment upgrades and installation of new infrastructure to pipe well water into the City's groundwater treatment plan. This new source will augment the City's surface water supply in times of drought, allowing for a more robust water system overall and protecting the community, which came within two to three months of exhausting its drinking water supply during the 2014 drought.

North Coast RCD Durable Collaboration Grant Writing – North Coast, California. In 2020, the North Coast Resource Conservation District Durable Collaboration, a partnership of resource conservation districts from counties throughout the North Coast, retained LACO to provide on-call grant writing services for regional projects. Mr. Blough has served as the lead grant writer for the group, including coordinating the development of a successful \$1.5 million funding application to develop a localized forest improvement program for small, private landowners. This unique project design included collaborating with a private non-profit to serve as the lead grantee and financing entity, allowing landowners to receive reimbursements immediately upon completion of work, rather than waiting several months for reimbursement.



Areas of Expertise

Technical Writing
Ordinance Development and Implementation
Local, State, and Federal Permitting
CEQA/NEPA Compliance
Program Development and Management

Education

Bachelor of Arts in Political Science,
University of California Los Angeles, Los Angeles, California
Minor in Environmental Engineering,
University of California Los Angeles, Los Angeles, California
Minor in Spanish, University of California
Los Angeles, Los Angeles, California

Continuing Education

UC Davis Continuing and Professional Education – Land Use and Environmental Planning Certificate Program (in process)

Professional Memberships

Association of Environmental Professionals

PROFESSIONAL EXPERIENCE

Ms. Dalske has over three years of planning and technical writing experience with LACO Associates. At LACO, she has experience with a variety of projects, including: the preparation and coordination of permit applications, and supplementary plans and reports in compliance with local, State, and Federal requirements for both public and private clients; the preparation of environmental documents pursuant to the California Environmental Quality Act (CEQA) and the National Environmental Policy Act (NEPA); and the development and implementation of County programs spanning multiple County departments.

Her multifaceted professional experience provides adaptability and precision when clients request her services. Ms. Dalske graduated from the University of California, Los Angeles with a Bachelor of Arts in Political Science and minors in both Environmental Engineering and Spanish. Prior to joining LACO, Ms. Dalske worked in Santiago, Chile providing environmental permitting services for both wind and solar projects. Before that, she researched proposed and existing renewable energy projects in Mexico in support of new market development.

SELECT PROJECT EXPERIENCE

County of Mendocino Planning Services – Mendocino County, California. Ms. Dalske has provided advanced planning (preparation and administration of the General Plan, Zoning Ordinance, Housing Element, and Local Coastal Program) and current planning (review and processing of development and land use applications including use permits, design review, and variances) assignments.

County of Mendocino Water Agency Support – Mendocino County, California. Ms. Dalske provides program management and technical support for the implementation of the National Pollutant Discharge Elimination System Phase II MS4 Permit.

Construction Site Stormwater Monitoring Services – Mendocino and Sonoma Counties, California. Ms. Dalske manages the construction site stormwater monitoring program led by the LACO office in Ukiah. During the rainy season, this includes implementation of the General Permit for Discharges of Storm Water Associated with Construction Activity (CGP) at numerous construction sites throughout Mendocino and Sonoma Counties by leading weekly stormwater trainings, coordinating daily stormwater monitoring inspections, and maintaining detailed records.

Private Client On-Call Planning Services – Hopland, California. Ms. Dalske has provided planning and administrative support for the totality of her time with LACO. She and her team advised the client and Municipal Advisory County (MAC) regarding Brown Act requirements for public meetings; completed a wide array of research tasks; assisted with agenda preparation; prepared meeting minutes; attended monthly meetings; and coordinated a community-wide meeting.

General Plan Amendment, Zone Reclassification, and Development Review – Mendocino County, California. Ms. Dalske prepared CEQA Initial Studies, Project Descriptions, and associated application materials and attended public hearings for a proposed waste processing facility in Mendocino County.

Lake or Streambed Alteration Agreements – Mendocino County, California. Ms. Dalske completed multiple comprehensive Lake or Streambed Alteration Agreement (LSAA) applications for private clients throughout Mendocino County.

Nationwide Permit – Mendocino County, California. Ms. Dalske prepared various Nationwide Permit applications for the repair of failing streambanks located on both tribal and private land. Application preparation included coordination with the U.S. Army Corps of Engineers and the U.S. Environmental Protection Agency to submit all applicable information and with the LACO team to design detailed improvement plans.

Municipal Service Reviews and Sphere of Influence Updates

For the City of Ukiah and Ukiah Valley Sanitation District

**Prepared for the
Mendocino Local Agency Formation Commission**

Submitted by:

Milani & Associates

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Concord, CA 94520

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Email: mmilani@milani-eng.com

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MMS Design

3527 Mt. Diablo Blvd, #265

Lafayette, CA 94549

Phone: (925) 383-9750

Email: mcgill1951@yahoo.com

Craft Consulting Group

3527 Mt. Diablo Blvd, #320

Lafayette, CA 94549

Phone: (925) 283-4981

Email: craft@craftconsulting.net

October 19, 2020



October 19, 2020

Uma Hinman, Executive Officer
Mendocino LAFCo
200 South School Street
Ukiah, CA 95482

Re: Request for Proposals to Conduct Municipal Service Reviews and Sphere of Influence Updates for the City of Ukiah and Ukiah Valley Sanitation District

Dear Ms. Hinman:

The consultant team of Milani & Associates, MMS Design, and Craft Consulting Group is pleased to submit this proposal to conduct Municipal Service Reviews and Sphere of Influence Updates for Mendocino LAFCO. Our consultant team consists of a well-integrated group with technical expertise in wastewater collection and treatment and that are knowledgeable about Cortese Knox Hertzberg Local Government Reorganization (“CKH”) Act requirements.

We look forward to the opportunity of working with Mendocino LAFCO on this project. Our approach focuses on agency service capacity and the logical and orderly delivery of wastewater services in the Ukiah Valley.

Our team brings a unique set of experiences to this assignment that will better inform the Mendocino LAFCO Board about the appropriate structure of wastewater delivery in the Ukiah Valley. Should you have any questions during your review of our proposal, I invite you to contact me by phone at (925) 674-9082 or by email at mmilani@milani-eng.com. Thank you for your consideration.

Sincerely,

Mike Milani

Michael Milani, P.E.
President
Milani & Associates

General Overview and Understanding

The Ukiah Valley area is served by a mosaic of service providers including Mendocino County, City of Ukiah, Ukiah Valley Sanitation District (UVSD), Ukiah Valley Fire Authority, four county water districts, and a flood control district that also provides raw water. The City of Ukiah is proposing several changes of organization applications that need to be analyzed in the Municipal Service Review and Sphere of Influence (MSR/SOI) Update based on quantitative data, baseline information, and analysis. Several focus issues are important considerations that need to be addressed. The first issue involves an overlap of city and UVSD territory. The City has recently made application to LAFCo for detachment of the UVSD territory within the City from the District. Determining the appropriate service provider for the “Overlap Area” needs to be addressed in the MSR/SOI Update. The second proposed change in organization involves annexing to the City undeveloped territory located north of the City limits in the Masonite and Brush Street triangle area, which is currently in the UVSD and Willow County Water District spheres. The third organizational change involves annexing the entire City into the Ukiah Valley Fire District. Fire services are currently being provided under a JPA formed between the two agencies.

The City of Ukiah is a full-service city, providing services through various city departments, including eleven essential services: water, wastewater, law enforcement, fire, solid waste, parks and recreation, street maintenance, stormwater drainage, animal control, a regional airport, and an electric utility. The City of Ukiah and Ukiah Valley Sanitation District jointly provide wastewater services within a portion of the City per an agreement originating from the 1950s.

Wastewater collection in the Ukiah Valley area is provided by the City of Ukiah and the Ukiah Valley Sanitation District (UVSD) and conveyed to a city-owned wastewater treatment facility southeast of town. Some city residents receive services from the City, while others receive services from UVSD.

The MSR/SOI study needs to address agency capacity and the logical and orderly structure for wastewater service delivery. The MSR/SOI must cover the required determinations outlined in the Cortese-Knox-Hertzberg (CKH) Act and provide quantitative analysis and conclusions on the service and financial capacity of each agency and the adequacy of service provision. We understand that Mendocino LAFCo is not interested in simply restating information from past MSR/SOI studies and technical reports, but is seeking solutions based on quantitative data and analysis.

1. Project Approach

We propose to conduct a focused MSR that addresses wastewater collection and treatment services. A more comprehensive city MSR/SOI study addressing fire services would be conducted should additional funding become available from the subject agencies.

The MSR/SOI study would analyze the impact of detachment of UVSD service territory within the City of Ukiah (“Overlap Area”) and the annexation of undeveloped territory north of the city. Our approach will focus on agency capacity and the logical and orderly delivery of wastewater services. The MSR/SOI will provide extensive analysis and quantitative data of the service capacity, financial ability, and the impact on each agency. We will confirm current capacity with the agencies and the Regional Water Quality Control Board, and quantify available connections. The consultant team will use quantitative and qualitative research

including the collection of data and information from existing sources, along with interviews and meetings that include City of Ukiah Public Works and UVSD staff, and other stakeholders.

We will review relevant financial information and analyze the financial impact on each agency and recommend operational efficiencies. The analysis will include requirements of California Health & Safety Code Division 5, Part 3, Chapter 3, relative to County Sanitation Districts. The MSR will identify appropriate government restructure options to optimize long-term service delivery and efficiency.

The consultant team will review and analyze all the information collected to address each of the seven (7) determinations as required by the CKH Act and five (5) SOI requirements. The consultant team will prepare a MSR/SOI Update with respect to:

Municipal Service Review Determinations

- (1) Growth and population projections for the affected area.
- (2) The location and characteristics of any disadvantaged unincorporated communities within or contiguous to the sphere of influence.
- (3) Present and planned capacity of public facilities, adequacy of public services, and infrastructure needs or deficiencies including needs or deficiencies related to sewers, municipal and industrial water, and structural fire protection in any disadvantaged, unincorporated communities within or contiguous to the sphere of influence.
- (4) Financial ability of agencies to provide services.
- (5) Status of, and opportunities for, shared facilities.
- (6) Accountability for community service needs, including governmental structure and operational efficiencies.
- (7) Any other matter related to effective or efficient service delivery, as required by commission policy. This includes applicable local policies contained in the Mendocino LAFCo Policies and Procedures Manual, including General Policies and Standards and Spheres of Influence.

Sphere of Influence Considerations

1. The present and planned land uses in the area, including agricultural and open-space lands.
2. The present and probable need for public facilities and services in the area.
3. The present capacity of public facilities and adequacy of public services that the agency provides or is authorized to provide.
4. The existence of any social or economic communities of interest in the area if the commission determines that they are relevant to the agency.
5. The present and probable need for public facilities or services related to sewers, municipal and industrial water, or structural fire protection for any disadvantaged unincorporated communities within the existing sphere of influence.

2. Scope of Work

We propose to prepare a focused Municipal Service Review (MSR) and Sphere of Influence (SOI) study to address the detachment of territory located within the City of Ukiah from the Ukiah Valley Sanitation District. The scope of work will include the following tasks as outlined in the Request for Proposal. Data and information will be collected and verified through readily available data sources to address the determinations required by the CKH Act.

Task 1: Data Collection

The first task involves the collection of data and other relevant information through interviews, agency reports, census data, capacity studies, general plans, capital improvement plans, filings with the State Controller's Office, and other research of existing information and documents.

Deliverables: Request for information and list of relevant agencies to be contacted

Task 2: Outreach

Task 2 will involve outreach to the various agencies including city and UVSD staff and other relevant stakeholders to ensure that all parties have an opportunity to provide data and voice their opinions during the MSR and SOI Update process. Due to the COVID-19 pandemic outreach efforts will be conducted via Zoom meetings, telephone calls, and email. Feed back from the agencies and relevant stakeholders will be documented and included in the MSR/SOI Update.

Deliverables: Agency/stakeholder comments and questions

Task 3: Review, Interpretation, and Analysis

The consultant team will review and analyze all the data and information collected to address each of the seven (7) determinations as required by the CKH Act and five (5) SOI requirements. We will analyze current governance structures, services, efficiencies, and financial capacity of each agency, identify the impact of each agency due to the detachment of territory, and make recommendations as to operational efficiencies and governance structure.

Task 4: Administrative Draft MSR/SOI

Following the completion of Tasks 1-3 above, the consultant team will produce an Administrative Draft MSR/SOI report for LAFCO staff and the affected agencies to review and comment, including GIS maps, figures, charts, and tables. The administrative draft will include appropriate findings, determinations, and recommendations and be produced in both a Word formatted version and an electronic PDF version, along with original GIS data. A copy of all reference materials will also be provided.

Deliverables: Administrative Draft MSR/SOI

Task 5: Workshop Public Draft MSR/SOI

Task 5 involves revising the Administrative Draft based on feedback from Mendocino LAFCo staff and the preparation of a Public Review Draft MSR/SOI for Mendocino LAFCo to distribute to the Commission, affected agencies, and general public for comment. The Public

Review Draft will be delivered in both a MS Word formatted version and a PDF formatted version. The Consultant Team will present the draft report at a LAFCO Commission public hearing via Zoom due to the COVID-19 pandemic.

Deliverables: Public Review Draft MSR/SOI

Task 6: Public Hearing

Task 6 involves a public hearing at which the consultant team will present the final draft report. The consultant team proposes to make a presentation via Zoom due to the COVID-19 pandemic and limited travel budget.

Deliverables: Powerpoint presentation

Task 7: Final MSR/SOI and Distribution

Following Commission approval of the MSR/SOI the consultant team will prepare the Final MSR/SOI addressing any Commission directed changes and provide to Mendocino LAFCo an electronic version (in both a PDF and Word formats) for LAFCO distribution and posting online.

Task 8: Final MSR Report

The Consultant Team will respond to comments on the draft report and prepare a final report with the appropriate charts, graphs, and maps to document the findings, conclusions, and recommendations. including the required determinations. The Consultant Team will present the final report to the Mendocino LAFCo Commission via Zoom or attend a public hearing depending on COVID-19 restrictions. Electronic copies (MS Word and PDF) of the final report, LAFCO will receive 10 bound copies, and one unbound copy for reproduction.

Deliverables: Final MSR/SOI Report

3. Consultant Team Qualifications

The Consultant Team of Milani & Associates; Craft Consulting Group, and MMS Design consists of three experienced firms that have collaborated on past MSR/SOI studies. Each of the firm's principals is familiar with the Cortese-Knox-Hertzberg Local Government Reorganization Act ("CKH") and the role and functions of LAFCO and the Municipal Service Review (MSR) process.

Milani & Associates has been in business for 20+ years. The firm provides broad based civil engineering consulting to private sector and municipal clients, including developing designs for needed infrastructure and land development. Milani & Associates will serve as the prime contractor for this project with Craft Consulting Group and MMS Design as subcontractors.

Craft Consulting Group specializes in economic and financial analysis. The firm has served a variety of public and private sector clients since 1991, including local municipalities and special districts. Craft Consulting Group develops data-informed solutions and strategies for clients so that they can make realistic practical decisions.

MMS Design has done business since 1983 providing civil engineering and land planning services. Its Principal, Michael McGill, is an expert at land based financing, which includes the development of large-scale infrastructure projects serving both public and private clients. Mr. McGill is knowledgeable about sanitation district operations and financial affairs having served as a civil engineer and wastewater district board member.

Our consultant team is well qualified to perform the work and manage the assignment to stay within budget and meet deadlines. The consultant team brings a unique blend of technical expertise with knowledge of CKH Act requirements for preparing municipal service reviews. We have experience in preparing multiple district MSR/SOI Updates as well as studies of service capacity and capability for detachment requests. The Consultant Team has worked together on several MSR and SOI Updates for Solano County LAFCO including a multi-district MSR and a focused MSR/SOI update for detachment of property from a special district (see work samples). All three firms have a long history of conducting research and preparing reports for local governments. Further information about each firm's qualifications and personnel including detailed resumes are attached.

4. Project Personnel

Project personnel have the necessary experience and technical expertise for this assignment. They understand municipal/special district service delivery and financing and have experience in the analysis and presentation of information that lead to pragmatic solutions for efficient and orderly service delivery.

Project personnel for this assignment are listed below. All project personnel are able to commence work immediately upon notification of award, which is anticipated to be December 2020 and be able to complete work in accordance with the project schedule. Any changes in project personnel shall be subject to the prior approval by Mendocino LAFCO.

MICHAEL R. MCGILL, P.E.
MMS DESIGN

Mr. McGill is a civil engineer and President of MMS Design. He is an elected Board Member of the Contra Costa Sanitary District, a Contra Costa County LAFCO Commissioner and a CALAFCO Board Member. He has a dual Master's degree in Civil Engineering and Water Resources Engineering from the University of Michigan.

Mr. McGill brings over 25 years of technical experience to projects. He has extensive experience in dealing with public agencies and local governments, and is well versed in regulatory procedures and requirements for obtaining approvals and permits. He has worked with many federal, state, and local agencies, and has specific expertise in the areas of environmental assessments, flood control, drainage, and erosion control.

Mr. McGill's experience includes consulting with private and public interests on forward planning issues to prepare regional planning studies, feasibility and constraints reports, annexation analysis studies and agreements, Environmental Impact Reports, General Plans, and Specific Plans.

Gary Craft, Managing Principal
Craft Consulting Group

Gary Craft has over the past 25 years preparing reports and managing a wide range of consulting projects. Most recently he was the lead consultant on a multi-district MSR of 24 reclamation districts in Solano County. Mr. Craft is a former planner with public agency and private sector land development experience with responsibility for the processing and entitlements of large-scale land development projects. Prior experience also includes working for a Local Government Boundary Commission in Oregon where he developed policies and procedures for city and special district formations, annexations, consolidations, dissolutions, and reorganizations. Mr. Craft holds a Master's Degree in Urban Planning from the University of Oregon.

Mike Milani, P.E., President
Milani & Associates

Mike Milani has more than 30 years experience providing civil engineering and surveying services to public and private sector clients. He has also served as the District Engineer for several special districts in Contra Costa County. Mr. Milani holds a B.S. in civil engineering from the University of California, Berkeley.

Nagaswaroopu Kaukuri, P.E., QSD, LEED AP
Milani & Associates

Nagaswaroopu is a registered civil engineer with 13 years of experience in preparing grading, utility, hydrology, and improvement plans for residential, commercial, public works and institutional projects. She has prepared improvement plans for realignment of sanitary sewer mains for the Vallejo Sanitation & Flood Control District and is proficient in autoCAD and GIS. She has a Master's degree in Civil Engineering from the University of Texas at El Paso.

5. Project Schedule & Timeline

We are prepared to start work immediately upon Notification of Award. It is our understanding that Mendocino LAFCO anticipates a contract start date of December 1, 2020 with the timeline for completion of June 30, 2021. Below is our proposed project schedule and timeline highlighting the anticipated commencement date, duration of individual tasks, meetings, deliverables, and completion date. We are open to adjusting the Project Schedule should Mendocino LAFCO deem it necessary to make any adjustments to the scope of work, start and/or delivery date for the administrative draft, public hearings, and final MSR/SOI.



6. Team Availability

The Consultant Team and project personnel are able to start work immediately and execute the scope of work according to the proposed schedule. The consultant team would also be interested and available to provide services on an as needed basis for other MSR and SOI assignments as identified by Mendocino LAFCO. Our Standard Hourly Billing Rate Schedule is listed below.

Mendocino LAFCO

City of Ukiah/UVSD Municipal Service Review and Sphere of Influence

Task Description	Year		2020																2021															
	Month		December				January				February				March				April				May				June				July			
	Week		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	24	26	27	28	29	30	31	32
1.0 Data Collection			█	█	█	█	█																											
2.0 Outreach				█	█	█	█																											
3.0 Review & Analysis					█	█	█	█	█	█	█	█	█	█	█	█	█																	
4.0 Administrative MSR Draft																																		
Staff/Agency Review of Admin Draft																																		
5.0 Workshop Public Draft																																		
6.0 Public Review & Comment Period																																		
7.0 Final MSR/SOI																																		
8.0 Final Report																																		

-  Deliverables
-  Meetings & Presentations

6. Project Budget

We propose to conduct a MSR/SOI study focused on wastewater collection and treatment services for a fixed fee of \$42,450 based on the scope of services set forth in this proposal. The table below indicates the level of effort required for each task. A detailed breakdown by team member, task, number of hours, and discounted billing rates is included on the following page. We propose to invoice on a monthly basis for percent complete.

Task Description	Cost *
Task 1: Data Collection	\$ 7,660
Task 2: Outreach	\$ 4,280
Task 3: Review & Analysis	\$ 5,180
Task 4: Administrative Draft MSR	\$ 12,270
Task 5: Public Draft	\$ 5,480
Task 6: Public Hearing	\$ 2,100
Task 7: Final MSR	\$ 3,380
Task 8: Final Report	\$ 2,100
Total Project Cost	\$42,450

* Budget reflects discounted rates for this project’s proposed scope of work. Additional work will be billed out in accordance with our Standard Hourly Billing Rate Schedule.

GIS Services

We anticipate that City of Ukiah or Mendocino County GIS staff will be able to prepare the necessary maps including data collection/creation and map preparation. If consultant is responsible for mapping we estimate a budget of approximately \$3,500 in addition to the above fee for professional services. Data files to be provided by LAFCo.

Comprehensive Study

The above scope of work and budget is for an abbreviated study that focuses on wastewater collection and treatment services. We estimate that a comprehensive study of city services involving fire and water districts will be approximately \$25,000 - \$30,000 in addition to the above project costs depending on the scope of services involved.

Standard Hourly Billing Rate Schedule

Our standard hourly billing rates for project personnel including:

Mike Milani	\$210/hour	Gary Craft	\$175/hour
Mike McGill	\$175/hour	Nagaswaroopa Kaukuri	\$100/hr

Standard hourly billing rates for other potential Team Members to be identified as needed and approved by Mendocino LAFCO include:

Senior Associate/Engineer:	\$135/hour	Production/Graphic Design:	\$95/hour
Engineer:	\$100/hour	Analyst:	\$75/hour
GIS	\$85/hour	Clerical:	\$40/hour

Project Budget
Mendocino LAFCO

**City of Ukiah/UVSD Municipal Service Review
and Sphere of Influence**

		Milani & Associates		CCG	MMS Design	Total Costs	
		Principal	Engineer	Principal	Principal	by Task	
Personnel Billing Rate		\$150.00	\$95.00	\$150.00	\$150.00	Hours	Amount
Task Description							
1.0	Data Collection	4	8	36	6	54	\$ 7,660
2.0	Outreach	8	4	8	6	26	\$ 3,680
3.0	Review & Analysis	6	4	24	6	40	\$ 5,780
4.0	Administrative MSR Draft	8	6	60	10	84	\$ 12,270
5.0	Public Draft	4	4	24	6	38	\$ 5,480
7.0	Public Hearing	4		6	4	14	\$ 2,100
8.0	Final MSR	4	4	14	4	26	\$ 3,680
9.0	Final Report	4		4	4	12	\$ 1,800
sub-total hours		42	30	176	46	294	
sub-total costs		\$6,300	\$2,850	\$26,400	\$6,900		\$ 42,450
Project Related Expenses							
	Travel, printing, etc.	0%					\$ -
Total Project Cost							\$ 42,450

7. Disclosure of Prior Relationships

None of the firms and individuals included on our consultant team has had a previous relationship with or performed services of any kind for any of the agencies included in the scope of work under this RFP.

8. References

Solano Local Agency Formation Commission

Rich Seithel, Executive Officer
675 Texas Street, Suite 6700
Fairfield CA 94533
Phone: (707) 439-3897
Email: rseithel@solanolafo.com

Iron House Sanitary District

Chad Davisson, General Manager
Tom Williams (retired General Manager)
450 Walnut Meadows Drive
Oakley, CA 94561
Phone: (925) 809-3001
Email: davisson@isd.us.com

City of Antioch

Ron Bernal, City Manager
200 H Street
Antioch, CA 94509-1285
Phone: (925) 779-7011
Email: rbernal@ci.antioch.ca.us

Contra Costa County Department of Conservation & Development

Sean Tully, Principal Planner
30 Muir Road
Martinez, CA 94553
Phone: (925) 674-7800
Email: sean.tully@dcd.cccounty.us

9. Sample Studies/Reports

Work samples of a comparable MSR/SOI study or report prepared by our consultant team is provided below including a link to the documents available on the Solano LAFCO website:

Multi-District MSR Update

Solano County Multiple Reclamation/Levee Districts Municipal Service Review Final Report dated February 2020

We conducted a review of relevant data and information relative to each of the 24 reclamation and levee maintenance districts in Solano County. The Consultant Team utilized a mix of quantitative and qualitative research including collection of data and information through local and state agencies, state controller's office, census bureau, assessor's parcel information, financial data, county GIS information and mapping, interviews and meetings with agencies and relevant stakeholders, and surveys.

The staff report and final MSR can be found at:

<https://www.solanolafco.com/Agendas/2020/030920/Item%209A%202018-03%20Levee%20and%20Reclamation%20Districts%20Final%20MSR.pdf>

MSR/SOI Update for Detachment of Property from a Reclamation District

Reclamation District 2034 Municipal Service Review and Sphere of Influence Update Study dated December 10, 2018

<https://www.solanolafco.com/studies.htm>

This MSR/SOI Update involved a request for the detachment of property from a reclamation district due to conflicts over the operation and management of the district. The Consultant Team researched historical agreements and utilized a mix of quantitative and qualitative data and information from local and state agencies, State Controller's Office, census bureau, assessor's parcel information, financial data, county GIS mapping, interviews and meetings with agencies and relevant stakeholders, State Water Code regarding reclamation districts, county general plan, and LAFCO policies. The MSR/SOI addressed required CKH Act determinations and Sphere of Influence consideration. Recommendations were made regarding various options including detachment, dissolution, and opportunities for collaboration with alternative service providers.

Appendix

Insurance Requirements

Insurance requirements outlined in the RFP will be met thru Milani & Associates. The insurance requirements will be maintained throughout the term of the contract, and for a minimum of six months following completion and acceptance by LAFCO of all services under the contract.

No Collusion among Respondents

Each consultant certifies that it is not party to any collusive action relating to this RFP.

Conflict of Interest

None of the consultants and consultant firms has any actual, apparent, or potential conflicts of interest that may exist relative to the services to be provided.

Milani & Associates Profile

About Milani Associates

Concord based Milani & Associates was established in 1999 by Michael Milani who for over twenty years has been highly visible and active in providing trusted consulting Civil Engineering and Land Surveying services in Northern California.

Milani & Associates' consistent ability to successfully collaborate with and lead diverse teams on complex projects to a successful outcome -- on time, on budget, is a standout among its peers. Milani & Associates places attention on every small detail to ensure an excellent outcome to every project we take on.

From the start, our approach is to take the time to understand each client's goals and objectives and then determine the most effective and efficient steps required.

Experienced in a broad spectrum of planning, engineering and surveying projects, our portfolio includes residential developments (high & low density), office/commercial, industrial, retail, levee rehabilitation, educational facilities, complex mapping projects, construction staking and various public works services. Our senior level design staff has a combined experience of over ninety years providing commercial, office and merchant builders with quality, responsive civil engineering consulting services including: surveying, mapping, planning, Civil Design, staking, project management, joint trench and Landscape Architectural services. All Mapping Services include the use of GPS equipment to provide efficient and cost effective survey services for complex projects.

Land Development Engineering

- Title review evaluation of easements and encumbrances of record
- Boundary survey
- Topographic mapping
- Constraints mapping
- General Plan and zoning evaluation
- Slope density computations
- Conceptual lotting & grading studies
- Conceptual utility analysis for sewer, water, storm drainage infrastructure
- Preparation of engineer's opinion of probable development costs including agency fees
- General Plan Amendments, Rezone applications, Use Permit, Design Review and Vesting Tentative Maps for subdivisions
- Lot line adjustment applications
- Final maps
- Storm Water Control Plan
- Certificate of Compliance

Surveying & Mapping

- Parcel, subdivision and final map preparation
- Right-of-way surveys to Caltrans Standards
- Surveys for planning and design including control, topography, subdivision and ALTA mapping
- Boundary Surveys and Records of Survey
- Construction surveying, including computing, staking and as-built
- Topographic and utility field surveying and mapping
- Horizontal and vertical control surveys
- Precise level surveys
- Expert Testimony/Forensic Services
- Map Checking
- Condominium Conversions

"We pride ourselves in providing prompt service, with attention to design detail, project schedule, budget and the overall environment."

"Our staff includes an outstanding cadre of registered professional Civil Engineers, Licensed Land Surveyors, Senior Planners, CADD & Design Technicians, Field Storm Water Quality Technicians and clerical staff."

www.milaniassociates.com



Contact us:

Bay Area
2655 Stanwell Drive, Suite 105
Concord, CA 94520
(925) 674-9082



Services Brochure

Full service Civil Engineering, Planning, Surveying, Mapping, & Environmental Engineering
"So your project can succeed".



Office located in the Bay Area

California Certified Small Business

www.milaniassociates.com

Municipal Engineering

- Counter assistance for city residents or district clients
- Technical review of entitlement requests and preparation of draft conditions of approval
- Application package full review
- Technical review of EIR
- Title review and evaluation of easements and encumbrances of record
- Preparation of legal descriptions and plat maps
- Boundary survey
- Topographic mapping
- Review and processing of lot line adjustment applications
- Review of final maps, grading plans and improvement plans for final entitlement approval
- Review of building permit applications (excludes structural review)
- Attending ZA, Planning Commission, and City/Board of Supervisor public hearings

Construction Staking

- Construction staking crews are manned by trained Union surveyors dispatched from our Local Union 3 Branch of the Operating Engineers Union
- Field crews are equipped with the latest in GPS (Global Positioning System) equipment and Total Stations.
- Our detailed and scientific approach to staking minimizes the potential for costly construction staking blunders, delays to the overall construction schedule and results in cost effective and cost sensitive services.

Environmental Engineering

- Phase I and II Environmental Site Assessments
- Phase III Feasibility and Remedial Design
- Wetland delineation and permitting
- Asbestos and Lead-Based Paint Services
- Indoor air quality assessment (IAQ)

NOI, SWPPP Preparation and SWPPP Storm water Monitoring and Reporting

- Preparation of project NOI and upload to Board website via the SMARTS protocol.
- Preparation of SWPPP Plans and upload via SMARTS.
- Development of REAPS
- Storm water monitoring and reporting
- Quarterly inspections and annual reporting
- Preparation of final NOT's.

Milani & Associates Resumes



MICHAEL E. MILANI

Education:

*B.S. Civil Engineering, University of California
Berkeley - 1979*

Registration & Licenses:

*Professional Engineer - California (RCE 35121,
Exp. 9/30/2019)*

*Licensed Land Surveyor - California (LS 5311, Exp.
12/31/2019)*

QSD 351 (exp 02/16/2019)

Licenses:

General Engineering (463645, Exp. 10/31/2018)

Professional Affiliations:

*American Society of Civil Engineers
California Land Surveyors Association*

*California & Nevada Civil Engineers & Land
Surveyors Association, Inc.*

Mr. Milani has more than thirty years experience in providing consulting *Civil Engineering and Land Surveying* services. As a principal, he is responsible for overall management of the firm, including the most important task of defining design guidelines & quality control. On major projects, he is involved in *mission planning and formulation of design criteria*. Being dual licensed as a Civil Engineer and Land Surveyor, Mr. Milani is able to address critical surveying, right-of-way issues and design constraints at the front end mission planning stage so that the project progresses in an orderly fashion, meets critical milestone dates and adheres to previously targeted budget parameters.

Mr. Milani has worked closely with public agencies to develop unique solutions to incorporating public facilities into existing development and habitat sensitive areas. Through his experience in working for both public agencies and private developers he has attained an understanding of physical constraints as well as legislative and safety issues. His expertise in developing effective and efficient alternatives to difficult design issues has facilitated the development of many projects within and around sensitive biotic habits.

In addition, Mr. Milani has an excellent understanding of the construction environment and can easily identify potential construction constraints regarding access. This understanding allows him to recommend cost saving alternatives and prevent potential expensive construction change orders.

Ironhouse Sanitary District and Reclamation District 830 - Jersey Island - Jersey Island Road and Levee Road Improvements:

Milani & Associates served as the District Engineer for Ironhouse Sanitary District in Oakley, CA and for Reclamation District 830 - Jersey Island. Milani & Associates provided all Civil Engineering and Survey/Mapping services for the district.

Jersey Island consists of approximately 3200 acres and 16 miles of levee improvements owned and operated primarily by the Iron House Sanitary District. Jersey Island maintains both active crop and grazing lands. Portions of the island have been set aside as discharge/evaporation ponds for the District=s Sewer Treatment Plant Facility.

Jersey Island is a critical component to the ongoing operations of the District=s Sewer Treatment Program. As such the stability of the islands levee=s is critical to maintaining the Districts operations. Milani & Associates provides engineering design services to upgrade and maintain the islands levee berm and levee road improvements. Portions of the levee road are public access corridors to adjoining islands, such as Bradford Island.

Milani & Associates assisted with Subvention applications as the District Engineer.

Project team leader: Michael E. Milani

Project Surveyor: Ken Alcock

Contact: Tom Williams - General Manager - Iron House Sanitary District (925) 625-2279



Nagaswaroopa Kaukuri, P.E., QSD, LEED AP

Summary:

- 13 years experience in preparing grading, utilities, hydrology and improvement plans working on residential, commercial, public works and institutional projects
- Proficient in AutoCAD Civil 3D, Land Development Desktop, HEC-RAS and MS Office
- California Registered Civil Engineer, # C 76861
- LEED accredited professional and Qualified SWPPP Developer
- Master's degree in Civil Engineering with strong technical capabilities

Experience:

Associate Civil Engineer, Creegan +D'Angelo Engineers, Fairfield, CA

Project Engineer, Bellecci & Associates Inc., Concord, CA

Project Engineer, Transmetrics Inc., Campbell, CA

Project Engineer, BKF Engineers, Pleasanton, CA

Education:

Master of Science in Civil Engineering, The University of Texas at El Paso

Bachelor of Engineering in Civil Engineering, Osmania University, Hyderabad, India

Professional Memberships:

American Society of Civil Engineers, Member of ASCE, 2006- present

MICHAEL R. MCGILL, P.E.

President / Principal Civil Engineer

EDUCATION/PROFESSIONAL AFFILIATIONS

M.S., Water Resources Engineering, University of Michigan

M.S., Civil Engineering, University of Michigan

B.S., Civil Engineering, University of Michigan

Professional Engineer – California and Michigan

American Public Works Association (Life Member)

Water Environment Federation

IEEE

EXPERIENCE SUMMARY

Mr. McGill, Principal in Charge, brings over 40 years of technical experience to projects. He has managed a variety of public works and private land development projects. He has extensive experience in dealing with public agencies and local governments, and is well versed in regulatory procedures and requirements for obtaining approvals and permits. He has worked with many federal, state, and local agencies, including the Federal Emergency Management Agency, U.S. Army Corps of Engineers, the Regional Water Quality Control Board, the U.S. Fish and Wildlife Service, and the California Department of Fish and Wildlife. He has specific expertise in the areas of environmental assessments, flood control, hydraulics and hydrology, grading, drainage, and erosion control.

Mr. McGill's planning experience includes consulting with private and public interests on forward planning issues to prepare regional planning studies, feasibility and constraints reports, annexation analysis studies and agreements, Environmental Impact Reports, General Plans, and Specific Plans.

Mr. McGill is an elected Board Member of the Contra Costa Sanitary District (first elected in 2006, re-elected 2010, 2014, & 2018), a Contra Costa LAFCO Commissioner (since 2011) and a CALAFCO Board Member (Chair).

MEMBER

- American Public Works Association (Life Member)
- Water Environment Federation
- East Bay Leadership Council – Board Member and Past Co-Chair, Land Use Task Force
- Workforce Development Board of Contra Costa County (Past-Chair)

President / Principal Civil Engineer, MMS Design (MMS)

MMS is a consulting firm which for over 35 years has provided development-based services to cities, public agencies, and private sector clients. MMS specializes in large, complex projects involving major infrastructure analysis, funding, financing, long-range planning and design, construction, and contract administration.

As a civil engineer, Mr. McGill has designed and managed a variety of public works and other municipal projects and has overseen infrastructure projects totaling in excess of \$1 billion.

McGill Martin Self, Inc (MMS) was part of Contra Costa Water District Los Vaqueros project team that was awarded the ASCE 1999 Outstanding Civil Engineering Achievement.

Board Member, Central Contra Costa Sanitary District (CCCSD) President 2009, 2015, 2020

CCCSD's mission is to protect public health and the environment by collecting and treating wastewater, recycling water for reuse and promoting pollution prevention.

Commissioner Contra Costa County Local Agency Formation Commission (LAFCO)

The Local Agency Formation Commission (LAFCO) is established in each county to be responsible for overseeing most forms of local government boundary change, including incorporation, annexations, and special district formations.

Board Member and Chair, CALAFCO and Member of the Legislative Committee

CALAFCO serves as an organization dedicated to assisting member LAFCos. The membership of CALAFCO consists of all 58 LAFCos in California, along with an associate membership of firms and agencies which support the educational mission of the organization. Mr. McGill is one of 16 state-wide Board Members.

Representative Project List

Lone Tree Corridor Assessment District No. 27, Antioch, CA - Engineer-of-Work for this \$110 million Assessment District responsible for the feasibility analyses and formation activities, as well as the ongoing administration, design, and construction of infrastructure for 2,200 acres of residential, commercial, and institutional development in southeast Antioch. Tasks performed prior to the formation of the District included infrastructure studies of existing and proposed improvements, assessment spread analyses, cost estimating of alternatives, developing construction phasing plans, and consensus building with all stakeholders including landowners, developers, City staff, and City Council. Formation activities required MMS to coordinate with City staff, Bond Counsel, underwriters and financial advisors, prepare boundary maps, circulate petitions, establish a community outreach program, and obtain approvals from more than twenty agencies, utilities, railroads, etc. Managed phased bond issuance program to facilitate cash flow demands and meet legal requirements of bond usage. Special coordination was necessary among design staff, bond underwriters, the City's financial advisors, and City officials to implement the five bond sales. Ongoing administration of the District included maintaining the public relations and education program, performing the master accounting of District expenditures, preparing and revising segregation maps, and revising and implementing the construction phasing plans. The engineering work included the preparation of preliminary alternatives and costs, plans and specifications, bid documents, and construction cost estimates. Survey responsibilities include survey control, topographic mapping, right-of-way determination/acquisition, preparation of legal descriptions and plats, Records of Survey, monumentation, and construction staking. Field engineering services include bidding support and bid evaluations, preconstruction meetings, preparation of design

revisions and change orders, and review of contractor cost estimates. Roadway projects designed and constructed include seven projects totaling more than 6.5 miles of six-lane and four-lane arterial roadway with storm drainage, waterlines, sewer mains, and landscaping.

Black Diamond Estates Benefit District, Antioch, CA - Engineer-of-Work for this \$7.6 million assessment district for the purpose of infrastructure development and construction. This project included District formation, management of the Engineer's Report, and bond sale strategy for Richland Development Corporation. An Assessment District was formed to provide the necessary vehicle for infrastructure extension and a funding source. Additional responsibilities included facilitating the coordination between the City, bond counsel, financial consultant, and staff in preparing the required district boundary map, assessment roll, and diagrams for the Engineer's Report.

Salt Creek Gravity Interceptor Project, Chula Vista, CA – Provided project management to expedite the design of the 17 MGD Interceptor, a 42” diameter, 16-mile long sewer line that provided sewer service to the newly developed eastern territories, including Otay Ranch. The sewer line passed through sensitive environmental areas as well as developed areas of the city, and included micro-tunneling under Interstate 5 for connection to the City of San Diego “Metroline”. This innovative sewer application was developed to minimize disruption to environmentally sensitive areas, and the project balanced preservation of the natural environment with project costs, all the while ensuring that the project met established engineering criteria. Work included coordinating the inclusion of the project in the issuance of environmental permits from various resource agencies, as well as the integration of this project with the on-going development planning processes on adjacent properties. Monitoring progress of project design and construction to assure adherence to the schedule.

Wolf Canyon Trunk Sewer, Chula Vista, CA – Provided project management of the planning, entitlements, design, and future construction of the Wolf Canyon Trunk Sewer. Provided project oversight and monitoring for determination of preferred alignment, coordinated environmental issues and clearances, tracked project progress and schedule, and plan checked designer’s technical documents for completeness, accuracy, and constructability. Led efforts to develop alternative alignments to avoid sensitive environmental habitat.

East Antioch Creek Gravity Sewer Benefit District, Antioch, CA - Principal-in-Charge responsible for the formation of a \$13.5 million Benefit District, to provide a mechanism by which the sanitary sewer improvements could be incorporated, and constructed by Assessment District No. 27. Additional tasks include preliminary engineering and cost estimating, assignment of assessment spread, preparation of Engineer's Report, and coordination of the reimbursement strategy.

Antioch Area Public Facilities Financing Agency, Community Facilities District 89-1, Antioch, CA - Principal-in-Charge and team facilitator assisting in the formation of the Antioch Area Public Facilities Financing Agency. Initial responsibilities were to gain consensus among the property owners for the District boundary, consolidating preliminary cost estimates for desired projects, and calculating the preliminary allocation of taxes for the land uses affected. Upon District formation, responsibilities included revising and preparing boundary proceeding amendments, maintaining an inventory of all parcels in the District, updating and compiling revised cost estimates, and calculating the expected raw land tax for disclosure for bond sale.



Craft Consulting Group Profile

Craft Consulting Group (CCG), specializes in market research, financial analysis, and strategic planning. We have conducted numerous studies of local and regional economies; analyzed the market demand for real estate development projects; evaluated public policy issues; prepared financial analysis, cost-benefit studies, and feasibility studies; and developed performance indicators for a variety of clients including local governments, special districts, real estate firms, private sector businesses, institutions of higher education, non-profit organizations, workforce development boards, and economic development agencies since 1991. Based on our research and analysis we develop data-informed solutions and strategies for clients that help drive their economic and business growth. Over the past 20 years we have assisted our clients explore new market opportunities and develop business models to launch or strategically reposition their company/organization to create a sustainable competitive advantage. Through Industry Analysis, Targeted Industry Research, and Industry Cluster Studies we have helped local communities to strengthen and expand their economic base by identifying companies and industries that have the potential to expand and add jobs.

Firm Experience

Delta Diablo Sanitation District Recycled Water Economic Benefit Study – Craft Consulting Group conducted an economic analysis of potential uses of recycled and identified potential users that require a reliable, high-quality water supply, and quantify the economic benefits of producing high-purity recycled water. High-purity recycled water provides an alternative source of water for industrial users as the cost and demand on existing water supplies continues to rise. Study objectives included identification of target industries and potential uses of high-purity recycled water, potential economic benefits, job creation, increased local spending, increased revenue to district from increased water sales related to the provision of high-purity advanced treated recycled water; and the number of jobs associated with the provision of high-purity water to new and existing industries.

Cowell Ranch Master Plan – Served as the project manager for the planning and land use entitlements of a 4,900 acre master planned community. Supervised consultant team overseeing the land planning, civil engineering, financial feasibility, transportation and utility infrastructure improvements, market analysis, biological assessment and wetlands delineation (California Department of Fish & Wildlife, U.S. Army Corp of Engineers 404 permits), environmental approvals (CEQA), General Plan Amendments, zoning, and land use entitlements and approvals for this land development project. Responsible for negotiating a water supply contract with the local irrigation district to meet the projects long-term raw water needs.

Financial Analysis of Public Sector Retirement Costs: This study analyzed the financial obligations for retiree healthcare costs of 63 public sector entities in Contra Costa County and made recommendations for managing their OPEB liabilities through various cost containment and funding strategies. The study included a review of recently adopted governmental accounting standards (GASB 45), actuarial studies, governmental financial statements, demographic and economic factors contributing to rising healthcare costs, and comparative studies of both the public and private sectors retiree healthcare benefit programs.

Gary W. Craft

Summary

Mr. Craft has strong analytical, strategic planning, problem solving, and project management skills with practical experience at all levels of a project from concept definition and requirements analysis through implementation and project delivery.

Professional Experience

Managing Principal, Craft Consulting Group - directs and manages the firm's projects providing practical solutions to complex business issues for a variety of corporate, governmental, and institutional clients in the area of business strategy, economic competitiveness, and sustainability. Mr. Craft has conducted numerous studies of local and regional economies; analyzed emerging industry clusters; led the planning and development of a variety of business incubators; prepared economic strategies and action plans for local communities; evaluated public policy issues; and developed performance indicators that highlight a region's economic vitality and competitiveness.

Executive Director/CEO, San Ramon Technology Incubator -

launched new business venture assisting entrepreneurs start and grow early-stage communication, Internet, multi-media, interactive entertainment, software, and information technology companies. As the CEO of this new non-profit organization, Mr. Craft was responsible for managing incubator operations, strategy and vision, fundraising, human resources, creation of organizational culture, and program development. A major portion of the job involved advising client companies through the start-up process on the development of their business plans, marketing strategies, debt and equity financing requirements, and ownership structures.

Regional Director, BetaWest Properties – managed San Francisco regional office for national real estate firm with responsibility for the development, construction, and lease-up of a major mixed use office, retail, and residential condominium project. Directed construction management staff and project consultant team during the design, permitting, and construction phase. Developed overall marketing strategy and supervised outside leasing agents and marketing team.

Business Instructor/Lecturer - taught business course in entrepreneurship and new venture management at Diablo Valley College for three years and was a guest lecturer at Santa Clara University on entrepreneurship and business incubation.

Other Professional Experience

The Shorenstein Company
Lincoln Property Company
San Francisco Department of City Planning
Bolles Associates, Architects & Planners
Lane County Local Government Boundary Commission

Education

M.U.P., Urban Planning, University of Oregon, 1972

B.S., Political Science, University of Oregon, 1977

Professional & Civic Affiliations

Mr. Craft is the past president and former chair of the Economic Development Task Force of the East Bay Leadership Council. He previously served on the Concord Chamber of Commerce Board of Directors and chaired their Green Business Committee. He is currently a member of the California Association for Local Economic Development. Mr. Craft also was one of the founders of Diablo Venture Alliance, a resource network for entrepreneurs, venture capitalists, angel investors, and strategic service providers.

E Mulberg & Associates

Local Agency Specialists
P.O. 582931
Elk Grove, CA 95758
www.emulberg.com

October 19, 2020

Ms. Uma Hinman, Executive Officer
Mendocino LAFCo
200 S. School St.
Ukiah, CA 95482

Dear Ms. Hinman,

I am pleased to submit this proposal for the Municipal Service Review for the City of Ukiah (City) and Ukiah Valley Sanitation District (District). As principal and proposed author, I take personal care to ensure a high level of customer service and satisfaction. That allows you, the client, direct communication with not only the responsible party but also the author of the report.

With over 25 years of LAFCo experience, I have broad background in implementing Cortese-Knox-Hertzberg. In 2011 E Mulberg & Associates was retained by Mendocino LAFCo to complete the MSR for the City of Ukiah and the Ukiah Valley Special Districts. While completing these studies we became familiar with services provided by the City and the District as well as some of the local issues. Our experience gives us an historical perspective into many of the issues identified in the RFP.

Included are proposals for either the City or District MSR, or both. The Scope of Work is similar, but the schedule is slightly different for both MSRs because there is some overlap for the City and District MSR. Due to overlap, the total cost is slightly lower for both MSR's as opposed to the sum of the cost for the City and District reports.

With regards to potential availability and conflicts of interest, at present I have no clients which would pose a conflict of interest with any of the agencies that would be the subject of this proposal, or for that matter any local agencies in Mendocino County. By submitting this proposal I am committing the time necessary to complete the tasks outlined should I be awarded the contract. I am available to start as soon as a contract is signed or upon receipt of a notice to proceed.

The cost proposal contained in the attached document is valid for 120 days. Feel free to contact me at 916-217-8393 or at Elliot@emulberg.com.

Sincerely,



Elliot Mulberg, Principal



PROPOSAL

Municipal Service Review

City of Ukiah and Ukiah Valley Sanitation District

Mendocino LAFCO

October 19, 2020

E Mulberg & Associates

P.O. Box 582931

Elk Grove, CA, 95758

916.217.8393

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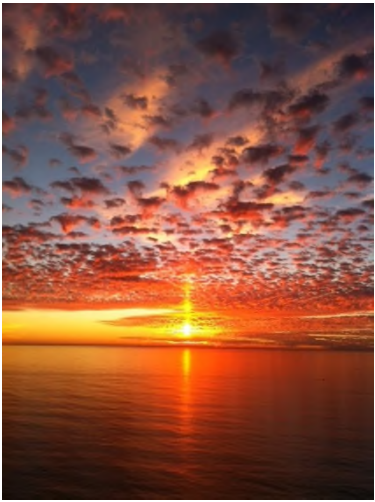
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Overview, Experience and Qualifications



E Mulberg & Associates was founded in 2011, possessing over 25 years' experience specializing in services to local agencies such as LAFCOs, special districts, and cities. Each client receives the personal touch to ensure a high level of service and customer satisfaction. That means taking the extra time to address each client's needs to deliver clear, concise, complete, and timely reports of the highest quality.

Our goal is to assist LAFCO clients in their role as a "watchdog" to "guard against the wasteful duplication of services" (*City of Ceres v. City of Modesto*). Studies for LAFCO clients provide a thorough analysis of service delivery that complies with Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 (CKH), the California Environmental Quality Act (CEQA), and local policies.

Toward that goal, E Mulberg & Associates provides the following services for LAFCOs:

- **Municipal Service Reviews.** The municipal service review (MSR) provides information about the agency that is used to update or amend the sphere of influence or initiate a change of organization.
- **Sphere of Influence Updates.** The sphere as defined in Government Code Section 56076 as the "probable physical boundary and service area of a local agency or municipality." Generally, any extension of services outside the agency boundary must be within the sphere.
- **Changes of Organization.** A change of organization must be consistent with the sphere and can include an annexation, detachment, formation, dissolution, consolidation, incorporation of a city, or disincorporation.
- **Special Studies.** CKH allows LAFCOs to conduct special studies should the Commission choose to initiate a change of organization such as a consolidation of a district, dissolution of a district, a merger, establishment of a subsidiary district, formation of a new district, or any combination of the above as a reorganization.

- **CEQA Analysis.** LAFCO is subject to CEQA. LAFCO often serves as the responsible agency, but it is the lead agency for sphere of influence updates and often for incorporations.
- **LAFCO Staff Support.** Providing services of LAFCO staff such as processing applications for sphere updates and changes of organization, or developing LAFCO policies, assisting with the budget preparation, and assisting with an update of the fee schedule.

In the past five years, we have completed municipal services reviews for special districts and full-service cities that provide a wide range of services. These services include water, wastewater, solid waste, law enforcement, fire, parks, stormwater, street maintenance, mass transit, library, electric utility, flood control, airports, mosquito abatement and vector control.

At E Mulberg & Associates, we realize the importance of completing projects on time and within budget. Timeliness is important, particularly with the regulatory requirements of CEQA and CKH. We have proven we can work within the budget to produce a document that complies with CKH specifications and local policies, by meticulously tracking time spent on each phase to be sure there is sufficient funding to complete the project. Each of the municipal service reviews we started was completed within budget.

Accuracy and quality are top priorities since the MSR is the source of information about the agency and it is used in the sphere of influence update and/or change of organization. One way we ensure accuracy is to circulate the Administrative Draft to each agency to be sure the data is correct and as current as possible. To insure quality, each of our documents is reviewed and sent to a professional editor for formatting, spell checking, grammar checking, and punctuation. We also have a GIS mapping specialist available to produce exhibits that are accurate, clear, and precise.

In addition to accuracy and quality, customer service is a cornerstone of our relationship with our clients. It means adhering to deadlines, whether related to scheduling or statutory requirements, and delivering a report when promised. Customer service also means prompt responses to voicemail and email. It means maintaining good communication with our clients, which includes advising them of progress and any roadblocks that need attention.

Overall Approach and Understanding

The Local Agency Formation Commission (LAFCO) was formed in 1963 to address the problems caused by explosive growth in the post-World War II era. To accommodate growth, the legislature had created many new local



government agencies with irregular boundaries and overlapping jurisdictions. Also of concern was the rapid conversion of prime agricultural lands to urban uses. In 1959, Governor Edmund G. Brown, Sr. appointed the Commission on Metropolitan Area Problems to study and make recommendations on “misuse of land resources” and the complexity of local government jurisdictions. Recommendations from the Commission resulted in the formation of a Local Agency Formation Commission for each county in 1963.

In 1965, the LAFCO legislation became the Knox-Nesbit Act. That year also saw passage of the District Reorganization Act (DRA), which gave LAFCO jurisdiction over special districts. The Municipal Organization Act (MORGA), adopted in 1977, consolidated procedures for changes of organization such as annexation, detachment, incorporation, and consolidation into one act. In 1985, Cortese-Knox combined Knox-Nesbit, DRA, and MORGA into one unified code. The last major revision occurred in 2000 and is known as the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 (CKH). It clarified LAFCO’s purposes as:

- Discouraging urban sprawl
- Preservation of prime agricultural lands and open space
- Assuring efficient local government services
- Encouraging orderly growth and development of local agencies

CKH added the municipal service review (MSR) to the sphere of influence, and the ability to change the organization of cities and special districts as tools to achieve those goals. In addition, CKH required that LAFCO adopt written policies and procedures.

Municipal Service Reviews

The MSR is essentially the foundation of actions taken by LAFCO. The MSR must support the sphere of influence by providing the information the Commission needs to make the required sphere determinations. The MSR discusses and evaluates seven factors:

1. ***Growth and population projections:*** This section relates to LAFCO's mandate of discouraging urban sprawl by providing information on the population projections for the affected area.
2. ***The location and characteristics of any disadvantaged unincorporated communities within or contiguous to the sphere of influence:*** This section was added by Senate Bill (SB) 244, which became effective in January 2012. A disadvantaged community is defined as one with a median household income of 80 percent or less than the statewide median income.
3. ***Present and planned capacity of public facilities:*** This section relates to LAFCO's charge to assure efficient provision of government services. The discussion covers the status of current and projected facilities and the adequacy of public services, including infrastructure needs and deficiencies.
4. ***Financial ability of agencies to provide services:*** A key to providing effective and efficient services is adequate financing. This section reviews budgets, sources of revenue, and financial reports.
5. ***Status of and opportunities for shared facilities:*** The opportunity for shared facilities with other agencies relates to LAFCO's charge of assuring efficient services. Avoiding duplicate facilities of another agency will reduce costs and promote more efficient operation.
6. ***Governmental structure, accountability for community service needs, and operational efficiencies:*** An analysis of government structure and accountability examines the makeup of the agency's legislative body, administrative structure, accountability for community service needs, and public participation.
7. ***Matters related to effective or efficient service delivery required by policy:*** Local LAFCO policies may have an effect on service delivery. This section includes a discussion of any local policies that influence the ability of the agency to provide efficient services.

Cities or towns and special districts are required by Government Code Section 56430(c) to have conducted “a service review before, or in conjunction with, but no later than the time it is considering an action to establish a sphere of influence or to update a sphere of influence.” Sample municipal service review projects include:

- **MSR City of Ukiah and Ukiah Valley Special Districts.** E Mulberg & Associates completed the municipal service review for the City of Ukiah, a full service city. Services provided include water, wastewater, electric utility, solid waste disposal, stormwater drainage, law enforcement, fire and emergency medical services, parks and recreation, animal control, and the operation of an airport. Special districts services include fire, water, wastewater, and a flood control and water conservation improvement district.
- **City of Willits Municipal Service Review and Sphere of Influence Update.** This MSR was an update to the 2015 MSR for certain sections relating to capacity of facilities, financial ability to provide service, governance and accountability, and LAFCO policies. The City of Willits acquired a private water company which provided water and sewer services to areas outside the City limits. The City was interested in ways to include those areas in its sphere and possibly form a Municipal Improvement District. The City was also interested in expanding its sphere to include areas around the new Willits Bypass on Highway 101 and the Southwest Expansion Area identified in the Willits General Plan. The MSR reviewed options as well as identifying an Area of Interest for the City.
- **Riverside LAFCO Countywide Municipal Service Reviews Water and Wastewater Providers.** E Mulberg & Associates was part of the team to complete the MSR update for water and wastewater service providers. E Mulberg & Associates completed the MSR for two cities and nine districts in the Mountain Pass area around Banning and Beaumont.

Sphere of Influence

CKH requires LAFCO to adopt a sphere of influence and map for each city and each special district in the County. The sphere influence is defined by CKH in Government Code Section 56076 as “a plan for the probable physical boundary and service area of a local agency or municipality as determined by the Commission.”

The LAFCO Commission must make determinations with respect to the following factors when establishing or reviewing a sphere of influence:

- **Present and planned land uses in the area, including agricultural and open space lands** - This consists of a review of current and planned land uses based on planning documents to include agricultural and open-space lands.
- **Present and probable need for public facilities and services** - This includes a review of the services available in the area and the need for additional services.
- **Present capacity of public facilities and adequacy of public services provided by the agency** - This section includes an analysis of the capacity of public facilities and the adequacy of public services that the city / district provides or is authorized to provide.
- **Social or economic communities of interest** - This section discusses the existence of any social or economic communities of interest in the area if the Commission determines that they are relevant to the city. These are areas that may be affected by services provided by the city / district or may be receiving services in the future.
- **Present and probable need for services to disadvantaged communities** - Beginning July 1, 2012 the commission must also consider services to disadvantaged communities which are defined as populated areas within the SOI whose median household income is less than or equal to 80 percent of the statewide median income.

A sphere of influence may be amended or updated. An amendment is a relatively limited change to the sphere or map to accommodate a specific project. Amendments can add or remove territory, address a change in provision of services by an agency, or revise a plan for services when it becomes impractical.

An update is a comprehensive review of the sphere that includes the map and relevant portions of one or more MSR. The review allows for the identification of areas that are likely to receive services and to exclude those territories that are not or will not be served from the sphere of influence. CKH requires updates at least every five years or as needed. Sample sphere of influence update projects include:

- **Town of Truckee, Nevada LAFCo.** The update took into consideration the Town's 2025 General Plan with a proposed sphere of influence to accommodate anticipated growth and the need for additional housing.

- **Truckee Sanitary District (TSD), Nevada LAFCo.** As a subcontractor to Michael Brandman Associates, E Mulberg & Associates completed a Sphere of Influence Plan for the TSD, which provides wastewater collection services to eastern Nevada County.
- **Truckee Donner Public Utilities District (TDPUD), Nevada LAFCo.** As a subcontractor to Michael Brandman Associates, E Mulberg & Associates completed a Sphere of Influence Plan for the TDPUD, which provides water and electric utility services to eastern Nevada County.

Changes of Organization

Changes of organization are defined in CKH as an annexation, a consolidation, a formation of a special district, an incorporation of a city, a detachment of territory from a city or special district, a dissolution of a special district, or a disincorporation of a city. The most common change of organization is an annexation. Any territory that is to be annexed must be within the sphere of influence, which in turn must have been evaluated in a municipal service review.

Under certain circumstances, an agency will request LAFCO's approval to provide services outside its boundaries through an out-of-area service agreement. The Commission may authorize approval if the area is within the sphere of influence and annexation is anticipated, or if there is an existing or impending threat to health and safety of residents of the affected area. Sample Change of Organization projects in which Elliot was directly involved include:

- **Vanden Meadows Reorganization to the City of Vacaville.** The proposal included annexation of approximately 274 acres and the concurrent annexation of the proposal area to: Vacaville-Elmira Cemetery District; detachment from the Vacaville Fire Protection District; and detachment from the County Service Area 1 for lighting. The purpose of the proposal was to implement the Vanden Meadows Specific Plan which would result in the development of approximately 790 single family homes, a 28 acre school site, and a 7.5 acre park.
- **Aromas Water District Annexation.** The Aromas Water District is a multi-county special district whose boundaries include territory in both San Benito and Monterey counties. The greater assessed value is in San Benito County, making San Benito the principal LAFCO. The district applied to annex all of the territory in the sphere of influence within Monterey County. The San Benito LAFCO passed a resolution

allowing LAFCO of Monterey County to process the annexation. With the addition of the Monterey County territory, it is possible Monterey would become the principal county with the greater assessed value.

- **Formation of the Castroville Community Services District.** As staff of LAFCO of Monterey County, Elliot processed the application for the consolidation of the Castroville Water District and County Service Area 14 to form the Castroville Community Services District. The action involved determining the appropriate services for the new district, establishing an appropriation limit, and determining a sphere of influence. Key issues addressed were the potential overlap of park and recreation services with the North County Recreation and Park District, and the district boundary that extended into the agricultural protection zone of the Coastal Commission.

Special Studies

Special studies are required for LAFCO to initiate a change of organization or reorganization. These studies can include the MSR, sphere of influence update or in some cases a more focused study on a particular agency for a specific purpose. The following is an example of a special study E Mulberg & Associates co-authored to assess the possibility of dissolving a district.

- **Special Study: Mt. Diablo Health Care District Governance Options.** Teamed with Economic & Planning Systems, Inc. in assessing governance options for the Mt. Diablo Health Care District. The district, located in Contra Costa County, has been the subject of several grand jury reports that expressed concerns about the ability of the district to provide services within its boundaries that included the cities of Concord, Martinez, and parts of Pleasant Hill and Lafayette. The study, completed for Contra Costa LAFCO evaluated several governance options including maintaining the district as is, consolidation with the neighboring health care district, dissolution, or dissolution with the successor agency continuing to provide service.

California Environmental Quality Act (CEQA)

Actions taken by LAFCO require review under CEQA. Municipal service reviews are exempt under Class 6, since the MSR is a data collection study. In many cases, LAFCO is the responsible agency, but when LAFCO initiates the project, it is the lead agency. For example,



LAFCO is often the lead agency for the adoption of a sphere of influence or an update to a sphere of influence. If the Commission finds that the update results in no changes in regulation, no changes in land use, or that no development will occur as a result of adopting the sphere, then the update would qualify for the common sense exemption under CEQA. Alternatively, the sphere update may require an initial study for a negative declaration, a mitigated negative declaration, or a full environmental impact report (EIR).

Sample CEQA projects in which Elliot was directly involved include:

- **Incorporation of the Proposed City of Arden Arcade EIR, Sacramento LAFCO.** Completed the Public Services and Utilities section of the EIR for the proposed City of Arden Arcade.
- **Initial Study and Negative Declaration Town of Truckee Sphere of Influence Plan, Nevada LAFCo.** As part of the Sphere Plan update and analysis, completed an initial study for the proposed sphere of influence. Having found no significant impacts, concluded that a Negative Declaration was appropriate.
- **Truckee Donner Public Utility District Climate Change Impact Assessment.** The Truckee Donner Public Utility District provides water and electricity to the Truckee area. This document assesses the impact on climate change of providing water and electricity services to their proposed sphere of influence.
- **Coachella Music Festival Environmental Impact Report.** Completed the Air Quality and Greenhouse Gas sections of the Environmental Impact Report for the expansion of the Coachella Music Festival to include two additional festivals with over 100,000 attendees primarily from Southern California and throughout the United States. Key concerns were fugitive dust emissions from the parking and camping areas as well as emissions from over 70 diesel generators which power the festival.

Key Project Personnel

The analysis will be completed by Elliot Mulberg of E Mulberg & Associates. Elliot has over 25 years of LAFCO experience as a LAFCO commissioner, LAFCO Executive Officer, LAFCO staff, and LAFCO consultant. Mr. Mulberg has completed over 40 Municipal Service Reviews that include full service cities, water districts, sewer districts, irrigation districts, and fire districts. He has served as a director of the Cosumnes Community Services District, which provides parks, recreation, fire and emergency medical services to the Cities of Elk Grove and Galt. He now serves as a director of the Florin Resource Conservation District which also provides potable water to 12,000 residents of the City of Elk Grove. Mr. Mulberg will be the author of the documents and have overall responsibility for completing the project. The work of E Mulberg & Associates is supported by a professional editor and a GIS technician.

Scope of Work

The Scope of Work for the City of Ukiah and the UVSD will be similar. Rather than duplicate the Scope of Work, the following will identify how the Scope will be adjusted for each agency. As outlined below E Mulberg & Associates will be prepared to complete a separate MSR for each agency, but will follow the format as discussed. This will allow LAFCO to choose E Mulberg & Associates to complete only the City MSR, only the Ukiah Valley Sanitation District MSR or both. Consequently, this Scope of Work discusses the process for completing the MSR for both agencies.



Agency Overview

City of Ukiah

Ukiah incorporated in 1876 as a general law city. The City boundaries encompass 4.72 square miles. Ukiah has a population of approximately 16,000. The City of Ukiah is a full-service city that provides the following services:

Water – The City serves approximately 4,800 service connections. The water source is a combination of groundwater from the Ukiah Valley Groundwater Basin and surface water from the Russian River. City’s water distribution system consists of five active wells (four groundwater wells and one surface water well), one surface water collector, a water treatment plant, eight distribution reservoirs, and a distribution system.

Wastewater – The City has approximately 3,600 residential accounts. The City has an operating agreement with the Ukiah Valley Sanitation District (UVSD) to allow the District to use its wastewater treatment facility. The Operating Agreement specifies that budgeted operating costs are to be allocated to each party based on their proportionate use of the wastewater treatment plant.

Electric Utility – The City operates the Lake Mendocino Hydroelectric Plant at Coyote Dam.

Solid waste disposal – The City contracts for solid waste pickup and disposal from a private company.

Stormwater Drainage – The Street Maintenance Division of the Public Works Department maintains stormwater facilities within the City.

Law Enforcement – The Ukiah Police Department in FY2020-21 has funding for 20 officers, 1 captain, 2 lieutenants, and 6 sergeants as well as the Police Chief and non-sworn staff.

Fire and Emergency Medical Services – A few years ago the City of Ukiah hired the Fire Chief of the Ukiah Valley Fire District. At the time the City had one fire station downtown and the District had a station north and south of the City. The three stations provide better coverage for the City and surrounding areas. They formed the Ukiah Valley Fire Authority, which became effective July 1, 2017. The District also applied to LAFCO for an annexation of the city territory.

Parks and Recreation – The city operates 12 parks of approximately 55 acres and an 18-hole municipal golf course. The Department also provides a wide array of recreational activities. This includes recreational activities at Lake Mendocino and the Grace Hudson Museum.

Animal Control – Animal Control is provided through the Community Services Department.

Airport – The airport is located one mile west of Highway 101 in the southern portion of the City. The airport is an enterprise fund service and serves as a regional airport. The Airport Commission acts as an advisory board to the City Council on matters relating to the operation of the airport.

Street Maintenance and Public Works – Street maintenance is accomplished by the Street Maintenance Crew of the Public Works Department.

Ukiah Valley Sanitation District (UVSD)

The Ukiah Valley Sanitation District (UVSD) was formed by the Mendocino County Board of Supervisors in 1954 to provide sewer service to unincorporated areas adjacent to the City of Ukiah. The UVSD covers 6.62 square miles or approximately 4,248 acres. The UVSD serves some areas within the city limits. These areas were

originally outside city limits, but as the City annexed new territory, they were not detached.

Sixty percent of UVSD customers are residential, while approximately 40 percent are commercial customers. The UVSD serves approximately 2,800 residential accounts.

Specific Tasks

More specifically, the MSR for each agency will include the following eight tasks:

TASK 1: PROJECT INITIATION: E Mulberg & Associates will contact LAFCO Staff to review the schedule, the format of the MSR and the questionnaire for each agency.

Meetings: Consultant will meet with LAFCO Staff. Due to COVID-19 this meeting may take place via Zoom or teleconference.

TASK 2: DATA COLLECTION: Distribute of a request for information (RFI). The RFI may include the adopted MSRs and sphere of influence (SOI) documents for the City of Ukiah and Ukiah Valley Sanitation District. Additional sources may also include the County General Plan, strategic or master plans, capital improvement plans, agency budgets, financial audits, capital improvement plans, organizational charts, 2015 Urban Water Management Plan, rate studies, water supply assessments for recent developments, the most recent Integrated Regional Water Management Plan should it exist, recent environmental documents, State Controller's reports, Department of Finance demographic projections, 2010 Census, and other relevant documents. We will also make sure we have the documents necessary to address the sphere amendments.

If we are selected to complete the UVSD MSR we will review their response to the RFI to determine whether additional information is required.

TASK 3: OUTREACH: Typically at E Mulberg & Associates we meet with appropriate city or district staff to complete the questionnaire. Given the current situation with COVID-19 these meetings may take place via Zoom. In completing the questionnaire E Mulberg & Associates will identify other stakeholders who will be contacted and given an opportunity to provide input and kept apprised of the progress of the MSR.

TASK 4: DATA ANALYSIS, REVIEW, AND, INTERPRETATION: Review and analysis of all the information collected.

TASK 5: ADMINISTRATIVE DRAFT MSR/SOI: Prepare a Draft for the City of Ukiah and/or Ukiah Valley Sanitation District. The Administrative Draft will be provided in electronic PDF and Word versions with GIS data files.

The administrative draft will include determinations with respect to the seven areas outlined in Government Code Section 56430 (MSR) and 56425 (SOI). The Draft will contain the following chapters and sections:

Introduction – Describes the role and responsibility of LAFCO, the purpose and use of the municipal service review, the sphere of influence, and the application of the California Environmental Quality Act. This section will also identify the functions and classes of services provided by the City / District. The capacity section of the MSR will also discuss the functions and classes of service.

Executive Summary – Summarizes the findings for the seven areas required to complete a municipal service review, identifies issues, and includes recommendations for amendments or updates to the sphere of influence and changes of organization.

Agency Profile – This section will provide background information on the formation, enabling legislation, services provided and general information about the City of Ukiah and Ukiah Valley Sanitation District. This section will also include a map of the agency's boundaries and current sphere of influence.

Growth and Population Projections – This section will discuss trends in growth and population for the City / District. We will review population projections for a minimum of five years to comply with the update requirements for municipal service reviews. The section will also look at potential demand based on population projections through 10 years and the next 15 years should there be any plans for further development.

The location and characteristics of any disadvantaged unincorporated communities within or contiguous to the sphere of influence - This section was added by Senate Bill (SB) 244 which became effective in January 2012. A disadvantaged community is defined as one with a median household income of 80% or less of the statewide median income.

Present and Planned Capacity of Public Facilities -This section will review the facilities and capacity of the City / District to provide services directly by contract,. E Mulberg & Associates will address the adequacy of services and the ability of the city/ district to meet demands of anticipated growth.

Financial Ability to Provide Services – This section will review the budgets and audits of the City / District. The section will address sources of revenues, expenses, and capital improvement plans. The review will also identify financing constraints and opportunities. This section will discuss the rate structure, make comparisons to neighboring districts, and identify opportunities for rate restructuring or if new rates are warranted.

Status and Opportunity for Shared Facilities – This section will discuss how the City / District work cooperatively with other local agencies, whether there have been efforts to contract for services with other agencies and results of those efforts. We will identify management efficiencies and staffing, and include an organizational chart if appropriate. This portion of the report will cover participation in joint powers authorities and a groundwater sustainability agency. This section will also address sharing costs of services with other agencies and other cost avoidance opportunities.

Government Structure and Accountability – This section will describe how the governing board is selected, compensated, their meeting schedule, and training. It will also discuss any issues with finding qualified members to serve on the board, adherence to the Brown Act, outreach efforts to residents, and how citizens participate in the governing process. A portion of this section will identify key issues and the potential for an update of the sphere of influence, as well as potential changes of organization and the advantages and disadvantages of a reorganization of service providers if appropriate..

Other Matters Related to Efficient Service Delivery – This section will discuss how Mendocino LAFCO policies may affect service delivery.

Summary of Determinations – This section will list the determinations for each of the MSR and SOI areas.

Sphere of Influence Amendments - This section will review potential sphere of influence amendments and analyze the five determinations required of the Commission to amend the sphere.

Issues and Recommendations - This section will discuss issues related to the SOI update for the City. For UVSD it will include a discussion of the

relationship with the City and proposed changes to the City sphere as it would affect the UVSD. This includes the detachment from UVSD of the overlap area, service to the Masonite and Bush St. triangle, and the Ukiah Valley Fire Authority annexation request. The Masonite/Bush St. triangle issue has been discussed for a long time. E Mulberg & Associates will be able to draw on its previous work for background on this issue.

Deliverables: Consultant will deliver to LAFCO the Administrative Draft MSR in PDF and MS Word format.

TASK 6: WORKSHOP PUBLIC DRAFT MSR/SOI:

Consultant will incorporate comments received from LAFCO staff into a Public Review Draft MSR. It is anticipated the Public Review Draft will be circulated to affected agencies and for public comment.

Consultant will make a presentation of the Public Review Draft MSR to the full Mendocino LAFCO Commission to solicit their comments for inclusion in the Final MSR, subject to COVID-19 restrictions.

Often this is the start of the public comment period which is typically 30 days. Consultant will consider any comments received from the public at the public hearing or during the comment period for inclusion in the Final Draft MSR.

Meetings: Consultant will make a presentation to the LAFCO Commission.

TASK 7: FINAL MSR/REPORT

Comments received will be attached in an appendix along with responses to comments as appropriate. Submit the Final Draft MSR to LAFCO. The Final Draft will be completed and submitted in time to meet LAFCO noticing requirements. Present final MSR report to LAFCO at a public meeting for approval by the Commission.

Meetings: Consultant will make a presentation to LAFCO Commission

TASK 8: FINAL MSR/SOI AND DISTRIBUTION: Following Commission approval of the MSR/SOI, prepare the Final MSR/SOI addressing any Commission directed changes and provide to Mendocino LAFCo with a final electronic version (both PDF and Word versions) for distribution and posting online.

Deliverables: Consultant will deliver to LAFCO the Final MSR in PDF and MS Word format.

Project Schedule

The proposed schedule is shown in Table 1. As E Mulberg & Associates wants to be considered for one or both MSR's the table shows the schedule for one agency, the City or the District, and both agencies. The RFP suggested a proposed schedule our proposed schedule provides a slight modification..

TABLE 1: PROPOSED WORK SCHEDULE

TASK	DESCRIPTION	COMPLETION	COMPLETION
		DATE	DATE
		ONE AGENCY	BOTH AGENCIES
1	PROJECT INITIATION Meeting with LAFCO Staff	12/1/2020	12/1/2020
2	DATA COLLECTION	1/31/2021	2/28/21
3	OUTREACH Meet with City and/or District Staff	2/28/21	3/31/21
4	DATA ANALYSIS, REVIEW, AND, INTERPRETATION	3/15/21	4/15/21
5	ADMINISTRATIVE DRAFT MSR/SOI	5/1/21	7/31/21
6	WORKSHOP PUBLIC DRAFT MSR/SOI Presentation of Draft MSR to Commission	7/1/21	9/30/21
7	FINAL MSR/REPORT Presentation of Final MSR to Commission	August Commission Meeting	November Commision Meeting
8	FINAL MSR/SOI AND DISTRIBUTION	8/31/21	11/30/21

Project Costs

Elliot Mulberg will have primary responsibility for completing the MSR. We are proposing 283 hours to complete the MSR for the City, 223 hours to complete the UVSD MSR, and 419 hours to complete both. Completing both MSRs would take less time than the two combined because certain tasks overlap.

TABLE 2: PROPOSED FEE SCHEDULE

TASK	DESCRIPTION	UKIAH	UVSD	BOTH
		COST	COST	COST
1	Initiation	\$1,000	\$1,000	\$1,000
2	Data Collection	\$3,200	\$1,600	\$4,000
3	Outreach:	\$800	\$800	\$1,200
4	Review, Interpretation, and Analysis	\$3,200	\$3,200	\$5,600
5	Administrative Draft MSR/SOI	\$16,400	\$12,800	\$25,600
6	Workshop Public Draft MSR/SOI	\$2,400	\$1,600	\$3,200
7	Public Hearing MSR/SOI	\$800	\$800	\$800
8	Final MSR/SOI and Distribution	\$500	\$500	\$500
	Total	\$28,300	\$22,300	\$41,900

Travel Expenses – We anticipate, due to COVID-19, meetings will be virtual meetings. If so there is no additional charge. If conditions improve so in-person meetings are safe, travel costs include actual costs for meals and lodging plus the current IRS mileage rate of \$0.575/mile.

Costs are based on a rate of \$100 per hour for Elliot Mulberg. The cost proposal includes the work of the GIS technician and a professional editor. There are no additional direct costs. There are no scheduling conflicts or any conflicts of interest with the special districts or cities in Mendocino County.

References for Recent Projects

The following is a list of references for a few of the clients of E Mulberg & Associates.

E Mulberg & Associates (Elliot Mulberg)

Local Agency Formation Commission for the County of Los Angeles
80 South Lake Ave. Suite 870
Pasadena, CA 91101
626-204-6500
Contact: Paul Novak Executive Officer

San Joaquin LAFCO
509 West Weber Ave. Suite 420
Stockton, CA 95203
(209) 468-3198
Contact: Jim Glaser, Executive Officer

Riverside LAFCo
6216 Brockton Ave.#111-B
Riverside, CA 92506
951-369-0631
Contact: Crystal Craig Assistant Executive Officer



Resumes

ELLIOT MULBERG

Elliot Mulberg, M.S. has over 20 years of experience with LAFCO a consultant to LAFCOs, as Executive Officer of Solano LAFCO, as staff for LAFCO of Monterey County, as a special district commissioner to Sacramento LAFCO, and as a director of CALAFCO. Elliot has completed MSRs for special districts and cities, sphere of influence updates, annexations, consolidations, formations, dissolutions and incorporations. Elliot qualified as special district representative to LAFCO and CALAFCO as a director of the Cosumnes Community Services District (CCSD)—provider of parks and fire services to the greater Elk Grove community. Elliot served on the CCSD Board from 1994 to 2006. He is serving his third term on the Board of Directors of the Florin Resource Conservation District which provides potable water to portions of the City of Elk Grove.

LAFCO PROJECTS

City of Willits Municipal Service Review and Sphere of Influence Update. This MSR was an update to the 2015 MSR for certain sections relating to capacity of facilities, financial ability to provide service, governance and accountability, and LAFCO policies. The City of Willits acquired a private water company which provided water and sewer services to areas outside the City limits. The City was interested in ways to include those areas in its sphere and possibly form a Municipal Improvement District. The City was also interested in expanding its sphere to include areas around the new Willits Bypass on Highway 101 and the Southwest Expansion Area identified in the Willits General Plan. The MSR reviewed options as well as identifying an Area of Interest for the City.

Los Angeles LAFCO Santa Clarita Valley Water Agency MSR. The Santa Clarita Valley Water Agency was formed by the legislature in 2017 as the consolidation of the water purveyors in the Santa Clarita Valley in and around the City of Santa Clarita and north to Castaic Lake. the Castaic Lake Water Agency and the Newhall County Water District including the private purveyors, the Santa Clarita Water Company and the Valencia Water Company. This was the first MSR for the newly formed agency and included recommendation for an update to the SOI, considering it was formed with a coterminous sphere.

Riverside LAFCO Countywide Municipal Service Reviews Water and Wastewater Providers. E Mulberg & Associates was part of the team to complete the MSR update for water and wastewater service providers. Completed the MSR for two cities and nine

districts in the Mountain Pass area around Banning and Beaumont. The Draft is undergoing a public comment period.

MSR City of Ukiah and Ukiah Valley Special Districts. E Mulberg & Associates has been retained to complete the municipal service review for the City of Ukiah, a full service city. Services provided include water, wastewater, electric utility, solid waste disposal, stormwater drainage, law enforcement, fire and emergency medical services, parks and recreation, animal control, and the operation of an airport. Special districts services include fire, water, wastewater, and a flood control and water conservation improvement district. There is no adopted MSR for the City which is considering annexation of portions of its proposed sphere of influence. Key concerns are water, wastewater, and fire services provided by special districts within the City limits.

MSR for City of Roseville. Prepared the MSR for the City of Roseville in Placer County. Roseville is a full-service city that provides water, wastewater, solid waste, law enforcement, fire, parks and recreation, stormwater, library, and public transit services. The City also operates an electric utility.

Western Nevada County Treated and Raw Water Services Second Round Municipal Service Review. E Mulberg & Associates teamed with Project Resource Specialists as the lead to prepare the MSR for five water service providers in Nevada County including Nevada Irrigation District (NID), the City of Grass Valley, the City of Nevada City, San Juan Ridge County Water District and Washington County Water District. The MSR reviewed both large and small water agencies. NID provide potable water, irrigation water and raw water to large portions of Nevada, Placer Counties as well as portions Yuba County, while San Juan Ridge serves 24 irrigation customers.

MSR for City of Lincoln. Project manager for the preparation of the MSR for the City of Lincoln in Placer County. Lincoln is a full-service city that provides water, wastewater, solid waste, law enforcement, fire, parks and recreation, stormwater, library, and public transit services. The City also operates a municipal airport.

Town of Truckee Sphere of Influence Plans, Nevada LAFCo. Complete the Sphere of Influence Plan update for the Town of Truckee. The Town was incorporated in 1998 with a coterminous sphere of influence. The Town provides law enforcement, planning, and public works services. Having recently completed its 2025 General Plan, an updated sphere plan was developed to incorporate changes suggested in the new general plan. The report included an Initial Study and Negative Declaration to satisfy CEQA requirements.

Truckee Donner Public Utility District Sphere of Influence Plans, Nevada LAFCo. Completed the Sphere of Influence Plan update for the Truckee Donner Public Utility

District, a multi-county special district. The District provides water and electricity to the Town of Truckee and portions of nearby Placer County.

Truckee Sanitary District Sphere of Influence Plans, Nevada LAFCo. Project manager to complete the Sphere of Influence Plan update for the Truckee Sanitary District, a multi-county special district. The District provides wastewater service to the Town of Truckee and portions of nearby Placer County.

MSR County Service Area 44 Fresno County – E Mulberg & Associates was retained to prepare an updated MSR for County Service Area 44. The CSA is essentially four separate districts that provide street lights, water, and wastewater services to three distinct communities in the vicinity of the community of Friant in northern Fresno County.

MSR Solano County Water, Irrigation, Reclamation, and Flood Management Agencies. Prepared the MSR for 26 water agencies in Solano County. The agencies included the Solano County Water Agency, an irrigation district, two water districts, and 22 reclamation districts.

Solano LAFCO Executive Officer - Solano LAFCO retained E Mulberg & Associates as Executive Officer for Solano LAFCO. Updated sphere of influence policies that hadn't been revised since 1973. Established a format for MSRs, staff reports, and agenda items. Completed and out of area service agreement for City of Fairfield. Adopted a budget and work plan. Drafted an RFP to hire a consultant to update the MSR for the fire districts who were considering a consolidation.

Formation of the Castroville Community Services District. The applicant requested the consolidation of the Castroville Water District and County Service Area 14 to form the Castroville Community Services District. Processing the application involved determining the appropriate services for the new district, establishing an appropriation limit, and a sphere of influence. Key issues addressed were the potential overlap of park and recreation services with the North County Recreation and Park District, and the district boundary, which extended into the agricultural protection zone of the Coastal Commission.

CEQA PROJECTS

Arden Arcade Incorporation Environmental Impact Report. Analyzed environmental impacts for the Public Services and Utilities section of the Environmental Impact Report for the Proposed Incorporation of the City of Arden Arcade in Sacramento County.

Town of Truckee Sphere Plan Initial Study/Negative Declaration. Performed an Initial Study for the Town's sphere of influence. Included in the study was an analysis of the potential impacts on climate change to comply with the updated CEQA requirements in SB

97. The initial study concluded there were no impacts that required mitigation and a Negative Declaration was appropriate.

Truckee Donner Public Utility District Climate Change Impact Assessment. The Truckee Donner Public Utility District provides water and electricity to the Truckee area. Performed a greenhouse gas analysis for impacts of providing water and electricity to their proposed Sphere of Influence.

Coachella Music Festival Environmental Impact Report. Completed the Air Quality and Greenhouse Gas sections of the Environmental Impact Report for the expansion of the Coachella Music Festival to include two additional festivals with over 100,000 attendees primarily from Southern California and throughout the United States.

PROFESSIONAL AFFILIATIONS

American Planning Association
Association of Environmental Professionals

EDUCATION

University of California Los Angeles—Master of Science 1974
St. Louis University, St. Louis, MO—Bachelor of Science 1972

**MENDOCINO
Local Agency Formation Commission**

Staff Report

DATE: December 7, 2020
 TO: Mendocino Local Agency Formation Commission
 FROM: Uma Hinman, Executive Officer
 SUBJECT: Special District Member Election Update

RECOMMENDATION

Receive informational report from staff regarding the Special District Member election process.

BACKGROUND

Staff presents this information to update the Commission on staff activities undertaken to fill current and upcoming vacancies of the Special District Regular seats.

The current vacancy of a Special District Regular seat is a result of the resignation of John Huff from the Mendocino Coast Recreation and Park District, which made him ineligible to complete his LAFCo term. The Special District Selection process is underway to fill the remainder of his four-year term, which ends in December 2022. Additionally, Regular Commissioner Orth’s current term expires at the end of 2020.

In order for a Special District election to be valid a quorum of ballots must be submitted to the Executive Officer. Only 23 of the 25 required ballots necessary to achieve a quorum were received. In the absence of a quorum, the Cortese-Knox-Hertzberg requires a 60-day extension of the ballot deadline. Notice of the extension was sent to the special districts on November 24, 2020 with a new deadline of January 25, 2021.

Following is a summary of the Special District Election Process currently underway:

Special District Election Process	Date of Distribution	Due Date
Notice of vacancy and nominations forms for remaining term	August 7, 2020	September 15, 2020
Notice of vacancy and extension of nomination period to include upcoming 4-year term	September 18, 2020	October 19, 2020
Candidate ballots to independent special districts (if more than one candidate nominated)	October 20, 2020	November 23, 2020
Notice of time extension for ballots	November 24, 2020	January 25, 2021
Ballots tallied		January 26, 2021
Candidates notified of election results		No later than January 29, 2021
Commission certifies election results at regular meeting		February 1, 2021

Pursuant to Government Code §56334, Commissioners serve four-year terms and until the appointment and qualification of a successor. Because Commissioner Orth continues to serve as an active Board member for the Brooktrails Township Community Services District, he will remain seated on the Commission until the results of the election are certified by the Commission.

**MENDOCINO
Local Agency Formation Commission**

Staff Report

DATE: December 7, 2020
TO: Mendocino Local Agency Formation Commission
FROM: Uma Hinman, Executive Officer
SUBJECT: **December Special Meeting**

RECOMMENDATION

Staff recommends that the Commission discuss and provide staff direction on potentially scheduling a Special Meeting in late December to consider adoption of proposed Sphere of Influence policies.

BACKGROUND

Per recommendation from the Executive Officer, the Policies & Procedures Committee met on November 24, 2020 to review proposed policy language regarding spheres of influence and develop recommendations to the full Commission.

The proposed Sphere of Influence (SOI) policies entailed establishing that major change of organization and reorganization proposals must be consistent with an agency's SOI excepting minor proposals, adding a definition for "outdated spheres", adding general provisions regarding Commission authority over SOIs and the timeframe and process for reviewing and updating SOIs, clarifying CEQA requirements related to sphere actions, adding cost recovery provisions for non-coterminous SOI Updates, and adding a provision for the combined preparation of Municipal Services Reviews (MSR) and SOI Updates to the maximum extent feasible.

The Committee discussed written comments received from Commissioner McCowen, the City of Ukiah, and the City of Willits and heard public comment from Sage Sangiacomo, City Manager for the City of Ukiah, and Craig Schlatter, Community Development Director for the City of Ukiah, requesting postponement of the item to allow additional time to review the proposed policies and work collaboratively with LAFCo staff to address questions and concerns.

LAFCo staff noted that many of the proposed SOI policies are consistent with past LAFCo practice and are intended to capture them in written policy form to establish uniform treatment.

The Committee postponed the item to allow staff time to incorporate Commissioner McCowen's requested changes, to reach out to the City Planning Departments regarding the draft SOI policy language, and to reconvene the Committee in mid-December to further consider the item.

LAFCo staff is requesting direction on potentially scheduling a Special Meeting in late December for the Commission to consider adoption of the proposed SOI policies after the Policies & Procedures Committee reconvenes in mid-December, and if so directed, Commissioner availability to meet.

Attachments: None

MENDOCINO Local Agency Formation Commission

Staff Report

MEETING December 7, 2020
TO Mendocino Local Agency Formation Commission
FROM Uma Hinman, Executive Officer
SUBJECT **Status of Applications, Proposals, and Work Plan**

RECOMMENDATION

Informational report.

BACKGROUND

The Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 delegates Local Agency Formation Commissions (LAFCo) with regulatory and planning duties to coordinate the logical formation and development of local government agencies. This includes approving or disapproving proposals for reorganizations (i.e., annexations, detachments, dissolutions, etc.), activation of latent powers, sphere of influence amendments, and outside service agreements.

APPLICATIONS

Following is a summary of active and future proposals.

Active Proposals

There are currently three (3) active proposals.

City of Ukiah Detachment of Ukiah Valley Sanitation District (UVSD) Served Areas

In April 2020, the City of Ukiah submitted a request to restart a 2014 application for detachment of UVSD served areas from the City that had been deemed incomplete and placed on-hold by the City in 2015. LAFCo staff responded to the City in May, requiring a new application submittal due to the lapse of time and change in conditions, as well as noting the application as premature pending completion of the UVSD SOI Update.

City of Ukiah Pre-Application for Annexation of Areas North of the City

Pre-Application request for consultation on the process and potential issues regarding the City's proposal to annex the Brush Street Triangle and Masonite area properties. LAFCo staff is reviewing the pre-application request in anticipation of a meeting or written response.

Ukiah Valley Fire District Pre-Application for Annexation of the City of Ukiah

Joint Pre-Application request for initial consultation on the proposed annexation of the City of Ukiah into the Ukiah Valley Fire District. LAFCo staff attended a conference call with City and District staff on September 17, 2020 and provided a written response outlining the application process and submittal checklist items.

Millview County Water District Pre-Application for Annexation of Masonite Properties

Pre-Application request for consultation on process and draft documents associated with the MCWD's proposal to annex the Masonite area properties. LAFCo staff have met with the District and its consultants regarding the proposal and is reviewing draft application materials.

Potential Future Proposals

City of Ukiah Potential Annexation of Areas South of the City

LAFCo staff have provided information related to City staff preparing application materials for a potential annexation of City-owned lands located south of the City limits associated with the City's Wastewater Treatment Plant and ponds and the Municipal Airport.

WORK PLAN

Local policy directs the Commission to annually adopt a Work Plan for purposes of providing a comprehensive overview of municipal service reviews and sphere of influence reports over the course of the fiscal year. This report provides an update on progress made in terms of accomplishing the activities scheduled in the Work Plan. This report also serves to inform the Commission of any changes in circumstances or priorities.

Ukiah Valley Sanitation District (UVSD)

The UVSD has provided a response to the Request for Information (RFI) and staff has been collecting available documentation for the MSR/SOI report. The RFP Ad Hoc Committee is in the process of reviewing consultant proposals received in response to an RFP for MSR/SOI Update services for the UVSD. Staff are coordinating with UVSD staff on the project.

City of Ukiah

The City of Ukiah MSR/SOI Update is scheduled to begin in FY 2020-21 and roll-over to FY 2021-2022. To the extent feasible, LAFCo staff will coordinate the MSR/SOI Update with the City's General Plan Update process underway for potential cost savings and maximizing the CEQA process. The RFP Ad Hoc Committee has reviewed consultant proposals received in response to an RFP for MSR/SOI Update services for the City of Ukiah. Staff are coordinating with City of Ukiah staff on the project.

Ukiah Valley Fire District (UVFD)

The UVFD MSR/SOI Update was postponed in 2019 to track with the City of Ukiah MSR/SOI Update. UVFD previously provided a response to the Request for Information (RFI) and staff has been collecting available documentation for the MSR/SOI report.

Covelo Community Services District

The Administrative Draft MSR/SOI is in process.

County Service Area (CSA) No. 3

The Administrative Draft MSR/SOI is in process. This will be the first MSR/SOI report for the CSA. Due to the COVID-19 emergency, there have been delays in receiving a response to requests for information from the County.

Certificate of Commendation

WHEREAS, Carre Brown was appointed as a County Member on the Local Agency Formation Commission of Mendocino County in 2011, serving a total of eleven years; and

WHEREAS, she contributed significantly to the accomplishments of the Commission; and

WHEREAS, during her tenure on the Commission she served as Chair, on the Executive Committee, and various ad hoc committees; her experience and dedication have been invaluable.

NOW, THEREFORE BE IT RESOLVED that the Local Agency Formation Commission of Mendocino County does hereby commend

Carre Brown

For her valuable service and leadership as a member of the Mendocino

Local Agency Formation Commission Presented on this 7th Day of December 2020

Tony Orth, Commission Vice-Chair

Uma Hinman, Executive Officer

Certificate of Commendation

WHEREAS, John McCowen was appointed as a County Member on the Local Agency Formation Commission of Mendocino County in 2009, serving on the Commission a total of twelve years; and

WHEREAS, he contributed significantly to the accomplishments of the Commission; and

WHEREAS, during his tenure on the Commission he served on the Policies & Procedures Committee and numerous ad hoc committees; his experience and dedication have been invaluable.

NOW, THEREFORE BE IT RESOLVED that the Local Agency Formation Commission of Mendocino County does hereby commend

John McCowen

*For his valuable service and leadership as a member of the Mendocino
Local Agency Formation Commission Presented on this 7th Day of December 2020*

Carre Brown, Commission Chair

Uma Hinman, Executive Officer