



**Solano Local Agency Formation Commission**

675 Texas St. Ste. 6700 • Fairfield, California 94533

(707) 439-3897 • FAX: (707) 438-1788

**Staff Report**

DATE: June 14, 2021

TO: Local Agency Formation Commission

FROM: Michelle McIntyre

SUBJECT: **Contract Awards – 2021-08 Rural North Vacaville Water District (RNVWD) and 2021-09 Solano Irrigation District (SID) Municipal Service Review (MSR) and Sphere of Influence (SOI) Studies**

RECOMMENDATION:

The Commission authorizes the Executive Officer to contract with Milani and Associates et al. to conduct the Rural North Vacaville Water District (RNVWD) and SWALE, Inc to conduct the Solano Irrigation District (SID) Municipal Service Review (MSR) and Sphere of Influence (SOI) studies. The RNVWD contract shall not exceed \$37,500, and the SID contract shall not exceed the amount of \$50,000.

BACKGROUND:

At our June 2020 meeting, the Commission approved the work plan for the current fiscal year. Included in the work plan were the MSR and SOI updates for the RNVWD and SID. The Commission last conducted a study for RNVWD in 2015 and SID in 2014.

In April 2021, staff issued a request for proposal (RFPs) posted on LAFCO’s website, CALAFCO’s website and emailed to a list of over 30 consultants. The Commission received a bid from two consultants for each proposal. While all consultants who submitted a proposal were highly qualified to conduct the studies, staff recommends that Milani and Associates conduct the RNVWD study and SWALE to conduct the SID study. Milani and Associates conducted 24 Reclamation District MSRs for Solano LAFCO. SWALE, Inc. conducted two Solano sanitation districts and a focused MSR for the Pacific Flyway project, and the recently approved El Dorado Irrigation District MSR.

Commissioners

Ron Rowlett, Chair • John Vasquez, Vice-Chair • Harry Price • Nancy Shopay • Jim Sperring

Alternate Commissioners

Ron Kott • Mitch Mashburn • Shawn Smith

Staff

Rich Seithel, Executive Officer • Michelle McIntyre, Sr. Analyst • Jeffrey Lum, Analyst II • P. Scott Browne, Legal Counsel

As noted on the RFPs, the intent of the MSR and SOI studies are to 1) receive well-researched studies that include current and anticipated demand and capacity, 2) utilize the study to satisfy MSR and SOI requirements, and 3) receive analyses to create a platform that facilitates dialogue amongst the stakeholders. The over-arching objectives of discussion enhance services and efficiencies and evaluate various options for amending and updating the RNVWD and SID's SOIs. Fundamental to every MSR and SOI study is that LAFCO will utilize these documents as a critical source, together with additional analysis, to pursue sphere, boundary, and governance changes when needed.

Attachments:

A – Milani and Associates Proposal for the RNVWD MSR and SOI study

B – SWALE, Inc. Proposal for the SID MSR and SOI study

# Proposal to Conduct a MUNICIPAL SERVICE REVIEW AND SPHERE OF INFLUENCE STUDY for



Rural North Vacaville Water District

Provided to:

**Solano Local Agency Formation Commission (LAFCO)**



Submitted by:

**Milani & Associates**

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Concord, CA 94520  
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**MMS Design**

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**Craft Consulting Group**

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**Darling H<sub>2</sub>O Consulting**

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May 21, 2021



May 21, 2021

Rich Seithel, Executive Officer  
Solano LAFCO  
675 Texas St. Ste. 6700  
Fairfield, CA 94533

**Re: Request for Proposals to Conduct a Municipal Service Review and Sphere of Influence Study of the Rural North Vacaville Water District**

Dear Mr. Seithel:

The consultant team of Milani & Associates, MMS Design, Craft Consulting Group, and Darling H2O is pleased to submit this proposal to conduct a Municipal Service Review and Sphere of Influence Update Study of the Rural North Vacaville Water District. Our consultant team consists of a well-integrated group of experienced consultants that are knowledgeable about CHK Act requirements and Water District operations.

We look forward to the opportunity of working with Solano LAFCO on this project. 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](mailto:mmilani@milani-eng.com). Thank you for your consideration.

Sincerely,

*Mike Milani*

**Michael Milani, P.E.**  
President  
Milani & Associates

## Understanding of Project

It is our understanding that Solano LAFCO is seeking a thorough, well-referenced, and concisely written study and report with supporting documentation that: 1) clearly addresses the MSR and SOI requirements outlined in California Government Code Sections 56425 and 56430, 2) creates a platform that facilitates dialogue among the stakeholders, and 3) provides supporting data about the current and anticipated capacity and demand for water services.

Rural North Vacaville Water District (RNVWD) is a Community Services District (CSD) formed to provide a public water distribution system and water for fire suppression to the Steiger Hills and English Hills communities north of the City of Vacaville in unincorporated Solano County. The District was originally formed as a Special Assessment District to collect a supplemental tax to pay for the construction of the potable water system. In 2007, the RNVWD owners elected their own independent board of directors to take over the leadership of the District. Day-to-day operations are managed by a General Manager who reports directly to the District Board. The physical operation and maintenance of the water system is contracted to Solano Irrigation District (SID), who performs all necessary functions required to operate and maintain RNVWD's facilities and water distribution system in good running order.

RNVWD has certain water rights with future connections owned by property owners within the District who purchased extra rights in anticipation of later use or as a development investment opportunity. The District owns the balance of the available water rights.

This MSR/SOI study will provide a comprehensive analysis and documentation of RNVWD's current operations, which was last undertaken in 2016. The update recognizes Solano LAFCO's responsibilities under the CKH Act to conduct periodic reviews of municipalities and special districts to ensure the logical and efficient provision of services.

## Project Approach

Our approach will consist of conducting a comprehensive MSR/SOI review of relevant material regarding RNVWD's operation and financial condition, including analysis of the District's service capabilities, water source and supply, treatment, current usage, anticipated water demand, and other critical areas of concern. We will also address the impact of droughts and climate change on the District's water supply capabilities.

The Consultant Team will use a mix of quantitative and qualitative research including collection of data and information from existing data sources. Meetings and interviews will be held with Solano LAFCO staff, District Board Members, Solano Irrigation District staff, and other knowledgeable experts. We will review assessor parcel information and acreage, along with land use, planned uses if known, population data, financial statements, and other relevant information. Our analysis of District operations will also include review of its governance, annual revenue and expenses for the past five years, capital improvement plans, and other factors affecting the agency's ability to provide service to existing and planned service areas. Data and information to support the analysis will be collected and verified through readily available sources.

## **Scope of Services**

The proposed scope of services includes the following tasks as outlined in the Request for Proposal.

### ***Task 1: Address MSR Determinations and SOI Requirements***

This Task involves the collection and analysis of data and information to address each of the seven (7) MSR topics and five (5) SOI considerations and make written findings and determinations as required by the CKH Act. The consultant team will prepare a MSR/SOI Update with respect to each of the following factors:

#### **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 agency 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.

#### **Sphere of Influence Considerations**

1. The present and planned land uses in the area, including agricultural and open space lands. We will provide a table detailing by parcel, the acreage, zoning, land use, planned uses if known, and other relevant information to the extent that the data is readily available;
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 to the extent those services/facilities are needed by any disadvantaged unincorporated communities within the District's sphere of influence.

Written findings and determinations will be provided for each of the above twelve topics as provided in Section III of the RFP and as required by the CKH Act. Also, as part of our review we will examine and document best practices for special districts. The Government Finance Officers Association (GFOA) publishes a list of best practices and lists key documents that

public agencies should be publishing regularly (see <https://www.gfoa.org/best-practices>). The Special District Leadership Foundation (SDLF) promotes good governance and best practices among California's special districts and provides special districts with a checklist of best practices in the areas of Finance and Human Resources (see <https://www.sdlf.org/viewdocument/high-performing-district-checklist>).

**Task 2: Exploration of Critical Areas**

In addition to the CKH Act, water agencies in California are regulated by the State Water Code. The Consultant Team will collect and analyze relevant information concerning RNVWD service capabilities and operation including:

- a. water source (ground water; surface water),
- b. water supply (including impact of droughts, climate change, ground water sustainability),
- c. water capacity,
- d. conveyance,
- e. distribution system,
- f. treatment,
- g. current usage,
- h. storage system needs,
- i. anticipated water demand.

The Consultant Team will analyze available information concerning each of these issues of critical concern in accordance with the District's service area and population and compliance with Water Code regulations. We will also address the impact of droughts and climate change, and the requirements for adoption of a ground water basin sustainability plan.

**Task 3: Current and planned financing plans for service/infrastructure upgrades and capacity improvements.**

The Consultant Team will investigate, gather data, and analyze RNVWD's current and planned capital improvement plans for service/infrastructure upgrades and capacity improvements.

**Task 4: Determination of Agency's Ability to Provide Service to Existing and Planned Service Areas**

We will identify and analyze the District's ability to provide services to existing and planned service areas. We will also analyze the impact of droughts, climate change, and requirements for adoption of a ground water basin sustainability plan, and any anticipated changes to the RNVWD's service territory.

**Task 5: District Operations Analysis & Recommendations**

This Task includes the review and analysis of the District's current operations, governance structure, and service capacity and delivery. We will identify and make recommendations for any changes or improvements to enhance services and efficiencies based on the analysis.

**Task 6: Administrative Draft MSR/SOI Update**

The Consultant Team will prepare an administrative draft with our analysis, findings, and determinations for LAFCO staff's review and comments. The administrative draft will be delivered in both a MS Word formatted version and a .pdf formatted version.

**Task 7: Public Review Draft MSR/SOI Update**

The Consultant Team will revise the administrative draft based on LAFCO staff's review and address comments and prepare a draft report for public review and comment. The Public Review Draft will be delivered in both a MS Word formatted version and a .pdf formatted version. The Consultant Team will then present the draft report to the LAFCO Commission at a public hearing. The Draft MSR/SOI will be delivered to LAFCO staff at least two weeks before the LAFCO Commission public hearing.

**Task 8: Final MSR/SOI Report**

Based on public comments received on the draft report we will prepare a final report that will be presented to the LAFCO Commission at a public hearing. The Final Report will be delivered to LAFCO staff in both an MSWord formatted version and a .pdf formatted version at least two weeks prior to the public hearing.

**Work Products:** In addition to submittal of a written report with findings and recommendations, we will also provide Solano LAFCO with an electronic copy of our background research and supporting documentation to the best of our ability.

**Key Project Personnel**

Project personnel for this assignment have the necessary experience and technical expertise to address the MSR/SOI requirements outlined in California Government Code Sections 56425 and 56430 and analyze the capacity and demand for water services. They understand water district service delivery and financing and have experience in the analysis and presentation of information that leads to pragmatic solutions for efficient and orderly service delivery. Project personnel have experience with the CKH Act, the role and functions of LAFCO, and the MSR and SOI process, along with expertise with the California Water Code. Project personnel for this assignment include:

**Mike Milani, P.E.**

**Milani & Associates**

Mike Milani has more than 30 years experience providing civil engineering and surveying services to public and private sector clients. Mr. Milani has been the Reclamation District Engineer for both Jersey Island and Bethel Island Reclamation Districts in Contra Costa County and has served as the City Engineer for several local communities. Mr. Milani also has extensive experience with local, State and Federal resource agencies. Mr. Milani holds a B.S. in civil engineering from the University of California, Berkeley.

**MICHAEL R. MCGILL, P.E.**

**MMS DESIGN**

Mr. McGill is a civil engineer and an elected Board Member of the Central Contra Costa Sanitary District. He is also a Contra Costa LAFCO Commissioner and a CALAFCO Board Member. Mr. McGill brings over 25 years of technical experience to public agency and private sector infrastructure projects. He is an expert at infrastructure financing and the development of large-scale water and wastewater infrastructure projects. Mr. McGill has a dual Master's degree in Civil Engineering and Water Resources Engineering from the University of Michigan.



**Gary Craft**  
**Craft Consulting Group**

Gary Craft has over 25 years experience as a public agency and private sector planning and economic consultant. He recently served as the lead consultant on a multi-district MSR for 24 reclamation districts in Solano County. Prior experience includes working for a Local Government Boundary Commission in Oregon where he developed policies and procedures for municipal and special district formations, annexations, consolidations, dissolutions, and reorganizations. Mr. Craft holds a Master's Degree in Urban and Regional Planning from the University of Oregon.

**Gary Darling, P.E.**  
**Darling H<sub>2</sub>O Consulting, Inc.**

Gary Darling will serve as a Senior Water Consultant on this project. He has over 30 years experience in water supply and delivery. He served as Director of the Los Vaqueros Reservoir Project for the Contra Costa Water District and was the future water supply manager for East Bay Municipal Utility District. He has been a leader on Delta water issues and served as the lead negotiator for EBMUD in the establishment of the Freeport Regional Water Authority for the diversion of water from the Sacramento River. For over a decade he served as the General Manager for Delta Diablo Sanitation District, a Special District in Antioch CA, serving over 200,000 residents, and has participated in multiple MSRs. Mr. Darling has a B.S. in Engineering from UC Davis and has done post-graduate work at UC Davis and completed the engineering management program at UCLA, and water/wastewater leadership program at the University of North Carolina.

**Firm Qualifications**

The Consultant Team consists of four firms: Milani & Associates; Craft Consulting Group, MMS Design, and Darling H<sub>2</sub>O. Milani & Associates will serve as the prime contractor for this project. Craft Consulting Group, MMS Design, and Darling H<sub>2</sub>O will be sub-consultants to Milani & Associates.

Our consultant team has a comprehensive understanding of special districts, including water agencies, the laws governing them and how services are financed and delivered. 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. We have successfully completed several MSR/SOI studies for Solano LAFCO, including a multi-district MSR for 24 reclamation/Levee Maintenance districts in Suisun Marsh and the Delta. We have the demonstrated ability to analyze and present information in an organized format and the ability to provide flexible and creative alternatives where necessary to resolve service and policy issues. We have prepared written reports and studies that analyzed the governance structure, financial conditions, and service delivery capabilities of special districts and prepared findings, alternatives, and recommendations which were presented to the Solano LAFCO Commission at public hearings and received public input. We have worked with land owners, public agencies, and received input and comments from the general public. We have the ability to interpret budget and planning documents, and to synthesize complex issues into understandable narratives.

**Milani & Associates** has been in business since 1999. The firm provides broad based civil engineering services to private and public sector, including municipalities and special districts. Milani & Associates develops designs and construction documents for infrastructure and land development projects.

**MMS Design** has done business since 1983. MMS Design provides civil engineering and land planning services to public agencies and private sector land development clients.

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

**Darling H2O** offers strategic planning, permitting, and advocacy services related to innovative water, wastewater, ecosystem restoration, and bioenergy solutions.

### **Experience with CKH Act, Role and Functions of LAFCO and the MSR/SOI Process**

Mike McGill, President of MMS Design, is a Contra Costa County LAFCO Commissioner and a Board Member of CALAFCO, where he is a past chair and currently serves on CALAFCO's Legislative Committee. Mike Milani, President of Milani & Associates, has served as the District Engineer for two reclamation districts in Contra Costa County and has a solid understanding of how special district services are delivered and financed. Gary Craft, Managing Principal of Craft Consulting Group, is a former planner with public agency and private sector experience. Mr. Craft's background includes working for a Local Government Boundary Commission in Oregon where he developed policies and procedures for the formation, annexation, consolidation, dissolution, and reorganization of city and special district boundaries and spheres of influence. Gary Darling has worked for several water districts and was the general manager of a sanitary and water reclamation district.

### **Water District Expertise**

Team members have knowledge and expertise with the California Water Code. Milani, McGill, and Darling are all experienced engineers with water backgrounds and an understanding of the California Water Code. Gary Darling will serve as a Senior Water Consultant on this project. He has worked for several water and wastewater agencies including Delta Diablo Sanitation District, East Bay Municipal Utility District, and the Contra Costa Water District. Most recently, Mr. Darling consulted on the Sites Reservoir Project, west of Colusa in the Central Valley, where he completed an Organizational Assessment, led the recruitment process for a new Executive Director, and assisted in the 2020 Strategic Planning process.

### **Similar and Related Project Experience**

The Consultant Team has successfully conducted several MSR/SOI studies for Solano LAFCO including an MSR and SOI Update for Reclamation District 2034 and a multi-district MSR for 24 Reclamation/Levee Maintenance Districts. All four firms and their principals have a long history of preparing written reports and technical studies. Relevant projects include:

**Solano County Reclamation/Levee Multi-District Municipal Service Review February 2020**

This Municipal Service Review covered flood protection services provided by 23 reclamation districts and one levee maintenance districts located in Solano County. The purpose of the MSR was to provide a comprehensive update of the service needs, operational efficiency, governance, and service delivery capacity of the reclamation and levee maintenance districts. The final was organized into six sections that focused on key issues relevant to reclamation districts while addressing the required MSR determinations for each agency. The first two sections address LAFCO's role and reclamation district responsibilities under State law. Individual reclamation districts were grouped into three sections according to their geographic sub-region. Analysis of each district included the 1) regional context, 2) district profiles; 3) required MSR determinations including service capabilities, governance, and financial capacity. The final section included key findings, alternatives, and recommendations for improving the efficient delivery of services and governance of the reclamation/levee districts.

**Project Reference**

Client: Solano LAFCO  
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Contact: Seithel, Executive Officer  
Tel: 707-439-3897  
Email: [rseithel@solanolafco.com](mailto:rseithel@solanolafco.com)

**Reclamation District 2034 Municipal Service Review and Sphere of Influence Study 2018**

The Solano LAFCO received a petition from the majority landowner for detachment of their lands from Reclamation District 2034. This MSR and SOI study included an evaluation of RD 2034 with consideration for either the detachment of property or the dissolution of the District. In conducting the following MSR and SOI study, the consultant team requisitioned and reviewed available district documents, met with district landowners and/or their representatives, held several site visits, and researched and analyzed relevant information regarding the District and LAFCO statutory required determinations. In the course of the consultant's team research, it became apparent that RD 2034 may not be operating in accordance with the California Water Code and/or LAFCO statutes. Accordingly, the consultant team evaluated whether the District is eligible for dissolution based on criteria set forth in the State law. We collected and analyzed relevant information regarding the impact of the proposed detachment and provided with an informational document and analysis that allowed them to informed determinations as prescribed by the CKH Act to support LAFCO actions, including a SOI update and potential boundary or governance changes.

**Project Reference**

Client: Solano LAFCO  
Address: 675 Teas Street, Suite 6700  
Fairfield, CA 94533  
Contact: Seithel, Executive Officer  
Tel: 707-439-3897  
Email: [rseithel@solanolafco.com](mailto:rseithel@solanolafco.com)



## **Project Schedule & Timeline**

We are prepared to start work immediately upon a Notification of Award. It is our understanding that the Solano LAFCO anticipates a contract start date of June 14, 2021 with the timeline for completion subject to negotiation. The proposed project schedule and timeline highlights the anticipated commencement date, duration of individual tasks, deliverables, and the expected completion date. We are flexible to making changes in the project as needed to accommodate LAFCO requirements, project changes, and public hearing timelines. We are open to adjusting the Project Schedule should the Solano LAFCO deem it necessary to make any adjustments to the scope of work, start date, or delivery date for the administrative draft, public review draft, and final report.

All project personnel are able to commence work immediately upon a notification of award, which is anticipated to be June 14, 2021 and be able to complete work in accordance with the project schedule.

**Solano LAFCO  
Rural North Vacaville Water District MSR/SOI Update**

Task Description	Month		June				July				August				September				October				November				December				January 2022				Project Completion
	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	25	26	27	28	29	30			
1.0 Address /SOI Requirements																																			
2.0 Exploration of Critical Areas																																			
3.0 Infrastructure Financing Plans																																			
4.0 District's Ability to Provide Service																																			
5.0 District Operations Analysis & Recommendations																																			
6.0 Administrative Draft MSR/SOI Update																																			
Solano LAFCO Staff Review																																			
7.0 Public Review Draft Report																																			
Public Review & Comment Period																																			
8.0 Final MSR/SOI Update Report																																			

 Deliverables  
 Meetings & Presentations

**Project Budget**

We propose to conduct an MSR/SOI update study for a Not-to-Exceed Fixed Fee of \$37,500 based on the scope of services set forth in this proposal. The table below indicates the level of effort for each task. We have included a detailed breakdown by team member, task, number of hours, and billing rates on the following page. We propose to invoice on a monthly basis for percent complete.

<b><u>Task Description</u></b>	<b><u>Cost</u></b>
Task 1: Address /SOI Requirements	\$ 5,840
Task 2: Exploration of Critical Areas	\$ 5,390
Task 3: Infrastructure Financing Plans	\$ 3,740
Task 4: District's Ability to Provide Service	\$ 2,440
Task 5: District Operations Analysis & Recommendations	\$ 4,140
Task 6: Administrative Draft MSR/SOI Update	\$ 8,280
Task 8: Public Review Draft Report	\$ 4,880
Task 9: Final MSR/SOI Update Report	\$ 2,190
<b>Professional Fee</b>	<b>\$ 36,900</b>
Reimbursable Expenses	\$ 600
<b>Total Project Cost</b>	<b>\$ 37,500</b>

**Hourly Billing Rates**

Principal: \$125/hour  
 Senior Water Consultant: \$200/hour  
 Senior Associate: \$100/hour  
 Engineer: \$95/hour  
 Economic Analyst: \$65/hour  
 Production/Graphic Design: \$95/hour  
 Clerical: \$35/hour

**Project Budget**  
**Solano LAFCO**

**Rural North Vacaville Water District MSR/SOI Study**

		Milani & Associates		Craft Consulting Group	MMS Design	Darling H2O	Total Costs		
		Principal	Engineer	Principal	Principal	Principal	by Task		
Billing Rate		\$125.00	\$95.00	\$125.00	\$125.00	\$200.00	Hours	Amount	
<b>Task Description</b>									
1.0	Address MSR/SOI Requirements	12	2	22	8	2	46	\$ 5,840	
2.0	Exploration Critical Areas of Concern	16	2	10	6	6	40	\$ 5,390	
3.0	Infrastructure Financing Plans	10	2	8	4	4	28	\$ 3,740	
4.0	District's Ability to Provide Service	6	2	8	4		20	\$ 2,440	
5.0	District Operations Analysis & Recommendations	8	2	16	2	3.5	31.5	\$ 4,140	
6.0	Administrative Draft MSR/SOI Update	8	4	48	4	2	66	\$ 8,280	
7.0	Public Review Draft Report	4	4	24	8		40	\$ 4,880	
8.0	Final MSR Report	4	2	8	4		18	\$ 2,190	
sub-total hours		68	20	144	40	17.5	290		
sub-total costs		\$8,500	\$1,900	\$18,000	\$5,000	\$3,500		\$ 36,900	
<b>Project Related Expenses</b>									
travel, printing, etc.		2%							\$ 600
<b>Total Project Cost</b>									<b>\$ 37,500</b>

### **Material/Information Needed from Solano LAFCO**

We anticipate that all relevant information about RNVWD will be made available from the District, Solano LAFCO, and other governmental agencies, regarding district background and boundary information, maps/GIS and other data and information. We anticipate Solano LAFCO's assistance with preparing maps of RNVWD's current district boundaries and sphere of influence.

### **Non-Discrimination & Equal Opportunity**

Consultant acknowledges that Solano LAFCO is an equal opportunity employer. Milani & Associates is certified with the State of California as a Small Business Enterprise. (SBE) #53293. Subconsultants are also small businesses. All four firms are equal opportunity employers.

### **No Conflicts of Interest**

Proposers warrant and covenant that no official or employee of the Solano LAFCO or other local agencies in Solano County, nor any business entity in which an official of the Solano LAFCO or other local agencies in Solano County has an interest, has been employed or retained to solicit or aid in the procuring of the resulting contract, nor that any such person will be employed in the performance of such contract without immediate divulgence of such fact to the Solano LAFCO. Proposers will notify Solano LAFCO of any potential conflict of interest regarding other work or third party contracts.

### **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.



## Appendix

## Firm Profiles

**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

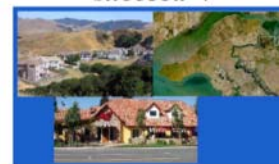


Contact us:

**Bay Area**  
2655 Stanwell Drive, Suite 105  
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Full service Civil Engineering, Planning, Surveying, Mapping, & Environmental Engineering  
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California Certified Small Business

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**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 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.

**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 District's 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.

Contact: Chad Davisson, General Manager (Current)  
Tom Williams (former General Manager), Iron House Sanitary District (925) 625-2279



MMS Design 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.*

### **Representative Project List**

**Lone Tree Corridor Assessment District No. 27, Antioch, CA** - Engineer-of-Work for \$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. 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. 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. Other infrastructure projects include 13,500 linear feet of 108-inch, twin 72-inch and 84-inch diameter storm drain, 2.0 MG and 3.5 MG water reservoirs, two water pumping stations and a 90 acre-foot storm drainage detention pond. Additional tasks included informing landowners, developers, and homeowners of A.D. No. 27 activities, potential tax impacts, and other issues which could affect them.

**Oakhurst Country Club Specific Plan and EIR, Clayton, CA** - Principal Engineer responsible for preparation of the grading, drainage and soil sections, and mitigation measures for a 1,200-acre hillside development. Additional task was to develop a comprehensive mitigation monitoring program for grading and drainage improvements.

**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. An Assessment District was formed to provide the necessary vehicle for infrastructure extension and a funding source.

**Salt Creek Gravity Interceptor Project, Chula Vista, CA** – Provided project management to expedite the design of a 16-mile long, 42” diameter Interceptor sewer line that provided sewer service to newly developed communities, 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 “Metro line”. 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. Also included was quality plan check in an efficient timeframe, managing the environmental processing, and monitoring the progress of project design and construction to assure adherence to the schedule.

**Lone Tree Valley Master Facilities Planning Study, Antioch, CA** - Project Manager responsible for preliminary engineering and planning for public improvements to serve various mixed-use developments located on 2,700 acres. Responsible for preparation of environmental documents to be used for annexations, EIR's, Specific Plans and potential assessment district formations. Work included preliminary engineering, area wide infrastructure planning and phasing, preliminary cost estimating, consensus, and strategy building.

**Antioch Area Public Facilities Financing Agency, Community Facilities District**  
Principal-in-Charge assisting in the formation of the Antioch Area Public Facilities Financing Agency CFD 89-1. Responsibilities included gaining 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 (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** – 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 for Real Estate Development Projects** - Prepared financial models for real estate development projects including cash flow projections, return on investment (ROI), breakeven cash flow ratio, debt service ratio, net operating income, and internal rate of return (IRR), and proforma project budgets.

**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.



**Darling H<sub>2</sub>O**  
Consulting Inc.

Darling H<sub>2</sub>O Consulting offers strategic planning, permitting, and advocacy services related to innovative water, wastewater, ecosystem restoration, and bioenergy solutions. Projects the firm has worked on include the Sites Reservoir Project, where Darling H<sub>2</sub>O completed an Organizational Assessment, led the recruitment for a new Executive Director, and assisted in the 2020 Strategic Planning process. The Firm has also worked on several wastewater and clean energy projects for a variety of public sector clients.

**Firm Experience**

Projects completed include:

**Sites Reservoir Project**

Completed an Organizational Assessment, led the recruitment for a new Executive Director, and assisted in the 2020 Strategic Planning process

**Lawrence Livermore National Lab (LLNL)**

Supported activities related to Clean Energy and Water Partnerships, secured over \$20M from the State of California (including DWR, SWRCB and CEC) to provide matching dollars for the Desalination Research & Innovation Consortium

**Aries Clean Energy**

Assisted Tennessee Company specializing in newly patented gasification equipment suited for processing various feedstocks such as biosolids, food waste, woody waste from urban or forestry biomass, paper, etc using California network to set up key meetings to introduce Aires gasification solutions with the BAAQMD, Cal EPA, CalRecycle and SWRCB, and with executive management from EBMUD, Cities of San Jose, Sunnyvale, Palo Alto, San Diego, Fresno and Sacramento; and private municipal solid waste handlers such as Marin Sanitary, Garaventa Enterprises, Republic Services, etc.

**Invenergy LLC**

Assisted Chicago based private power company) and IDE (Israeli based company specializing in desalination globally) using extensive Bay Area agency network to set up meetings regarding the formulation of a public-private-partnership (P3) to develop a Bay Area Regional Desalination Project (key agencies are SFPUC, CCWD, Zone 7, SCVWD)

**Central Contra Costa Sanitary District**

Assisted in the development of a 20,000+ acre-foot recycled water exchange between Central San, CCWD and SCVWD

**Castro Valley Sanitary District**

Completed a 5-year strategic plan adopted by the Board of Director



## Resumes

## Michael Milani, P.E.

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### EXPERIENCE SUMMARY

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.

#### Education

B.S., Civil Engineering, University of California, Berkeley

#### Registration & Licenses

Professional Engineer – California (RCE 35121)

Licensed Land Surveyor – California (LS 5311)

QSD 351

General Engineering (463645)

#### Professional & Civic Affiliations

American Society of Civil Engineers

California Land Surveyors Association

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

## Michael R. McGill, P.E.

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### EXPERIENCE SUMMARY

Michael McGill is the President/Principal Civil Engineer of MMS Design and brings over 35 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 and 2014), a Contra Costa LAFCO Commissioner (since 2011) and a CALAFCO Board Member (Secretary).

### President / Principal Civil Engineer, MMS Design

### Board Member, Central Contra Costa Sanitary District, President 2009 and 2015

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

### CALAFCO Board Member

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. He is a past chair of CALAFCO and currently serves on the Legislative Committee.

### Education

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

### Professional & Civic Affiliations

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

## Gary W. Craft

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### Summary

Mr. Craft has strong analytical, strategic planning, problem solving, communication, 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.

## Gary Darling, P.E.

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### EXPERIENCE SUMMARY

#### **Darling H2O Consulting Services (2017-present)**

Completed an organizational assessment, led the recruitment for a new Executive Director, and assisted in the 2020 Strategic Planning process.

#### **General Manager, Delta Diablo Sanitation District, Antioch, CA, 2003-2016**

Using a bottom-up strategic planning approach transformed a full-service utility providing service to 200,000 residents in Contra Costa County into a “Utility of the Future” as envisioned by the National Association of Clean Water Agencies. The resulting change moved the organization with a long history of “treat and dispose” to a resource development and recovery agency. The utility now recycles 100 percent of its water in the summer season and produces over 60% of its own energy. Provided strong fiscal oversight so customer rates are below the Bay Area median; reserve funds are strong and conservatively invested; and Delta Diablo has received “clean” audits during my tenure.

#### **East Bay Municipal Utilities District, Oakland, CA, 2001-2003**

*Future Water Supply Improvement Manager* responsible for leading negotiations that resulted in the establishment of the EBMUD-Sacramento County Joint Powers Authority for the Freeport Regional Water Authority that has constructed the new Freeport intake and conveyance. Responsible for leading negotiations with the USBR on EBMUD water supply contract. Successfully crafted the USBR Central Valley Project Municipal & Industrial (M&I) Shortage Policy through cooperation with other M&I agencies including Santa Clara Valley Water District (SCVWD), Contra Costa Water District (CCWD), City of Redding, City of Stockton, and Sacramento Municipal Utility District Program Manager for the EBMUD, San Francisco Public Utilities Commission (SFPUC), and City of Hayward 30 MGD Intertie Project. Lead negotiator for two JPA’s between the agencies.

#### **Contra Costa Water District, Concord, CA, 1987-2001**

*Director of Los Vaqueros Reservoir Project.* Lead negotiator to obtain the 100 local, state and federal permits required to construct and operate the 100,000 acre-feet Los Vaqueros Reservoir Project. Managed construction of the \$450 million Los Vaqueros Reservoir Project. Completed project under budget with a workforce in excess of 200 and a peak monthly cash flow of \$12 M. Directed all CCWD construction activities associated with the \$350 million Ten-Year Capital Project Program. Lead negotiator for renewal of the USBR Central Valley Project water service contract

#### **Education**

##### **University of California, Davis**

*Bachelor of Science,  
Engineering 1982*

##### **University of California, Davis**

*Post Graduate Studies,  
Engineering 1984-85*

##### **University of California, Los Angeles**

*Engineering Management  
Program 1990*

##### **University of North Carolina, Chapel Hill**

*Water and Wastewater  
Leadership 2009*

#### **Professional Licenses**

Registered Professional Civil  
Engineer: RCE 41999



May 21, 2021  
(Finalized June 3, 2021)

Mr. Rich Seithel, Executive Officer  
Solano Local Agency Formation Commission  
675 Texas St. Ste. 6700  
Fairfield, CA 94533

Submitted electronically to [rseithel@solanolafco.com](mailto:rseithel@solanolafco.com)

Subject: Proposal for Solano Irrigation District Municipal Service Review and Sphere of Influence Study

Dear Mr. Seithel:

Enclosed for your review and consideration is a proposal from SWALE Inc. to assist Solano LAFCo in addressing updates to the Municipal Service Review (MSR) and Sphere of Influence (SOI) Study for the Solano Irrigation District. SWALE Inc. will develop a thoughtful analysis based on our unique knowledge of the issues facing water districts in Northern California using defined performance measures as described in this proposal. Our extensive experience working with Local Agency Formation Commissions, special districts, and local government has allowed us to build upon our learning of the Cortese Knox Hertzberg Local Government Reorganization Act of 2000 to create a business protocol that allows us to carefully craft MSR/SOIs and bring them to completion on-time and within budget.

Our Team has thoroughly evaluated LAFCo's solicitation and confirms an understanding of this information. SWALE Inc. intends to adhere to the RFP's provisions and is committed to entering into a binding contract with Solano LAFCo. The enclosed proposal is valid for a period of 120 days following the date of proposal receipt. Thank you for the opportunity to share our proposal to prepare a MSR/SOI Update for Solano LAFCo. Please feel free to contact me if you have any questions about this proposal.

Sincerely,

A handwritten signature in blue ink that reads "Kateri Harrison". The signature is written in a cursive style.

KATERI HARRISON  
CEO, SWALE Inc.

*Attachment: Proposal to Prepare MSR/SOI Update for Solano LAFCo*

SWALE Inc. Facilitation, Ecological Analysis, and Planning  
111 Bank Street, #202, Grass Valley, CA 95945  
[harrison@swaleinc.com](mailto:harrison@swaleinc.com) [www.swaleinc.com](http://www.swaleinc.com)



PRESENTS

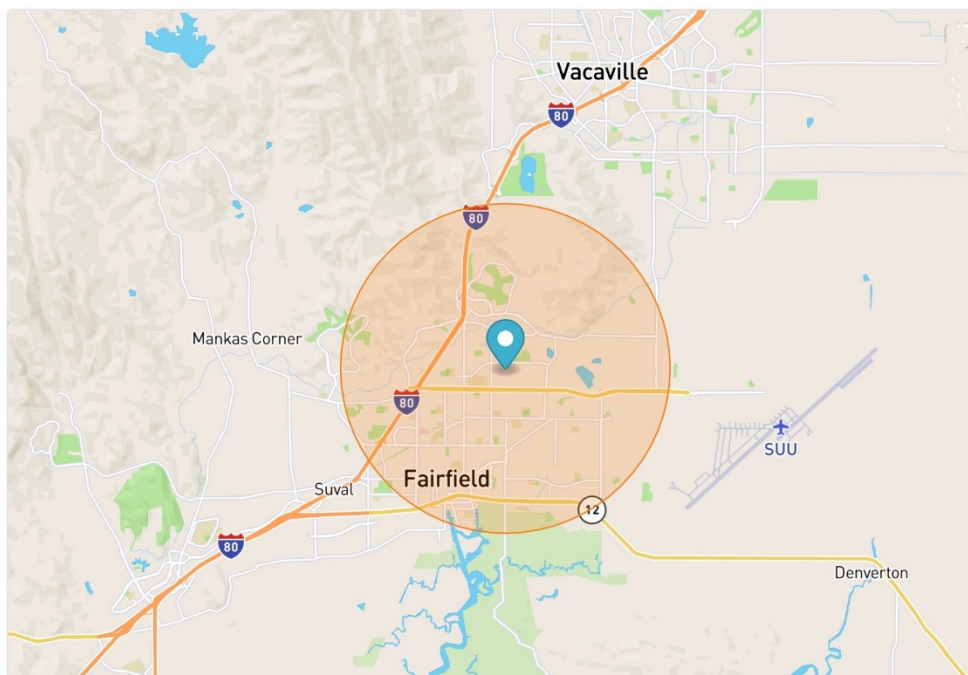
A QUOTE AND PROPOSAL FOR

**SOLANO  
LOCAL AGENCY FORMATION COMMISSION**

**MSR/SOI Update**

Solano Irrigation District

May 21, 2021



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## Introduction

SWALE Inc. creates Municipal Service Review (MSR) and Sphere of Influence (SOI) documents that:

- Measures what matters.
- Carefully analyzes key data.
- Contains text that thoughtfully describes the data.
- References the key material, giving you an extensive bibliography and a collection of e-files.
- Allows LAFCo, the agencies, and the consulting team to agree upon the important issue topics (i.e., performance measures) before the writing begins.
- Uses a holistic system that focuses in on LAFCo’s required determinations and uses performance measures to frame the data to be collected and analyzed.
- Is written by a team of experienced land-use planners and water resource experts that serve as objective, neutral, third party reviewers of the agencies and their operations.

SWALE Inc. has produced these types of carefully crafted MSRs & SOIs for El Dorado LAFCo, San Joaquin LAFCo, Placer LAFCo, and Nevada LAFCo. We can produce this type of informative MSR/SOI for you too. Welcome to SWALE’s new performance-measure based MSR/SOI analysis. We hope you enjoy reading more about our approach in the following pages.

### Water Services Provided by the SID of Solano County

LAFCo’s Request for Proposal (RFP) lists Solano Irrigation District (SID) as the water service provider to be analyzed in this new MSR/SOI Update. Solano LAFCo has previously approved a MSR and SOI for SID in the year 2014.

*Here is what small special districts have said about SWALE’s MSRs:*

*Tahoe Truckee Sanitation Agency: Mr. LaRue Griffin, General Manager, said when he first started work at TTSA, the thoughtful overview of operations contained in SWALE’s MSR gave him important background information.*

*Truckee Sanitary District: Blake Tresan, General Manager said that SWALE’s MSR provides a nice summary of TSD’s sewage collection services and infrastructure that TSD can use as they apply for future grants.*

We reviewed Solano LAFCo's previous MSR/SOI documents for the Solano Irrigation District found them to be well written and comprehensive. Based on our review, it is best to avoid repeating the information in the previous MSR and SOI. Rather, this new update should focus on the items outlined in LAFCo's RFP such as water supply, water capacity, conveyance, distribution system, storage system needs, and anticipated water demand. Please see the proposed scope of work for additional details. SWALE's planners look forward to learning more SID as we progress through the full MSR Update process.

## The Consulting Team

The SWALE Inc. Consulting Team proposes to assist Solano LAFCo in updating a Municipal Service Review and Sphere of Influence Study for the Solano Irrigation District. Our team members have long-term and contemporary experience working directly for LAFCOs and serving as long-standing technical advisors to water resource agencies and special districts throughout the State of California. SWALE Inc. is well known for producing MSR/SOIs for water and sanitation districts.

SWALE Inc. is a small, local, woman-owned consulting firm with a range of experience working in local government including facilitation, strategic planning, and management of water resources. Providing data and reports to support local decision-making is a particular strong-point of the firm's expertise. We are sensitive to the scheduling and budget needs of our clients. SWALE's planners have direct experience with LAFCOs, cities, counties, special districts, and state agencies; and have prepared a number of LAFCo MSRs and SOI studies. Our pragmatic approach, discussed in further detail later, will be designed to maximize cost efficiency, effectiveness, and timeliness of the MSR/SOI process.

The Consulting Team is comprised of SWALE Inc. who will serve as the prime contractor with Kateri Harrison serving as the Project Manager. Kateri Harrison is a skilled project manager with a deep understanding of water resource and land-use issues. Bruce Baracco of Baracco & Associates will serve as a Project Advisor and Reviewer. Bruce Baracco provides an overall understanding of LAFCo, the MSR/SOI process, and special district organizational polices. Members of this consulting team have a long history of working together and we have joined together to combine our diverse and compatible expertise. Additionally, SWALE Inc. will retain two student interns to assist with GIS and data analysis.

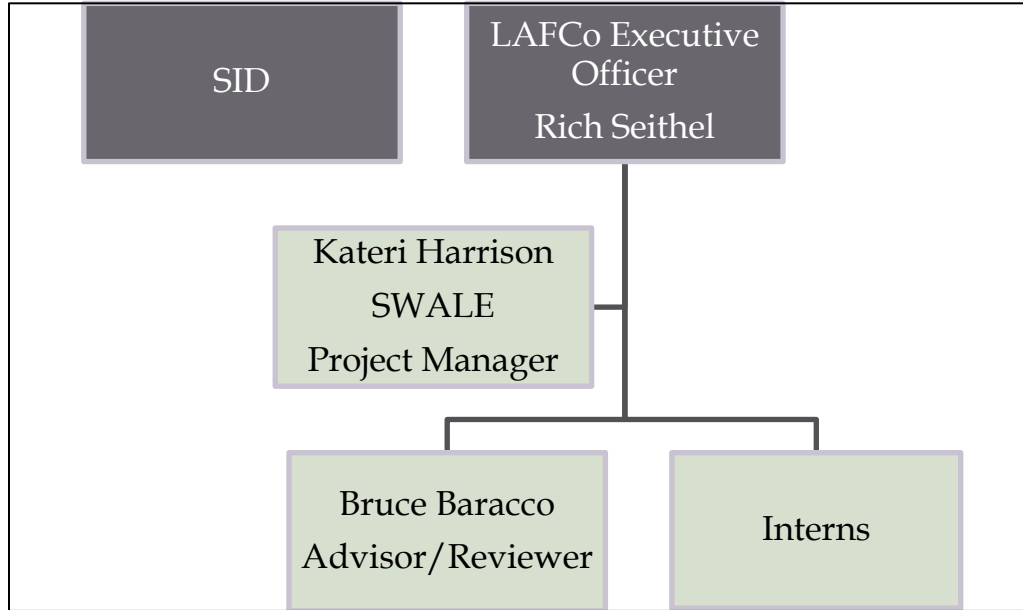
### Contact Information

SWALE Inc.  
111 Bank Street #202

*Primary Contact and Authorized Representative:*  
Kateri Harrison, CEO, SWALE Inc.  
[harrison@swaleinc.com](mailto:harrison@swaleinc.com)

Grass Valley, CA 95945  
(530) 559-7823  
[www.swaleinc.com](http://www.swaleinc.com)

Figure 1: MSR Project Organization Chart



Our team members have the unwavering commitment of our respective companies to this project. Our small, but closely integrated team of experts can ensure that our time remains devoted to the significant issues at hand, and that time and energies are not unnecessarily expended on extraneous matters or irrelevant studies.

### Team Assignments

#### *Kateri Harrison, SWALE Inc., Project Manager*

Kateri Harrison will be responsible for project management, outreach, public presentations, and coordination with Solano LAFCo. As Project Manager, she will coordinate closely with Solano LAFCo Staff and ensure that the project adheres to the budget. Kateri will coordinate with the team to ensure the project maintains its budget, schedule, and task commitments. Kateri will be the primary author of each chapter. Kateri will meet with Agency staff and coordinate distribution of requests for information.

#### *Bruce Baracco, Baracco and Associates; Project Advisor and Reviewer*

Bruce Baracco will provide overall project guidance and LAFCo expertise to the entire consulting team. He will provide technical writing for portions of the MSR/SOI Update, and will provide overall peer review for the Administrative Draft Report. In addition, he will oversee development of MSR/SOI determinations and creation of SOI options and Study Areas.

*Student Interns, General Assistance*

SWALE Inc. retains two student interns to assist with basic data collection, formatting, and analysis. SWALE’s interns are educated in the realms of geographic information systems (GIS) and data science. Interns work under the direct supervision of Ms. Harrison.

**SCOPE OF WORK**

The Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000, as updated through 2020, (hereafter cited as the CKH Act), provides the legal foundation for LAFCo to conduct MSRs and SOIs. SWALE Inc. will develop the MSR/SOI Update so that it meets the requirements of the CKH Act and Solano LAFCo’s policies. Working with both Solano LAFCo and the SID, we will reflect your best interests to ensure that the public services are transparently described, providing LAFCo with a foundation for future decision making. The ultimate goal is to identify the relationship between regional issues, goals and objectives, and various service options.

The MSR/SOI will be designed to benefit both LAFCo and the SID by providing a comprehensive one-stop information source which can be used to quantify existing and projected customer demands, infrastructure capacity, and fiscal constraints that are essential to support decision-making in addressing boundary changes, infrastructure needs, capital improvements, and future sphere of influence assessments.

**TASKS**

The consultant will develop a municipal service review (MSR) and Sphere of Influence Study for the Solano Irrigation District. This will include making MSR/SOI determinations based on independent assessments of data submitted by SID, as well as data collected by SWALE’s Planners. The MSR, SOI, assessment, and recommendation will include determinations based on the factors contained in Government Code Sections 56430 and 56425. The various tasks involved with this project are expected to include the following:

**TASK 1 – Preparation**

1A: The SWALE Inc. Team will participate in an initial project kick-off meeting with staff from Solano LAFCo. At this meeting, SWALE will request LAFCo’s input on the Request for Information (RFI) and the MSR/SOI Outline/Table of Contents. The number and type of performance measures to be analyzed will also be finalized. Meeting will be conducted via Zoom or other on-line tool.

1B: SWALE will prepare a draft, standardized RFI tool for use in the MSR/SOI Update for the SID in consultation with LAFCo staff. Prior to sending an RFI to the SID, SWALE’s consultants will review the SID website and other sources to determine the availability of

information related to MSR/SOI determinations. If the information is not available from a website, then SWALE will request such information in the RFI to SID. Please note SWALE Inc. utilizes an on-line tool for the RFI so that the Agencies can upload information and associated attachments directly to our database.

*Task 1 Deliverables: Virtual kick-off meeting with LAFCo. RFI built with MS Word.*

## **TASK 2 – Information Collection and Verification**

Consultants will distribute the RFI questionnaire via e-mail to SID for completion. Consultants will conduct a meeting with SID’s representatives to: assist them in uploading requested information onto the Dropbox; explain the MSR/SOI process; and conduct interviews regarding operational specifics. Consultants will provide LAFCo and SID with a PDF file containing the responses to the RFI.

Consultants will gather information from relevant state, regional, sub-regional and local agencies. Those data that are readily available, in a useable format, and directly relevant to the previously defined performance measures will be obtained and curated in SWALE’s dataset. For example, relevant source documents may include applicable statutes, service area maps, master service plans, management plans, audits, budgets, general plan housing elements, and other information relevant to completing service reviews. Consultants will also consult with state agencies such as the Regional Water Quality Control Board and the CA Department of Water Resources as to their interactions with the agencies and any issues they perceive.

*Task 2 Deliverables: Agency responses to RFI will be curated into SWALE’s dataset. Interviews and other communications with the subject agencies and other state and local agencies will be documented.*

## **TASK 3 (a&b) – Administrative Draft MSR Update**

SWALE will prepare an administrative draft MSR/SOI Update that includes a description of SID, maps, tables and graphs. For each determination topic prescribed by Government Code §56430 and §56425, data analysis in accordance with each performance measure will be provided. Baseline population data and build out projections for the SID will be



addressed. Relative to § 56430 (a) (2) and (3), the report shall provide discussion and analysis of the needs and deficiencies of essential services for any identified Disadvantaged Unincorporated Communities (DUCs), as well as the feasibility of extending essential service to these areas and to other areas that could include future housing developments. Data transparency will be improved by adding bibliographic citations and detailed references. Task 3b recognizes that corrections to the GIS boundary & SOI layer are recommended. Task 3c recognizes that detailed analysis of fiscal indicators and other performance measures may be needed. The administrative draft MSR will be sent to LAFCo staff for review and comment. Upon approval from LAFCo, the Administrative Draft may be shared with the staff from each agency for a technical review.

*Task 3a Deliverables: The Administrative Draft MSR/SOI will be delivered to LAFCo in both PDF and MS Word format. Additionally, the GIS data and all reference materials will be provided to LAFCo via DropBox.*

*Task 3b Deliverables: Detailed GIS work to prepared correct mapping of the SID boundary and SOI. (Approximately 43 hours)*

*Task 3c Deliverables: Detailed analysis of approximately five fiscal indicators, similar to the examples shown on the San Bernardino LAFCO website may be needed. Three other performance measures related to services, land-use, or DUCS will be defined and analyzed pending further conversation with LAFCO. (Approximately 44 hours)*

#### **TASK 4 – CEQA**

Typically, MSRs are categorically exempt (Class 6) from the California Environmental Quality Act. Consultants will complete a “Notice of Exemption” and coordinate with LAFCo for its filing at the appropriate time in the process. If additional CEQA evaluation is needed in regards to the SOI analysis, an additional scope of work and budget will be provided to LAFCo.

*Task 4 Deliverable: CEQA Notice of Exemption*

#### **TASK 5 – Public Review Draft MSR/SOI Update**

Based on the input received on the administrative draft MSR/SOI Update, consultants will prepare a public review draft MSR/SOI Update including updated information from Task 3. The Public Review Draft MSR/SOI Update will be developed with the intent to solicit comments from the general public. Consultants will provide the document in both hardcopy and electronic format as requested in LAFCo’s RFP.

*Task 5 Deliverables: One public review draft MSR/SOI in both hardcopy and electronic format as specified in LAFCo’s RFP.*

#### **TASK 6 – Public Workshop and Public Meeting**

Consultants will prepare a PowerPoint presentation to be used at workshops and meetings.

Consultants will actively participate in one public workshop and one public Commission meeting designed to solicit feedback on the public review draft MSR/SOI. The workshop and meeting may be held either in-person or virtually, depending on the Commission's preference.

*Task 6 Deliverables: One PowerPoint Presentation. Participation in one public workshop and one public Commission meeting.*

### **TASK 7 – Final MSR/SOI Document and Public Hearing**

Based on direction from LAFCo, subsequent to the public workshops on the public review draft MSR/SOI Update, SWALE will prepare a final MSR/SOI for the SID containing:

1. An updated cover, title pages and a table of contents.
2. Response to public comments.
3. All updated information included in Task 3 and Task 4, as adopted by the Commission.

As part of Task 5, the consultant will organize supporting documents. Consultant will organize and label MSR/SOI related questionnaires, response letters, other documents and information, make a list of items in the organized package, and provide these documents to LAFCo. Consultants will actively participate in the Commission's public hearing on the MSR/SOI. The public hearing may be held either in-person or virtually, depending on the Commission's preference related to handling the Covid-19 pandemic.

*Task 7 Deliverables: Final MSR/SOI provided to LAFCo in both electronic and hardcopy format. Participation in the Commission's public hearing on MSR.*

#### Scope - Conclusion

SWALE Inc. has carefully read the Solicitation from Solano LAFCo and agrees to provide the services described therein. Based on our preliminary review of Solano LAFCo's past Municipal Service Review and Sphere of Influence documents for the SID, we believe that the information contained therein provides a solid foundation for the collection and analysis of new data that will better inform the service provider and LAFCo as they continue to work together for the benefit of the public and their customers. It is not our intention to re-do old work. Rather we will focus on emerging issues in Solano County and build new analyses, updated policy discussions, and consideration of key challenges related to service provider from this existing foundation. Our focus will be to analyze key performance measures relevant to each determination.

#### *Approach to Analysis*

SWALE's approach to reviewing water services provided by the SID will emphasize a watershed perspective with the quantity and quality of the water source given prime consideration. The MSR/SOI will also focus on performance measures to fairly assess the service

capacity, infrastructure, rates, finances, government accountability, and management efficiencies for each agency.

### Performance Measures

SWALE Inc. has successfully utilized specific scored performance measures in two recently approved MSR/SOI documents:

1. MSR/SOI for the City of Fairfield prepared on behalf of Solano LAFCo, and
2. MSR/SOI for the El Dorado Irrigation District on behalf of El Dorado LAFCo.

Additionally, the MSR/SOI Update that we are preparing for the El Dorado County Fire Prevention Districts also utilizes scored performance measures. For this new analysis of the Solano Irrigation District, SWALE proposes to evaluate MSR/SOI determinations using the performance measures listed in the outline below. SWALE Inc. will coordinate with LAFCo staff to determine exactly which performance measures should be included, recognizing that LAFCo may wish to add, delete, or modify performance measures prior to signing the contract with SWALE. The use of performance measures is beneficial because it facilitates cross-comparisons among districts. Established performance measures also allows the agencies to understand, in advance, which criteria will be utilized.

#### *Draft Outline for Service Review Report and SOI (Subject to modification by LAFCo and/or SWALE)*

The Municipal Service Review must include data and analysis upon which the Commission's determinations on the items required by Government Code Section 56430 can be based. SWALE Inc. reviewed the proposed outlined provided in LAFCo's RFP and proposes the following outline as an alternative:

1. Executive Summary
  - a. Brief summary of existing services and the provider
  - b. Summary of water services
    - i. Population
    - ii. Boundary/SOI acreage
    - iii. Connection fees
  - c. Summary of other significant issues and conclusions
  
2. Introduction
  - a. LAFCo's responsibilities re: MSRs and SOIs
  - b. Description of public participation process
  - c. Description of watershed approach that includes both surface and ground-water, water quality, and water quantity for the existing setting



3. Determinations and performance measures will be described for:
  - a. Growth and Population
    - i. Existing boundary
      1. Overlapping services
    - ii. Existing Sphere of Influence
    - iii. Extra-territorial services
    - iv. Present and projected service population over 20-year time frame
    - v. Land use and significant growth areas
  - b. Disadvantaged and Unincorporated Communities
    - i. Location
    - ii. Characteristics
  - c. Present and Planned Capacity
    - i. Capacity Analysis
      1. Sufficiency for present and projected need
      2. Adequacy to meet current and known future state and federal requirements
    - ii. Age and condition of facilities
    - iii. Preventative maintenance measures and plans to replace aging infrastructure
    - iv. Plans for expansion and/or upgrades
    - v. Reserve capacity
  - d. Financial Ability, Constraints and Opportunities
    - i. Finance policies clearly articulated
    - ii. Audits available on website
    - iii. Bond Rating
    - iv. Joint Finance Projects
    - v. Revenues exceed expenditures in 50% of studied fiscal years
    - vi. Rates
      1. Current Rate Structure Basis
        - a. Connection fees
      2. Tax Revenues/Service Ratio
    - vii. Assessment/Fee Districts
    - viii. Compensation reports and financial transaction reports that are required to be submitted to the State Controller's Office are posted to the district website.
  - e. Shared Facilities
    - i. Currently Shared Resources, Facilities, Personnel, and Systems
      1. Opportunities for Expanded Sharing
      2. Government Structure Options
    - ii. Cost Avoidance Opportunities
      1. Other practices and opportunities that may help to reduce or eliminate unnecessary costs
  - f. Local Accountability and Governance
    - i. Number of closed sessions during the past six months.



- ii. Agency website complies with the 2016 updates to the Brown Act described in Government Code §54954.2 and enacted by Assembly Bill 2257.
- iii. Compliance with the Special District Transparency Act (SB 929 or California Government Code, §6270.6 and 53087.8) which requires special districts to have a functional website that lists contact information and contains financial statements, compensation reports, and other relevant public information.
- iv. Terms of office and next election date are disclosed for District Board members and committee appointments are online.
- v. Do elected Board members submit required forms and receive required trainings as prescribed by the three state laws regarding accountability and ethics including: 1) the Political Reform Act; 2) Assembly Bill 1234 (Salinas, 2005) which requires ethics training; and 3) Government Code 53237 et. seq. which mandates sexual harassment prevention training?
- vi. Current litigation, grand jury inquiry, and/or censure from state agency.

8. Opportunities for SOI Modification

- a. SOI options/ alternative suggestions
- b. SOI Study Areas
- c. Restructuring options for Irrigation District
  - i. Review of Alternatives
  - ii. Formation and Reorganization of New Agencies
  - iii. Private Sector Opportunities
  - iv. Determinations as listed in CKH

9. References, Glossary, Acknowledgements

Appendices (tbd)

Based on the level of detail provided in Solano LAFCo's past MSR and SOIs for water districts, we recommend that the performance measures listed in the outline shown above be utilized for this MSR/SOI Update.

Approach to GIS Analysis

Using GIS data provided by Solano LAFCo and the County of Solano, SWALE Inc. will produce one regional map showing SID and nearby water service providers. Additionally, SWALE will develop a color GIS map that depicts current boundaries and SOI of SID. SWALE will refine any existing SOIs or boundaries based on descriptions and/or drawings provided by Solano LAFCo. Maps of agency boundary and SOI will be provided in PDF format. In addition, a GIS data shapefile of the boundary and SOI will be provided in ESRI compliant format, NAD 1983 State Plane California Zone II Projected (US Feet) Coordinate System, referenced to street

centerlines and/or parcel lines. SWALE anticipates the creation of the following maps for this project:

- District boundary and sphere of influence (SOI)
  - General plan designations in boundary and SOI
  - Wildfire hazard/severity map from Cal Fire overlaid onto District boundary and SOI
  - Elevations/topo overlaid onto District boundary and SOI
  - Census districts (or blocks) overlaid onto district boundary and SOI
  - Map of disadvantaged unincorporated communities with boundary and SOI
  - Map of the watershed, with local rivers and lakes highlighted.

### Guiding Principles

*In accordance with the scope of work, SWALE Inc. Consultants will:*

- *Conduct the service review process in a collaborative fashion with opportunities for input and review by each of the agencies being reviewed.*
- *Encourage public participation in the service review process.*
- *Conduct the required analysis in the most cost-effective manner possible.*
- *Utilize information that is currently available, such as LAFCo Request for Information, maps, etc., rather than initiate new tools and processes.*
- *Create a product that will be useful to the Commission in reviewing and updating SOIs and future proposals for changes of organization, beneficial to agencies as a planning tool, and readily accessible to, and easily understandable by, the general public.*

### Approach to Managing this Project

A primary objective of this project is the efficient and timely completion of an informative MSR/SOI Update. SWALE Inc. prides itself on delivering high quality products on schedule and within the established budget.

The consulting team will be managed by Kateri Harrison. Ms. Harrison will be the primary contact for Solano LAFCo on all matters

related to this project. Internal milestones will be built into the overall project schedule and serve as the consultant team’s targeted implementation plan. The schedule will be developed in consultation with Solano LAFCo staff. Typically, our schedules include a bit of leeway to allow the consultants to accommodate unplanned contingencies. SWALE Inc. warrants that it can, and will, meet all established deadlines. Meeting the deadlines helps the team meet its budget. We are cognizant of LAFCo’s budgetary constraints. We aim to focus our work on key issues and to accomplish our work in the most efficient manner possible.

SWALE Inc. seeks to establish a close working relationship with LAFCo staff to ensure transparency of data collection, analysis and project progress. SWALE Inc. utilizes on-line project communication tools such as DropBox and *teamwork.com*. LAFCO staff will be invited to join the MSR group and to readily view the project calendar, posted files, text messages and other group communications. Additionally, both Bruce and Kateri are accessible via phone or email. In order

to properly plan effective strategies to meet the varied nuances that may develop regarding water and wastewater services, SOIs, or institutional/district financial matters, immediate discussion can provide effective resolution and reassurance. Our communication tools help us accomplish this.

## Assumptions

Based upon the information contained in the Request for Proposals, our proposed Scope of Work is based on the following assumptions:

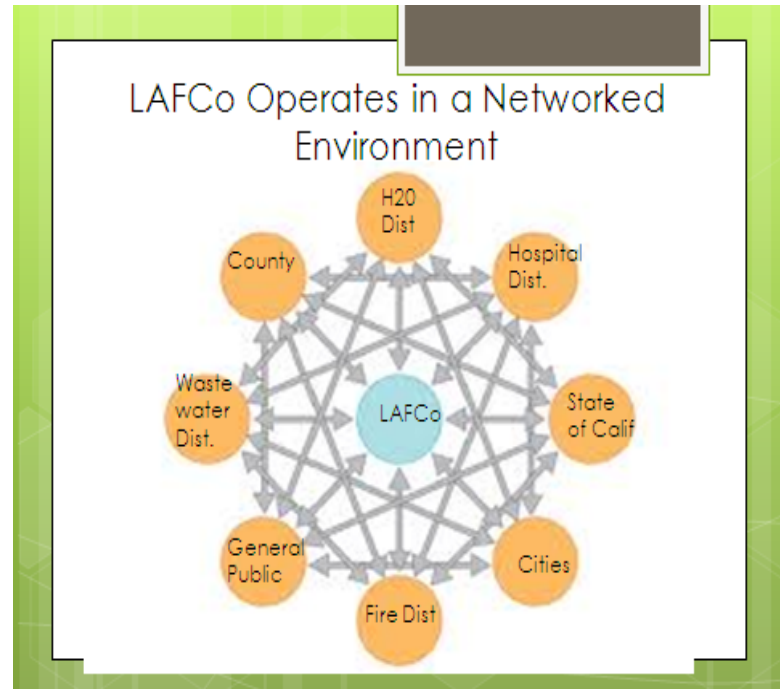
- As part of this effort, Solano LAFCo Staff will:
  - Participate in coordination meetings and conference calls with the SWALE consultant team;
  - Assist in administrative functions such as noticing public hearings and meetings;
  - Arrange for logistical support at public hearings and meetings (e.g., venue reservation, audio/visual, recorder, etc.);
  - Confirm or rectify any discrepancies regarding boundaries and SOI's in the GIS mapping data;
  - Provide primary contact information for each agency to consultant team;
  - Prepare staff reports and resolutions for the Commission;
  - Ensure any necessary legal review is conducted by LAFCo's legal counsel; and
  - Disseminate MSR/SOI reports on the LAFCo website.
  
- Caveats due to uncertainty related to **coronavirus** precautions:
  - A project kick-off meeting between LAFCo and the consultant team is anticipated. Under normal circumstances, SWALE Inc. would prefer to meet in person at LAFCo's offices in Fairfield. However, depending on the public health directives related to the global pandemic caused by the corona virus, a conference call or video call may be substituted.
  - An interview with staff from SID associated with the request for information will be based on the comprehensiveness of the response received, remaining uncertainties, and clarity of information. Under normal circumstances, SWALE Inc. would prefer to meet in person at the agency(s) offices in Solano County. However, depending on the public health directives related to the virus a conference call or video call may be substituted.
  - The project budget allocates travel hours to provide in-person meetings for the kick-off meeting with LAFCO, field interview with SID, one workshop and one public meeting associated with the formal Draft MSR and 1 public hearing for the Final MSR.

General project assumptions based on the information contained in the Request for Proposals include the following:

- The primary information base will be existing agency data, LAFCo data, and other data sources in the public domain – the consultant team shall examine and analyze these data sources (e.g., a *forensic audit* of the pro forma data used by special districts to develop their reports will not be undertaken). In other words, the consultant team can verify the analytical methodologies used by special districts in developing their published/unpublished documentation but the consultant will not inspect original data files, monitoring records, field crew notes, or other production-related data as part of the cities/special districts’ operational data keeping.
- No independent new field data collection, surveying, or testing will be conducted.
- The number of metrics and/or performance measures to be considered in this MSR/SOI Update is limited to those specifically listed in this proposal up to a maximum of 25 performance measures for SID. Changes to performance measures will require additional budget and schedule allocations.
- Public participation in addition to the notice period for the draft and final MSR could include varying levels of public input. Public hearings at the draft and final stages are included within the proposed budget. However, only one separate public workshop is included in the Scope of Work.
- It is anticipated that consideration of the proposed MSR/SOI and any associated suggestions related to the SOIs will not be controversial. If controversy or disputes arise among staff or the public or if consultants are asked to address any controversy, then additional consulting fees will be required. These additional fees may be taken from the contingency fund and/or other sources, and
- The preparation of the MSR /SOI Update document is anticipated to be categorically exempt under CEQA. In the event that CEQA analysis is required for any component, a separate Scope of Work and associated cost estimate will be prepared.

Many of these assumptions (and others) can be clarified and discussed with LAFCo should the consultant team be selected and enter into contract negotiations with LAFCo. The best interest of LAFCo is preserved where project assumptions are clearly and definitively established at the outset of the project. The consultant team will work diligently to ensure the highest level of clarity is brought into the Scope of Work. A detailed scope of work from the consulting team can be provided upon request and is typically included in a final contract.

In summary, we will ensure that the final product is user-friendly to both LAFCo and to service provider staff. The documents will be provided in a website-friendly format. This SWALE Inc. Consulting Team offers deep functional knowledge of both LAFCo and regional issues. Ms. Harrison and Mr. Baracco are actively engaged with LAFCo’s state-wide, on a regular and on-going basis. Our spirit of partnership infiltrates our approach to projects. SWALE Inc. collaborates with clients to solve complex planning problems, making their mission our mission and delivering meaningful results that endure.



## Project Schedule

Our consulting team can commence work on this consultancy immediately upon signing a contract which is anticipated to be approximately July 1, 2021. Below is a suggested schedule and should LAFCo wish to extend or reduce the schedule for fiscal or timing reasons, our staff is available and amenable to a schedule alteration as otherwise agreed upon. We will review and finalize the tentative schedule with LAFCo staff as part of the work plan development (i.e., development of the final scope of services). In order to achieve the approximately ten-month schedule proposed below, our team is available to start work in March 2021. The table below is a tentative schedule of milestones. The dates in bold indicate deadlines critical to maintain proposed project completion date.

<b>Table 1: MSR/SOI Schedule</b>		
<b>Milestone</b>		<b>Date</b>
<b>Task 1: Preparation</b>		
	LAFCo Contract Approval	<b>July 1, 2021</b>
	Kick-off Meeting with LAFCo Staff (Post-award meeting)	<b>July 1-14</b>
	Refine schedule, outline, template, and agree upon final performance measures to be utilized.	July 14
	Develop and Send Supplemental Survey	July 1 to Aug 1
<b>TASK 2 - Information Collection and Verification</b>		
	RFI Responses from District Received	<b>Sept 1</b>
	Interview with the District. Communications with other state and local regulators	Aug 15 to Sept 7
	Data Deadline: Any new data submitted after this deadline will incur additional consulting fees and require a schedule adjustment	Oct 15
<b>Task 3: Administrative Draft MSR</b>		
	Administrative Report written and then sent to LAFCo and district staff	<b>Sept 1 to Nov 10</b>
	Comments from LAFCo and District staff is received by Consultant	<b>Dec 1</b>
<b>Task 4: CEQA</b>		
	Exemption is verified and Notice of Exemption is completed	<b>Dec 15</b>
<b>Task 5: Public Review Draft MSR Report</b>		
	Prepare Public Review Draft MSR	<b>Dec 1 to Dec 15</b>
	Release of Draft MSR	<b>Dec 16</b>
	Comment Period Ends	<b>Jan 16, 2022</b>
<b>Task 6: Public Workshop and Meeting</b>		
	Prepare PowerPoint presentation and participate in one public workshop	Dec 16 to Jan 16
	One public Commission meeting	Dec 16 to Jan 16
<b>Task 7: Final MSR Report</b>		
	Respond to Comments and Prepare Final MSR	<b>Jan 16 to Feb 5</b>
	Presentation of Final MSR for Adoption at Commission Meeting	Feb-April
	Release of Final MSR with Findings	Feb-April 2022

\*\*Solano LAFCo meetings are typically held second Monday of: February, April, June, August, October, and December except when such day falls on a recognized holiday at 10:00 a.m.

## Project Budget

The scope of work described in pages 4 to 8 of this proposal is the basis for this budget. The MSR/SOI Update will be approximately 125 pages in length for the SID. Additionally, appendices will be provided to provide a context for future SOI updates and for socio-economic conditions in Solano County. For the MSR determinations, the scope includes an analysis of a maximum of 20 performance measures and the SOI determinations will include approximately five performance measures. Changes to the number or type of performance measures after the contract is finalized will incur an additional consulting expense and schedule adjustment. New data submitted after the data deadline will also incur additional consulting expense and schedule adjustment. The proposed cost for completion of the SID MSR/SOI Update is the sum of \$50,000, which includes contingency. This budget represents SWALE Inc.'s cost proposal for completion of the entire project including contractor charges, mileage expenses, and clerical or other employee expenses, meeting attendance, telephone, duplication, fax, postage or other expenses. Because SWALE Inc. is a local firm, lodging and meal expenses are not anticipated. Appendix 2 contains SWALE's Method of Payment and Standard Price Sheet.

### Budget Details for the SID MSR/SOI - as finalized on June 3, 2021

<b>Solano Irrigation District MSR/SOI Update for Solano LAFCO</b>		
<b>Final Budget Estimate (3June2021)</b>		
	Description	SID
Task 1	Preparation	\$2,500
Task 2	Information Collection and Verification	\$2,000
Task 3a	Analysis & Develop Administrative Draft MSR/SOI Update	\$20,000
Task 3b	Detailed GIS mapping of boundary and SOI	\$5,000
Task 3c	Detailed analysis of fiscal indicators, other indicators	\$5,100
Task 4	CEQA Notice of Exemption	\$2,000
Task 5	Public Review Draft MSR/SOI	\$5,000
Task 6	Public Meeting and Workshop	\$900
Task 7	Final MSR/SOI Update	\$1,500
	At Cost Reimbursement for Mileage, Printing etc	\$1,000
	Contingency Fund	\$5,000
	<b>COST</b>	<b>\$50,000</b>



*\*\*Although the contingency fund is not expected to be utilized under normal circumstances, if unforeseen conditions occur that are not consistent with the assumptions made in this proposal, then both LAFCo and SWALE Inc. may agree to utilize the contingency funds. In the past, SWALE Inc, has rarely utilized contingency funds. If Districts submit new information late in the process (after the data deadline) there is a \$1,000 minimum fee from the contingency fund to analyze that data. If there are any public controversies or threats of litigation, a minimum of \$1,000 charge to the contingency for each event is assessed.*

Hourly Rates

Harrison	\$115
Baracco	\$132
Clerical	\$40
Intern	\$35

**\*\*Note to Solano LAFCo:** SWALE Inc. recognizes that Solano LAFCo has both scheduling and budgeting constraints. We are willing to work with you to revise the schedule and/budget estimate if LAFCo has an extraordinary circumstance. SWALE Inc. does have some flexibility.

**Insurance**

SWALE Inc. can meet or exceed the insurance requirements noted in the RFP.



**Potential Conflicts of Interest**

No member of the Consultant Team is currently under contract with any public agency within Solano County, including the County of Solano, Solano LAFCo, any City within Solano County, or any special district within Solano County.

SWALE Inc. formally warrants and covenants that no official or employee of the Solano LAFCo, nor any business entity in which an official of the Solano LAFCo has an interest, has been employed or retained to solicit or aid in the procuring of this proposed contract, nor that any such person will be employed in the performance of such contract without immediate divulgence of such fact to the Solano LAFCo. SWALE Inc. will notify LAFCo of any potential conflict of interest regarding other work or third-party contracts.

## Copies of Completed MSR

In the interest of saving paper, the reviewer is directed to the websites listed below for examples of MSR completed by members of the Consulting Team.

Client	Name of Report	Link
El Dorado LAFCo	El Dorado Irrigation District MSR/SOI (2020)	<a href="https://www.edlafco.us/files/aaca11a49/20_Dec+2_Item+7+Staff+Memo+Attachment+A+%28Final+Draft+EID+MSR-SOI%29.pdf">https://www.edlafco.us/files/aaca11a49/20_Dec+2_Item+7+Staff+Memo+Attachment+A+%28Final+Draft+EID+MSR-SOI%29.pdf</a>
Nevada LAFCo	2019 East County Wastewater MSR - Final	<a href="https://www.mynevadacounty.com/DocumentCenter/View/28321/East-County-Wastewater-Final-MSR-2019?bidId=">https://www.mynevadacounty.com/DocumentCenter/View/28321/East-County-Wastewater-Final-MSR-2019?bidId=</a>
Solano LAFCo	MSR for City of Fairfield, Pacific Flyway Project.	<a href="http://solanolafco.com/Studies/MSR/Cities/Fairfield/0_MSR_SOI_FinalFinal_Fairfield_Pacific_10Dec18_v3cc.pdf">http://solanolafco.com/Studies/MSR/Cities/Fairfield/0_MSR_SOI_FinalFinal_Fairfield_Pacific_10Dec18_v3cc.pdf</a>
Solano LAFCo	MSR for Wastewater Service Providers	<a href="http://www.solanolafco.com/Studies/MSR/SpecialDistricts/Municipal%20Service%20Review%20Fairfield%20Suisun%20Sewer%20District%20and%20Vallejo%20Sanitation%20and%20Food%20Control%20District.pdf">http://www.solanolafco.com/Studies/MSR/SpecialDistricts/Municipal%20Service%20Review%20Fairfield%20Suisun%20Sewer%20District%20and%20Vallejo%20Sanitation%20and%20Food%20Control%20District.pdf</a>

## Team Qualifications

SWALE Inc. is a woman-owned firm based in Grass Valley, California. We are pleased to present this team of highly qualified professionals to assist Solano LAFCo with preparation of the Municipal Service Review & Sphere of Influence Study SID. A summary of our team’s expertise as directly related to LAFCo are shown below, and resumes are attached to the end of this proposal.

### **Kateri Harrison**

Project Manager

M.A. Ecology and Systematic Biology, San Francisco State University, 2003

B.A. Environmental Studies, with minor in History, U.C. Santa Barbara, 1986

*Specialties:* Ms. Harrison brings over 25 years of experience in successfully creating and managing a wide array of plans and programs in the land-use arena. Kateri is an accomplished project manager and facilitator and is highly skilled at creating innovative partnerships and programs that extend client goals to the benefit of the community overall. Ms. Harrison has direct LAFCo and local government planning experience as follows:

- Project Manager; Solano LAFCo; December 2018; MSR & SOI Update for the City of Fairfield Pacific Flyway project.

- Project Manager; Nevada LAFCo; April 2015; Western County Wastewater MSR (2 cities, 2 special districts, 10 zones).
- Project Manager; Placer LAFCo; August 2018; MSR for Tahoe and Martis Valley Service Providers (15 special districts).
- Project Manager; San Joaquin LAFCo; June 2019; MSR & SOI for Byron Bethany Irrigation District and The West Side Irrigation District;
- Facilitator, Mendocino LAFCo; developed principles and priorities for the Commission;
- Over 25 years of experience as a land-use planner with 13 of these years working directly for local government agencies including Nevada County Planning, Senior Planner; Alameda County Planning Department, Planner III; and City of Grass Valley, Planning Commissioner.

**Bruce Baracco**

Project Advisor and LAFCo Expert

M.U.P. Urban Planning, San Jose State University, 1972

B.S. City and Regional Planning, Cal Poly, San Luis Obispo, 1970

*Specialties:* Mr. Baracco has extensive experience in land use planning, environmental review, and LAFCo-related activities. Mr. Baracco has direct LAFCo and MSR experience as follows:

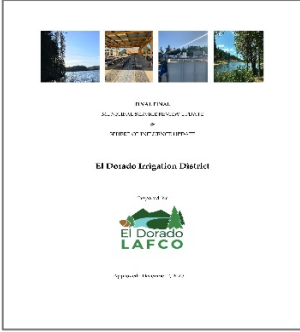
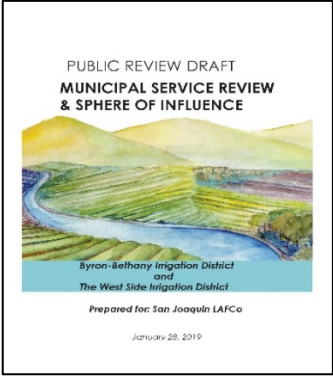
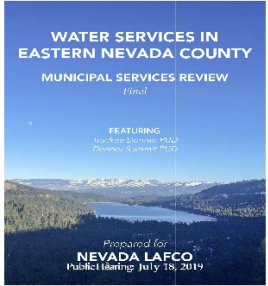
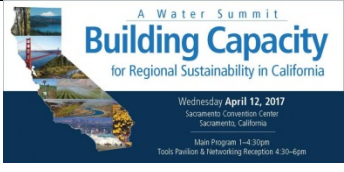
- Fourteen years of direct experience as a LAFCo Executive Officer;
- Primary author of MSRs for the cities of Antioch, Calistoga, Pittsburg, and St. Helena;
- Primary author of MSRs and SOI Updates for seven Reclamation Districts in Contra Costa County;
- Co-author with Jennifer Stephenson of Policy Consulting Associates of a Countywide Law Enforcement MSR for Contra Costa LAFCo; and
- Team member with Policy Consulting Associates and the Shibatani Group for a Countywide Water MSR for Santa Clara LAFCo.

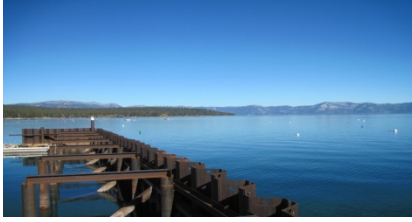
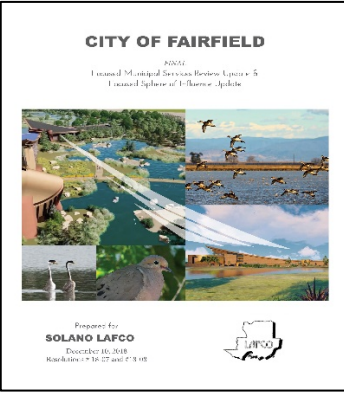
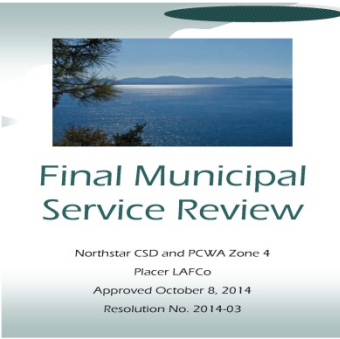

## Project Experience



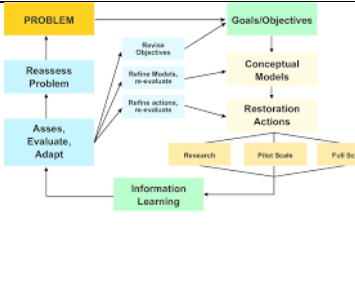

SWALE Inc. uses modern data collection and analysis techniques to complete municipal service reviews and sphere of influence analyses for LAFCo’s throughout California. Qualitative and quantitative data gathering, methodology development, data analysis and interpretation, and report writing, are our areas of expertise. We also utilize demographic data to help assess current trends. SWALE Inc. offers our regulatory and institutional knowledge to Solano LAFCo and our pragmatic approach will be designed to maximize cost efficiency and effectiveness of the MSR/SOI update process.

## EXPERIENCE IN WATER RESOURCES

Water resources are a particular area of expertise that SWALE Inc. has developed through years of educational and work experience throughout California. Our consultants have a deep understanding of the policy and technical issues associated with water resources in the Delta and Northern California.


Water Resources	
 <p>The image shows the cover of a report for El Dorado LAFCO. It features four small landscape photos at the top, followed by the title 'FINAL REPORT MUNICIPAL SERVICE REVIEW &amp; SPHERE OF INFLUENCE' and the El Dorado LAFCO logo at the bottom.</p>	<p><b><u>El Dorado LAFCO</u></b> (Approved December 2020)</p> <p>SWALE Inc. was the prime contractor directly to El Dorado LAFCO for this MSR/SOI Update. The El Dorado Irrigation District (EID) is the largest district in the County and it provides raw water for agriculture, treated municipal water, wastewater collection, transport, treatment, disposal, recycled water, recreation, and hydropower. Issues addressed include the debt, liquidity, and reduction of the SOI.</p>
 <p>The image shows the cover of a report for San Joaquin LAFCO. It features a landscape illustration of a river and fields, with the title 'PUBLIC REVIEW DRAFT MUNICIPAL SERVICE REVIEW &amp; SPHERE OF INFLUENCE' and the names of the irrigation districts.</p>	<p><b><u>Byron Bethany Irrigation District and The West Side Irrigation District MSR &amp; SOI</u></b> (May 2017 to June 2019)</p> <p>SWALE Inc. authored a municipal service review and sphere of influence analysis for these two water districts that wish to merge. San Joaquin LAFCO oversaw the development of this report and the first public workshop was held in May 2019. This MSR/SOI supported the merger/consolidation of the two districts. One important issue this MSR addressed was the documentation of current and historic water rights for both districts.</p>
 <p>The image shows the cover of a report for Nevada LAFCO. It features a landscape photo of a lake and mountains, with the title 'WATER SERVICES IN EASTERN NEVADA COUNTY MUNICIPAL SERVICES REVIEW Final' and the Nevada LAFCO logo.</p>	<p><b><u>Nevada LAFCO</u></b> (approved July 18, 2019)</p> <p>SWALE Inc. served as the primary contractor to Nevada LAFCO and we prepared Final MSR for Water Services in Eastern Nevada County. This MSR addressed two districts: Truckee Donner Public Utility District and the Donner Summit Public Utility District.</p>
 <p>The image is a poster for a conference titled 'Building Capacity for Regional Sustainability in California'. It includes the date 'Wednesday April 12, 2017' and the location 'Sacramento Convention Center, Sacramento, California'.</p>	<p><b><u>Conference:</u></b> In April 2017, Ms. Harrison attended the Water Summit: Building Capacity for Regional Sustainability in California. Focused on the 2014 Sustainable Groundwater Management Act. Learned new tools and implications associated with this law.</p>




	<p><b>Placer LAFCo:</b> <i>MSR on public services in the Tahoe/Martis Valley Area (Approved August 2018)</i>          SWALE Inc. is the prime contractor to develop a municipal service review that studied the following water and sewer districts:</p> <ul style="list-style-type: none"> <li>• Alpine Springs County Water District</li> <li>• Donner Summit Public Utility District</li> <li>• Mckinney Water District</li> <li>• North Tahoe Public Utility District</li> <li>• Sierra Lakes County Water District</li> <li>• Squaw Valley Public Services District</li> <li>• Tahoe City Public Utility District</li> <li>• Talmont Resort Improvement District</li> </ul> <p>This MSR also includes a detailed analysis of several mutual water companies and private water companies.</p>
	<p><b>Solano LAFCo:</b> <i>MSR/SOI Update for the City of Fairfield, Pacific Flyway Project (approved December 2018)</i>          SWALE Inc. completed a MSR/SOI Update for the Pacific Flyway Education Center and this property was recently added to the City of Fairfield’s SOI. Kateri Harrison served as the Project Manager and Co-Author. Issues identified include performance measures, wetland habitat, fire services, annexation.  <i>Reference: Michelle McIntyre, LAFCO Analyst   675 Texas St.   Fairfield, CA 94533   (707-439-3898   mmcintyre@solanoLAFCO.com</i></p>
	<p><b>Northstar CSD and Placer County Water Agency Zone 4 MSR</b>  <i>(May 2013 to October 2014)</i>          SWALE Inc. authored a municipal service review for the Northstar Community Service District and Zone 4 of the Placer County Water Agency. This Final MSR was approved by Placer LAFCo on October 8, 2014. Northstar CSD provides road maintenance services and other services. The Placer County Water Agency provides raw water and offered to transfer Zone 4 to the CSD and this issue was discussed in detail in this MSR.</p>
	<p><b>Bay Delta Conservation Plan – Subconsultant to ICFI and SAIC:</b>  <i>Technical Writer, Science Coordination (2009–2012)</i>          From December 2009 to present, SWALE Inc. worked as a subconsultant to ICFI and SAIC providing technical writing and analytical support to the Bay Delta Conservation Plan (BDCP) in Sacramento, California. Issues included water supply and water quality on a state-wide basis.</p>

	<p><b>Bay Delta Conservation Plan - Subconsultant to Essex Partnership:</b> <i>Aquatic Habitat Assessment Worksheets, (2008–2010)</i> SWALE Inc. worked as a subconsultant to Essex Partnership providing meeting support services to the Bay Delta Conservation Plan (BDCP) in Sacramento, California. The partners in this BDCP process included the U.S. Fish and Wildlife Service, NOAA Fisheries, the Environmental Protection Agency, state agencies, and consultants such as SAIC.</p>
	<p><b>Biological Opinion on Delta Smelt:</b> <i>Technical Writer on Aquatic Habitat, (July to October 2008)</i> SWALE Inc. worked as a subconsultant to Essex Partnership providing meeting support services to the U.S. Fish and Wildlife Service technical team preparing background information and developing reasonable prudent alternatives.</p>
	<p><b>Delta Regional Ecosystem Restoration Implementation Plan:</b> <i>Assistant Facilitator, (2007-2011).</i> Serving as a subcontractor for Essex Partnership, SWALE Inc. provided meeting support services for the Department of Fish and Game’s Delta Regional Ecosystem Restoration Implementation Plan (DRERIP). Issues included the development of aquatic species and ecosystem conceptual models, integrating science into decision-making processes, understanding hydrological processes in rivers, streams, and estuaries in California.</p>
	<p><b>CALFED Independent Science Board:</b> <i>Staff &amp; Coordinator for the Board</i> From 2004 through 2005, while Ms. Harrison was an employee at Kleinschmidt (see resume), she served as the staff support for the California Bay Delta Authority (CALFED) Independent Science Board. Issues included hydrological, geological, and biological issues associated with water resources in California.</p>

**EXPERIENCE IN FACILITATION**

Kateri Harrison is a trained facilitator and has over ten years of experience managing and facilitation multi-stakeholder groups. Community development, consensus, and effective meetings are a particular interest of SWALE Inc.’s Planners. Our experience working on this issue for planning agencies is described in the table below.

	<p><b>Facilitator for the Caltrans Structures and Policy Board (2013 to 2014)</b> SWALE Inc. provided facilitation and meeting coordination services to the management level policy board. Issues addressed including maintenance of bridges and other highway structures in California.</p>
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	<p><b><u>Mendocino LAFCo: Water Resources &amp; Facilitation</u></b> (October 2013)          SWALE Inc. facilitated a community conversation on water issues in the Ukiah Valley hosted by the Mendocino LAFCo. Issues discussed included: 1) renewal of the FERC license for Potter Valley; 2) Water District relationships with the Sonoma County Water Agency; 3) Army Corps regulation of the reservoir; 4) use of recycled wastewater; and 5) merging water districts to more efficiently serve customers.  <i>SWALE Inc. was the prime contractor for this 1-year contract at a total value of \$10,000.</i></p>
	<p><b><u>Bay Delta Conservation Plan HCP/NCCP Science Advisors:</u></b> <i>Assistant Facilitator, (2009)</i>          To prevent the extinctions of species, legislators developed the federal Endangered Species Act and the California Endangered Species Act. Issues included fish and wildlife habitat, water quality, and water supply on a statewide basis.</p>
	<p><b><u>CALFED Ecosystem Restoration Science Board:</u></b> <i>Staff &amp; Coordinator for the Board, (2002-2005)</i>          Ms. Harrison, as an employee at Kleinschmidt (see resume), served as the staff support for the California Bay Delta Authority (CALFED) Ecosystem Restoration Science Board.</p>



**EXPERIENCE WITH WASTEWATER SERVICES**

SWALE Inc. uses modern data collection and analysis techniques to complete municipal service reviews and sphere of influence analyses for LAFCo’s throughout California. Qualitative and quantitative data gathering, methodology development, data analysis and interpretation, and report writing, are our areas of expertise. We also utilize demographic data to help assess current trends. The water quality impacts associated with the provision of wastewater services is a particular expertise of SWALE Inc. We have written numerous MSRs and SOIs for wastewater service providers as listed in the table below.

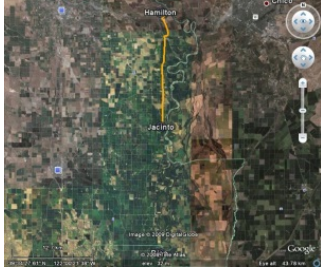
**Municipal Service Reviews**


	<p><b>Nevada LAFCo:</b> 2018 East County Wastewater MSR – Final. This MSR addressed three service providers: Truckee Sanitary District, Donner Summit PUD, Tahoe Truckee Sanitation Agency. Several issues were addressed in this MSR including the delivery of service and wastewater treatment in an alpine environment, compliance with regulatory standards, and management practices. Although a SOI update was not part of SWALE’s scope of work, we did include several Sphere of Influence Update Options for Truckee Sanitary District in Appendix 1. <i>Reference: SR Jones, Executive Officer   950 Maidu Avenue, Suite 270   Nevada City, Ca 95959   (530) 265.7180.</i></p>																
	<p><b>Solano LAFCo:</b> MSR for Wastewater Service Providers. In 2017 SWALE Inc. completed a MSR for two wastewater service providers in Solano County, the Fairfield Suisun Sewer District and the Vallejo Sanitation District. Kateri Harrison served as the Project Manager and Co-Author. Issues identified include fiscal constraints, geographic constraints and innovative methods utilized by the two districts. <i>Reference: Michelle McIntyre, LAFCo Analyst   675 Texas St.   Fairfield, CA 94533   (707-439-3898   mmcintyre@solanoLAFCO.com</i></p>																
<p><b>Operating Expenses FY 12/13</b></p> <table border="1"> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>salaries</td> <td>48%</td> </tr> <tr> <td>other expenses</td> <td>20%</td> </tr> <tr> <td>power</td> <td>10%</td> </tr> <tr> <td>repairs</td> <td>9%</td> </tr> <tr> <td>professional services</td> <td>9%</td> </tr> <tr> <td>insurance</td> <td>2%</td> </tr> <tr> <td>supplies</td> <td>2%</td> </tr> </tbody> </table>	Category	Percentage	salaries	48%	other expenses	20%	power	10%	repairs	9%	professional services	9%	insurance	2%	supplies	2%	<p><b>Nevada LAFCo:</b> MSR Wastewater Services in Western Nevada County (September 2014 to May 15, 2015). SWALE Inc. developed a municipal service review for four wastewater service providers located in the western part of Nevada County. The four service providers analyzed include the City of Grass Valley, Nevada City, Kingsbury Greens Community Service District and the Nevada County Sanitation District. Analysis of socio-economic data and infrastructure capacity was a key piece of this MSR. The MSR included analysis of existing and projected population, analysis of future growth areas, disadvantaged communities, and demand for future public service. Additionally, SWALE evaluated the efficiency of management, including district administration and maintenance; budgets; and cost avoidance opportunities. <i>Reference: SR Jones, Executive Officer   950 Maidu Avenue, Suite 270   Nevada City, Ca 95959   (530) 265.7180.</i></p>
Category	Percentage																
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insurance	2%																
supplies	2%																
	<p><b>Mendocino LAFCo:</b> Municipal Service Review/SOI (2014 to 2015). Ms. Harrison served as the co-project manager and co-author of the Municipal Service Review for eight (8) water districts in Mendocino County. This detailed analysis of the identified service providers includes researching and organizing information, data analysis, and developing recommendations on current and anticipated customer needs. The MSR included analysis of existing and projected population, analysis of future growth areas, disadvantaged communities, and demand for future public service. Additionally, SWALE evaluated the efficiency of management, including district administration and maintenance; budgets; and cost avoidance opportunities.</p>																



	<p><i>Reference: Bruce Baracco, Former Executive Officer   200 South School Street   Ukiah, CA 95482   (209) 304-0028   <a href="mailto:baraccoplanner@comcast.net">baraccoplanner@comcast.net</a></i></p>
	<p><b>Santa Clara LAFCo:</b> <i>Countywide Water Municipal Service Review (2011)</i>          In association with Policy Consulting Associates and The Shibatani Group, Baracco and Associates prepared a comprehensive countywide water service review of eight cities, five water districts, two resource conservation districts, and four private water companies. The report was adopted in December 2011 and was the recipient of the CALAFCO 2012 Project of the Year Award.  <i>Reference: Neelima Palacherla, Executive Officer   70 West Hedding Street, 11<sup>th</sup> Floor   San Jose, CA 95110   408-299-5127</i></p>
	<p><b>Butte LAFCo:</b> <i>Municipal Service Review of Irrigation, Drainage, and Reclamation Service Providers in Butte County (2007-2008)</i>          Ms. Harrison served as project manager and co-author to complete a Municipal Service Review for 21 irrigation, drainage, and reclamation service providers in Butte County. This detailed analysis of the identified service providers and used a collaborative approach to gathering and organizing information. The MSR included analysis of existing and projected population, analysis of future growth areas, disadvantaged communities, and demand for future public service. Additionally, SWALE evaluated the efficiency of management, including district administration and maintenance; budgets; and cost avoidance opportunities.  <i>Reference: Stephen Lucas, Executive Officer   1453 Downer St, Ste C   Oroville, CA 95965   (530) 538-7784.</i></p>

**EXPERIENCE WITH SOCIO ECONOMIC INDICATORS**

	<p><b>Palermo-Colgate-Rio Oso 230 kV. Transmisión Line Project, Butte, Yuba and Sutter Counties:</b> <i>Socio-economic Analyst</i>          Ms. Harrison researched and authored several technical sections of this Preliminary Environmental Assessment (PEA) document including land-use, agriculture, population, public utilities and public services. This included analysis of demographic data for each of the Counties. Population trends were analyzed using statistical methods and bar charts were developed. GANDA was the prime contractor under contract to PG&amp;E. <i>Reference: Jim Sherar, Project Manager, GANDA   435 Lincoln Way   Auburn, CA 95603   (530) 823-3151.</i></p>
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	<p><b>Glenn #2 60 kV Transmission Line Reconductoring Project</b>  <b>Glenn &amp; Colusa Counties:</b> <i>Socio-economic Analyst</i>          Ms. Harrison researched and authored several technical sections of this Preliminary Environmental Assessment (PEA) document including population, public utilities and public services. This included analysis of demographic data for each of the Counties. Population trends were analyzed using statistical methods and bar charts were developed. GANDA was the prime contractor and they were under contract to PG&amp;E. <i>Reference: Cynthia Kaiser, Project Manager, GANDA   1 Saunders Avenue   San Anselmo, CA 94960-1719   (415) 458-5803.</i></p>
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**EXPERIENCE IN GIS, MAPS, & GRAPHICS**

ESRI’s ArcGIS is the program SWALE uses as its geographic information system to develop location maps, boundary maps, and demographic maps. Services include infrastructure analysis and mapping, asset mapping, and business opportunity mapping. It is important for communities to review and assess infrastructure needs including water, sewer, transportation, communications, and energy. Public infrastructure forms the foundation of the community’s assets and subsequent strengths and contributes to economic performance over the long term.

**EXPERIENCE IN LAND-USE PLANNING**

SWALE Inc. has extensive experience in land-use planning and analysis including permit processing (subdivisions, conditional use permits, development permits, variances, commercial design, utilities, infrastructure, etc.). SWALE Inc. prepares area plans and specific plans and we are active in the transportation planning arena. Examples of our project expertise are listed in the table below.

<p><b>Land-Use Planning &amp; Development</b></p>	
	<p><b>Nevada County Planning Department:</b> <i>Senior Planner</i>          Ms. Harrison served as Senior Planner with the Nevada County Planning Department from 1999 to 2003. Ms. Harrison managed several land-use analyses, including permit processing. Ms. Harrison served as the temporary Planning Director and Zoning Administrator for the Department when those regular managers were on vacation or otherwise unavailable. Permit processing included the final map for Dark Horse, a 700-lot residential subdivision with a golf course and a use permit for the Woolman School.</p>

	<p><i>Reference: Mark Tomich, Former Nevada County Planning Director   c/o City of Colton   650 N. La Cadena Drive   Colton, CA 92324   (909) 370-5188.</i></p>
	<p><b>Yolo County HCP/NCCP: Science Facilitation</b> An HCP/NCCP is a method to streamline the permit process. Ms. Harrison played a key role in the Yolo County HCP/NCCP by assisting the Science Panel. <i>Reference: Dr. Wayne Spence, Lead Scientist, Conservation Biology Institute   815 Madison Avenue.   San Diego, CA 02116   (619) 296-0164</i></p>
	<p><b>Yuba/Sutter Counties Joint HCP/NCCP: Science Facilitation</b> Obtaining permits from federal and state wildlife professionals for private development projects is not an easy process. An HCP/NCCP is a method to streamline the permit process. Ms. Harrison played a key role in the Yuba Sutter Counties HCP/NCCP by assisting the Science Panel. <i>Reference: Dr. Wayne Spence, Lead Scientist, Conservation Biology Institute   815 Madison Avenue.   San Diego, CA 02116   (619) 296-0164.</i></p>
	<p><b>City of Grass Valley Planning Commission: Commissioner</b> Ms. Harrison served as a Planning Commissioner with the City of Grass Valley from 2006 to 2010. During her tenure Ms. Harrison offered comments on and voted on about a total of 48 projects including the following highlights:</p> <ul style="list-style-type: none"> <li>• Wolf Creek Lodge a 70-unit high density multi-generational co-housing project;</li> <li>• Use Permit to remodel an existing building for use as an emergency homeless shelter called Hospitality House;</li> <li>• Housing Element 2009 - 2014 (part of the City's General Plan);</li> <li>• Ordinance on backyard chickens;</li> <li>• Development Review for a 14,550 square foot commercial building to host a Walgreens Drug store.</li> </ul> <p><i>Reference: Chauncey Poston, Former City Council Member, City of Grass Valley   125 East Main St.   Grass Valley, CA 95945   (530) 272-5030.</i></p>

## Resumes

The Consulting Team's resumes are presented on the following pages.



**Kateri Harrison, Ecologist & Planner**  
**SWALE Inc.**

111 Bank Street, Suite #202, Grass Valley, CA 95945

(530) 559-7823

[harrison@swaleinc.com](mailto:harrison@swaleinc.com) and [www.swaleinc.com](http://www.swaleinc.com)



**Profile**

Ms. Harrison’s career has focused on assisting federal, state and local government agencies and private organizations incorporate scientific analysis into land use and resource management decision-making. Kateri Harrison has over 20 years of experience as an environmental planner, and ecologist. Her computer skills include Systat, Access, Excel and Arc View. As a certified meeting facilitator with the Institute of Cultural Affairs, Ms. Harrison uses a highly collaborative approach to project, often involving multiple stakeholders.

**Education**

**M.A., Biology, Ecology and Systematics**, San Francisco State University, 2003.  
**B.A., Environmental Studies with an emphasis in Law**, U. C. Santa Barbara, 1986.

**Relevant Experience & Accomplishments**

**Employment**

**CEO & Principal Planner**, *Sierra Watershed and Land Enterprise (SWALE Inc.)*, Grass Valley *Nov 2007 –Present*

- ◆ Project Manager for the Municipal Service Review for Placer LAFCo covering the Tahoe/Martis Valley Areas (2014-2016).
- ◆ Facilitated monthly meetings of the Structure Policy Board for the State Bridge Engineer at Caltrans (2013-2015).
- ◆ Project Manager for the Municipal Service Review for Western Nevada County Wastewater Service Agencies (2014 – 2015)
- ◆ Co-managed the Municipal Service Review of water districts for Mendocino LAFCo (2013-2014).
- ◆ Authored Initial Study per CEQA for development of new K-8 campus on behalf of Yuba River Charter School (2012).
- ◆ Developed and facilitated a strategic plan for the Yuba River Charter School (2012).
- ◆ Served as a subcontractor for ICFI/SAIC, to provide technical writing, editing, and meeting support services on the Bay Delta Conservation Plan (BDCP) (2007-2011).

**Senior Planner and Ecologist**, *Kleinschmidt*, Grass Valley *Jun 2003-Jan 2008*

- ◆ Provided facilitation, technical writing, and logistical support for Science Panels of Habitat Conservation Plans (HCPs) in Yolo County, Yuba/Sutter County, and Santa Clara County in collaboration with Dr. Wayne Spencer of the Conservation Biology Institute.
- ◆ Managed and wrote the Cosumnes River Preserve Management Plan. Facilitated a variety of public workshops to solicit public comment on planning policies. Outcome is a plan for future management of the aquatic and terrestrial resources of the Preserve.

- ◆ Served as an extension of staff for the California Bay Delta Authority (CALFED). Projects include meeting coordination for the Independent Science Board, Ecosystem Restoration Science Board, and the Delta Regional Ecosystem Restoration Implementation Plan.
- ◆ Supervised a staff of four professional planners and scientists.

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**Senior Planner and Natural Resource Manager**, *Nevada County Planning Department*, Nevada City Oct 1999-Jan 2003

- ◆ Managed the Natural Resource Section of the Planning Department and this included an \$800,000 collaborative open space planning effort that developed a biological baseline assessment of the County.
- ◆ Represented Nevada County at the Yuba Watershed Council and the Truckee River Watershed Council.
- ◆ Coordinated with the Calif. Department of Forestry (now CALFIRE) on review of over 40 Timber Harvest Plans in Nevada County.

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**Research Intern**, *U.S. Geological Survey*, Menlo Park 1998

- ◆ Microscopic analysis of benthic macro-invertebrates.

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**Research Intern**, *U.C. Berkeley's Jepson Herbarium*, Berkeley 1997

- ◆ Used knowledge of taxonomy to categorize a collection of historic flora from Mt. San Bruno into the Herbarium's electronic database.

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**Planner III**, *Alameda County Planning Department*, Hayward 1989-1995

- ◆ Administered over 200 development permits for Tract Maps, Site Development Reviews and Rezoning projects, taking the projects from their initial phase to final action.
- ◆ Authored a range of CEQA documents for over 100 different land-use projects.

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**Community Involvement**

**Sacramento Valley Section of the American Planning Association**, Board of Directors (2007 to 2011).  
**City of Grass Valley**, Planning Commissioner (2008 to Jan 2012).

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**Publications and Presentations**

Brose, U., Ostling, A., Harrison, K., and Martinez, N.D. 2004. Unified Spatial Scaling of Species and their Trophic Interactions. *Nature*. 428: 167-171.  
Harrison, K. 2003. The Effect of Land Use and Dams on Stream Food Webs in Santa Clara Valley. Master's Thesis. San Francisco State University. San Francisco, CA.  
Harrison, K. 2003. The Effect of Land Use and Dams on Stream Food Webs in Santa Clara Valley. Presentation at the Calfed Science Conference. Sacramento, CA.  
Harrison, K, 1986. The History of Southern California Wetlands. Senior Manuscript. University of California, Santa Barbara. Goleta, CA.

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**Continuing Education & Certificates**

American Institute of Certified Planners (AICP) (1989-2011).  
Advanced Excel – IS Institute, Sacramento (2011).  
Advanced Access Database – IS Institute, Sacramento (2011).  
Facilitation of Strategic Plans, Institute of Cultural Affairs (2009).  
Role of the Planning Commissioner, UC Davis Extension (2008).  
MS Access Database, NW Environmental Training Center (2007).  
Arc GIS for Wildlife Biologists, NW Environmental Training Center (2006).  
Group Facilitation Methods, Institute of Cultural Affairs (2006).  
Planning Law Update, webseminar host, American Planning Association (2006).

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# #

Resume

**BRUCE C. BARACCO**

Principal Planner

Baracco and Associates

Bruce Baracco has been directly involved in land use and environmental planning in the San Francisco Bay Area, the San Joaquin Valley, and the Central Sierra Region for the past thirty-nine years. During that time, he has worked for a variety of small cities, suburban and rural counties, three Local Agency Formation Commissions, and consulting firms, specializing in land use analysis, project review, permit processing, and the preparation of environmental documents.

Education Mr. Baracco holds a Bachelor of Science degree in City and Regional Planning from California Polytechnic State University, San Luis Obispo, and a Master of Urban Planning degree from San Jose State University.

Experience Mr. Baracco has extensive Local Agency Formation Commission, planning, and environmental experience as follows:

- Nine years of direct experience as a public agency planner;
- Twelve years of direct experience as a LAFCo Executive Officer;
- Five years of direct experience in the preparation of environmental documents; and
- Fifteen years of direct experience as a small city planning consultant.

Mr. Baracco has prepared Municipal Service Reviews for the Cities of Antioch, Calistoga, Pittsburg and St. Helena, as well as MSR's for two cemetery districts in Napa County and seven reclamation districts in Contra Costa County. His firm was the lead consultant for a County-wide Law Enforcement MSR for Contra Costa LAFCo, and an award winning County-wide Water MSR for Santa Clara LAFCo. He is well versed in the Local Government Reorganization Act of 2000 and the statutory requirements necessary to prepare factual Municipal Service Reviews and Sphere of Influence Updates.

Affiliations American Planning Association (APA), Member  
American Institute of Certified Planners (AICP), Member No. 000468  
California Association of Local Agency Formation Commissions (CALAFCO), Associate Member  
California Special Districts Association (CSDA), Business Affiliate Member

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## Appendix 1

### SWALE Business Certifications

SWALE Inc. is certified as a small-micro business by the California Department of General Services (DGS). SWALE Inc. is also listed as a recognized small business vendor on the CA Dept. of Water Resources' Contractor Information Form at: <http://www.water.ca.gov/sbe/contractor/>.

SWALE Inc. is formally registered with the U.S. Housing and Urban Development (HUD) as Section 3 business. Section 3 is a provision of the HUD Act of 1968 that helps foster local economic development, neighborhood economic improvement, and individual self-sufficiency. The Section 3 program requires that recipients of certain HUD financial assistance, such as cities who receive Community Development Block Grants (CDBG), utilize employees or contractors who meet the Section 3 low income criteria in connection with projects and activities in their neighborhoods. You may view SWALE's Section 3 business registration at this website: <https://portalapps.hud.gov/Sec3BusReg/BRegistry/BRegistryHome> and <https://portalapps.hud.gov/Sec3BusReg/BRegistry/GetBusinessDetails?busId=5454>





## Appendix 2

SWALE's Method of Payment and Standard Price Sheet



**SWALE’s Method of Payment and Standard Price Sheet  
(Time and Materials Hourly Rate Basis)**

1. SWALE’s Time and Materials Hourly Rate Basis of payment (hereafter cited as “Hourly Rate”) shall be for all employee and subcontractor time and expenses committed to the Project. SWALE Inc. agrees not to exceed the estimated consulting costs as stated in the proposal without explaining the need to the Client and obtaining the Client's authorization to proceed.

2. Definitions

- a. SWALE Inc. – A small, woman- owned business that is structured as an S-Corp and located in Grass Valley, Ca.
- b. Hourly Rate – a time and materials hourly billing rate assigned to the employee of SWALE Inc. This rate is fully burdened inclusive of overhead, general and administrative costs, employee wages, profit and fee.
- c. Reimbursable Expenses - any expenses incurred by SWALE Inc. in performing work on the project including but not limited to travel costs, postage and other shipping costs, meals, living expenses, mileage, facsimile costs, and printing costs.
- d. Subconsultants - A person or entity having a contract with SWALE Inc. to provide services as an independent associate or sub-consultant engaged directly on the Project.

3. Client agrees to pay for services an amount as computed by the actual time the SWALE Inc. employee and subcontractors incur on the Project, multiplied by their hourly rate. The billing rates will not be increased as a result of overtime work by SWALE Inc. personnel unless overtime is requested by Client.

4. Client agrees to pay an amount equal to the Reimbursable Expenses actually incurred by SWALE Inc. SWALE Inc. does not charge a mark up fee for any reimbursable expense. Reproduction services and express mail delivery services by outside service providers are billed at actual cost, if pre-authorized by the client. Misc expenses such as personal car mileage are billed consistent with actual cost in conformance to the State travel and expense guide.

5. Client agrees to pay for expert testimony and direct preparation for testimony in any litigation, arbitration or other legal or administrative proceeding at 150% of the standard billing rates with a minimum daily charge based upon an eight hour day, plus Reimbursable Expenses. Compensation for time spent in preparing to appear in any such litigation arbitration or proceeding will be on the basis of paragraph 3.

**SWALE’s Standard Hourly Rate Schedule**

<i>Year</i>	<i>Employee’s Name</i>	<i>Billing Title</i>	<i>Standard Hourly Rate</i>
2021	Kateri Harrison	Project Manager	\$115
2021	Bruce Baracco	Senior Planner	\$132
2021	Intern/clerical	Data collection	\$40

The above rates are valid from January 1, 2021 to December 31, 2021.