



April 29, 2019

Jose Henriquez, Executive Officer
El Dorado Local Agency Formation Commission
550 Main Street, Suite E
Placerville, CA 95667

Subject: Proposal for El Dorado Hills Irrigation District MSR/SOI Update

Dear Mr. Henriquez:

SWALE Inc. is enthusiastic about this opportunity to provide the enclosed proposal to assist El Dorado LAFCO in addressing the Municipal Service Review (MSR) and Sphere of Influence (SOI) Update for the El Dorado Irrigation District. The enclosed proposal is submitted on behalf of a highly-qualified team of consultants including SWALE Inc. and Baracco & Associates. Our Team's extensive experience and understanding of LAFCO, special districts, and local government issues allows us to deliver comprehensive analysis in a cost-effective and timely manner. Our emphasis is on evaluating government efficiency, government services, finances, and budgets. During the April 2018 CALAFCO Staff Workshop in San Jose, you might have seen a presentation on MSR tools that highlighted the MSR SWALE wrote for Nevada LAFCO on the Truckee Sanitary District. You might have also heard about the MSR/SOI SWALE wrote for Solano LAFCO on the City of Fairfield's Pacific Flyway project, which analyzed specific performance measures. SWALE will bring this same expertise to your MSR and SOI on the El Dorado Irrigation District.

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 El Dorado LAFCO. The enclosed proposal is valid for a period of 120 days following the date of proposal receipt.

Thank you for the opportunity to present this proposal to prepare a MSR/SOI Update for El Dorado LAFCO. Please contact us if you have any questions or comments. We look forward to hearing from you.

Sincerely,

A handwritten signature in blue ink that reads "Kateri Harrison".

KATERI HARRISON
CEO, SWALE Inc.

Attachment: Proposal to Prepare MSR and SOI Update for El Dorado LAFCO

SWALE Inc. Facilitation, Ecological Analysis, and Planning
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harrison@swaleinc.com www.swaleinc.com

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PRESENTS

A QUOTE AND PROPOSAL FOR

**EL DORADO
LOCAL AGENCY FORMATION COMMISSION**

**MUNICIPAL SERVICE REVIEW &
SPHERE OF INFLUENCE UPDATE
El Dorado Irrigation District**

April 29, 2019



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Introduction

Imagine a Municipal Service Review (MSR) and Sphere of Influence (SOI) document that:

- Measures what matters.
- Carefully analyzes key data.
- Contains text that thoughtfully describes the data.
- References all of the key material, giving you an extensive bibliography and a collection of e-files.
- Allows LAFCO, the District, and the consulting team to agree upon the important issue topics (i.e. performance measures) before the writing starts.
- Is developed using a holistic system that focuses in on LAFCO's required determinations and uses performance measures to frame the data to be collected and used, along with the associated text, to thoughtfully develop a color-coded scorecard that immediately lets decision-makers know a District's strengths and weaknesses.
- Can form the basis of future strategic planning for the District because it outlines strengths, weaknesses, opportunities, and threats (SWOT).
- Is written by a team of experienced land-use planners that serve as objective, neutral, 3rd party reviewers of the District and its operations.

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.

SWALE Inc. has produced these types of carefully crafted MSRs & SOIs for San Joaquin LAFCO, Solano LAFCO, and Nevada LAFCO. We can produce this type of informative MSR & SOI for you too. If you think that MSR/SOIs are a useless document designed as part of regulatory bureaucracy that should sit on a bookshelf collecting dust, then SWALE Inc. invites you to re-think those outdated ideas. Welcome to SWALE's new performance-measure based MSR and SOI analysis. Our use of performance measures in MSR/SOI documents has recently been nominated for the "Best Practice Award" through the Sacramento Valley Section of the California/American Planning Association. We hope you enjoy reading more about our approach in the following pages.

El Dorado Irrigation District

We understand that the El Dorado Irrigation District (EID) serves a population of approximately 110,000 residents with annual total revenues at about \$70 million. The EID provides four key public services including water, wastewater, hydroelectric power, and parks and recreation to customers within its 220 square mile geographic boundary. SWALE's planners look forward to

learning more about the EID as we progress through the full MSR/SOI process. SWALE Inc. is aware that LAFCO's proposed MSR/SOI Update covers only one District, EID, and our scope of work and budget accurately reflect this as outlined in LAFCO's request for proposals.

The Consulting Team

The SWALE Inc. Consulting Team proposes to assist El Dorado LAFCO in updating a Municipal Service Review (MSR) and Sphere of Influence (SOI) for the El Dorado Irrigation District (Irrigation District). Our consulting team is distinguished from other consulting firms by our dual expertise in both LAFCO and natural resource issues, including water and parks. Our team members have long-term and contemporary experience working directly for LAFCO's and serving as long-standing technical advisors to water resource agencies and special districts throughout the State of California. We offer our regulatory and institutional knowledge to El Dorado LAFCO. Our pragmatic approach will be designed to maximize cost efficiency and effectiveness of the MSR/SOI update process.

The Consulting Team is comprised of SWALE Inc. who will serve as the prime contractor with Kateri Harrison serving as the Contract Manager. SWALE Inc. is a small, local, woman-owned consulting firm with a range of experience working in local government including strategic planning, organizational stream-lining, and budgeting for operational needs. 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 in Northern California. Our pragmatic approach, discussed in further detail later, will be designed to maximize cost efficiency, effectiveness, and timeliness of the MSR process. Members of this consulting team have a long history of working together and we have joined together to combine our diverse and compatible expertise.

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, as described by performance measures developed in consultation with LAFCO. This approach means that time and energies are not unnecessarily expended on extraneous matters or irrelevant studies.

Contact Information

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Grass Valley, CA 95945
(530) 559-7823
www.swaleinc.com

Primary Contact and Authorized Representative:

Kateri Harrison, CEO, SWALE Inc.

harrison@swaleinc.com

Team Assignments

Kateri Harrison, SWALE Inc., Contract Manager

Kateri Harrison will be responsible for contract management, agency outreach, and coordination with El Dorado LAFCO. As Contract Manager, she will coordinate closely with El Dorado LAFCO Staff and insure that the project adheres to the budget. Kateri will coordinate with the team to insure the project maintains its schedule. Kateri will tactically guide the overall development of the document.

Amanda Ross, Lead Planner and Project Coordinator

Ms. Ross works with SWALE to analyze public services, public infrastructure, sphere of influence studies, and annexations. She is a skilled data analyst and technical writer. She will coordinate the day-to-day details for this project with LAFCO, EID, and the consulting team.

Bruce Baracco, Baracco and Associates; Project Advisor and Planner

Bruce Baracco will provide overall project guidance and LAFCO expertise to the entire consulting team. He will meet with agency representatives and oversee development of MSR determinations for each district. Additionally, Bruce will provide an internal peer review of the administrative draft document to ensure quality control.

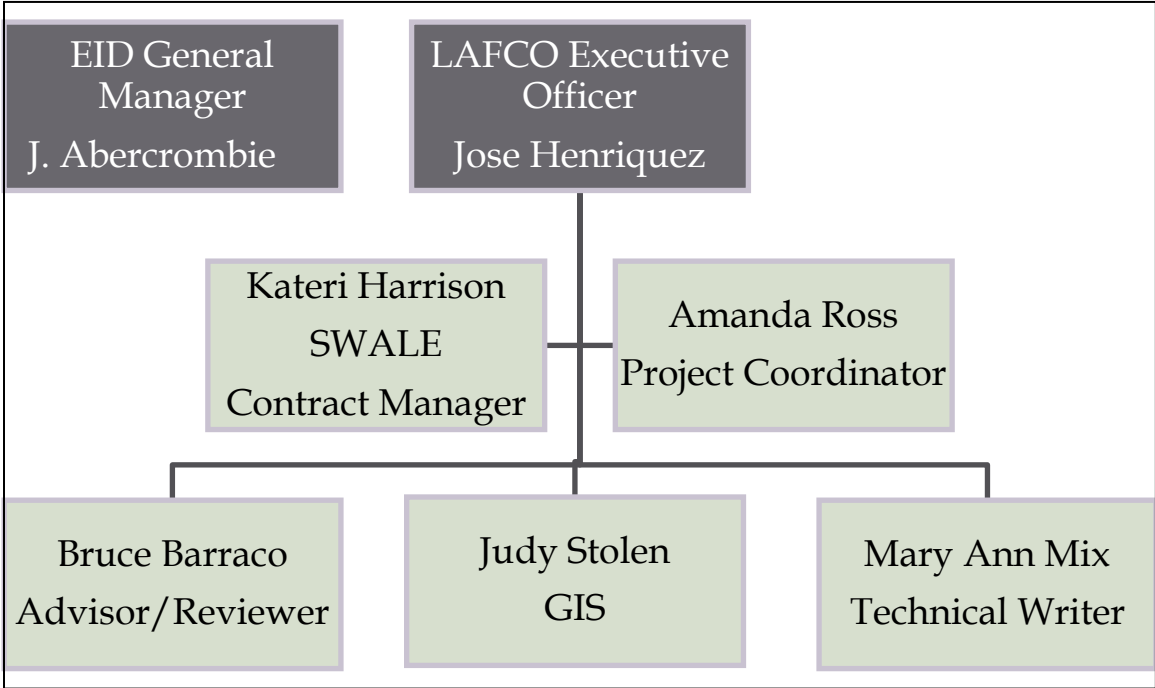
Judy Stolen, Geographic Data Analyst and GIS Map Creator

Ms. Stolen works with SWALE to analyze geographic data related to disadvantaged unincorporated communities, district boundaries, parcel size and distribution, number of parcels, and other geographic features. Additionally, Ms. Stolen will create the maps of the District's boundary and SOI.

Mary Ann Mix, Technical Writer

Ms. Mix works with SWALE to write MSR sections on disadvantaged unincorporated communities, land-use, and general plan designations.

Organization Chart



Team Qualifications

SWALE Inc. is pleased to present this team of highly qualified professionals to assist El Dorado LAFCO with preparation of the Municipal Service Review and Sphere of Influence Update for the El Dorado Irrigation District. 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

Contract 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 MSR for Tahoe and Martis Valley Service Providers (15 special districts);

- Project Manager, MSR & SOI for Byron Bethany Irrigation District in San Joaquin County (pending approval);
- Facilitator, Mendocino LAFCO; developed principles and priorities for the Commission;
- Over 25 years of experience as a land-use planner and 13 of these years were with local government agencies including Nevada County Planning Senior Planner, Alameda County Planning Department Planner III, and City of Grass Valley Planning Commissioner.

Amanda Ross

Project Coordinator and Lead Planner

Masters of City & Regional Planning, Cal Poly, San Luis Obispo, 2016

B.A. History, Cal Poly, San Luis Obispo, 2011

Specialties: Ms. Ross has extensive experience in land use planning, environmental review and LAFCO-related activities. Ms. Ross has direct LAFCO and MSR experience as follows:

- Planner, Solano LAFCO, December 2018 MSR & SOI Update for the City of Fairfield Pacific Flyway project.
- Planner, Nevada LAFCO; November 2018 Eastern County Wastewater MSR (2 special districts);
- Planner, MSR & SOI for Byron Bethany Irrigation District in San Joaquin County (pending approval);
- Analyzes data and writes sections pertaining to population projections, housing needs projections, recreation, police, fire, water and wastewater services, and annexations.

Bruce Baracco

Project Planner 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.

Judy Stolen

GIS Analyst

California State University, Chico, Geography & Planning, GIS certificate, 2004.

University of Minnesota, Minneapolis, MN

Specialties: Ms. Stolen has provided GIS and cartographic services to cities and agencies in Northern California since 2002. In addition to LAFCO experience with Colusa and Lake Counties, she provides GIS services to several independent environmental specialists in fields ranging from wildlife biology to water quality monitoring, and mapping and illustrations for scientific publications. Related experience includes:

- Prepared maps for SWALE's work on the Tahoe and Martis Valley MSR for Placer LAFCO.
- Prepared maps for SWALE's work on the April 2015 western county wastewater MSR for Nevada LAFCO.
- Creating GIS data for Colusa County LAFCO over the last 6 years, including SOIs and boundaries for Irrigation, Fire, Recreation, Cemetery districts and more, using aerial photos, Public Land Survey System and parcel pages to research historic boundaries;
- Southeast Paradise specific plan, GIS analysis to determine appropriate development areas;
- City General Plans for Anderson, Kelseyville, and several cities and towns in Colusa County.

Mary Ann Mix

Technical Writer

University of North Carolina, Library Sciences

Specialties: Ms. Mix has 40 years of experience in research methodologies, community consultation and public participation plans, environmental planning and permitting, and project management. Ms. Mix provides the organizational and managerial techniques necessary to research, write, interpret and respond to industry and governing agencies' guidelines, regulations, permits, licenses, codes, and ordinances. Coupled with her extensive 24-year experience with government councils as an elected official, she is able to carefully ascertain the concerns of the public, elected and appointed officials, governing bodies, and recommend appropriate issue-related actions. Related experience includes:

- Mendocino, County, CA Local Agency Formation Commission, Ukiah, CA: Planning, Municipal, and Service District Reports (2014-2016).
- City of Williams, CA, EIR for Love's Country Store, I-5/SR 20 Intersection (NOD, October 2016).
- River Pines PUD, CA, Water Storage and Distribution Rehabilitation Project (NOD, April 2018).

Approach to Water Service Analysis

Water services include the access to, treatment of, and distribution of water for municipal purposes. Water service is dependent on two factors: 1) water supply and 2) water quality. Water supply is derived from two sources: 1) surface water, including various streams; and 2) groundwater. EID is unique in

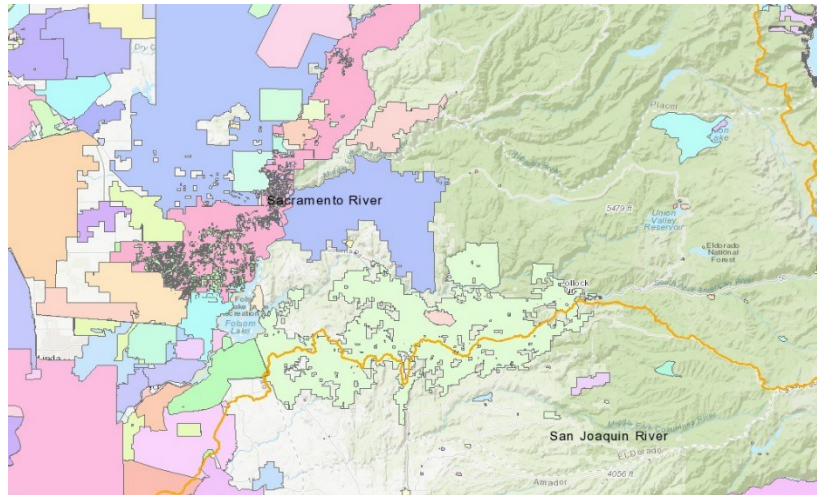


FIGURE 1-2: LOCAL WATER DISTRICTS

that the District boundaries overlap with the Sacramento River watershed and the San Joaquin River watershed as shown in Figure 1-2.

The primary issue with water supply in California during the years 2012 to 2015 was the drought. In response to this drought, the State Water Board, Division of Drinking Water, reviewed community public water systems to ensure each system has a reliable source of water. As a result of this review, the Water Board issued orders to 22 community public water systems and the orders (essentially a moratorium) prohibit new water service connections to residences and businesses in the service area, require metering for all customers, and establish a schedule to develop a reliable alternate source of supply. EID's Outingdale water system was subject to these orders¹.

Water supply is related to the amount of precipitation a region receives. EID's water supply is stored in Jenkinson Lake and the Project 184 Forebay, Sly Park Dam, and Folsom Lake. Water quality is also an on-going concern for all water service providers in California. Surface water supplies in the western region of El Dorado County generally yields high quality water. However, SWALE Inc. will review state water quality databases and will summarize the results of database queries.

SWALE's approach to reviewing water service provided by EID will consider both treated and raw water supply. Factors such as infrastructure planning and adequacy, including the water supply, conveyance system, and distribution capacities, will be considered. The adequacy of infrastructure capacity, conveyance capacity, design criteria, and flows, as documented in available information sources will be reviewed in the MSR. Projected future demands on infrastructure will be estimated based on estimated demand for water. Analysis of future water

¹ The full list of water systems subject to orders from the State Water Board is available at: http://www.waterboards.ca.gov/waterrights/water_issues/programs/drought/curtailment_compliance_orders.shtml

demand will also consider demands from EID's customers, such as the City of Placerville which is one of EID's largest customers. Planned capital improvements and financial aspects such as per capita or per acre costs and future funding sources can also be analyzed.

SWALE's Planners will utilize existing geographic information system (GIS) data to map the service provider's boundaries, based information provided by LAFCo. The map will depict the boundaries, current SOI, and any parcels being served or assessed district fees that are located outside of the district boundaries. The draft maps will be e-mailed to the district for review and verification of boundaries and the current SOI. Comments received from the District will be used to correct the data and update the maps.

Emphasis will be placed on describing the budget, personnel, programs, land-use development, and management efficiencies for the districts. Context for this discussion will be provided in an Introduction to the MSR which sets the broad regulatory conditions that the district(s) operates within. To describe the context, we will consult with state and federal agencies that provide oversight and/or funding to water districts. We will consider compliance with state and federal water quality regulations including: 1) NPDES Phase II in designated urbanized areas, 2) Aquatic Pesticide Program, and 3) Water Quality Certification Program. Generally, water quality regulations are managed by the Central Valley Regional Water Quality Control Board.

In summary, this MSR will be focused on local conditions and will analyze water supply, capacity, operations and maintenance history (e.g., age and quality of infrastructure), system restrictions (e.g., bottlenecks), and planned improvements. Efficiency and cost saving measures which EID may have implemented (or plan to implement) will also be reviewed.

Approach to GIS Analysis

Using GIS data provided by El Dorado County, Ms. Stolen will produce a base map of the county, and including current Irrigation District boundaries and SOI. Ms. Stolen will refine any existing SOIs or boundaries based on descriptions and/or drawings provided by El Dorado LAFCO. Maps of the District boundary and SOI will be provided in PDF format. In addition, a GIS data shapefile of the boundaries and SOIs 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.

WORK PLAN FOR EL DORADO LAFCO

SWALE Inc. is dedicated to local government agencies and we work almost exclusively for public agencies at the state, county, and city levels. SWALE's planning consultants orient our practices and reports to support the perspective and needs of our LAFCO and local government clients. El

Dorado LAFCO seeks to update a municipal service review and sphere of influence as required by the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000, as updated through 2018, (hereafter cited as CKH Act) with the ultimate goal of identifying the relationship between regional issues, goals and objectives, and various service options. Working with El Dorado LAFCO, we will work for your best interests and we will work together to find solutions to your problems. Given the importance of public services to the local economy and to public health, this MSR/SOI Update will provide LAFCO with a foundation for future decision making.

El Dorado LAFCO's RFP identifies the El Dorado Irrigation District as the primary subject of this MSR/SOI Update. This District has its own unique suite of customers, history, rules, boundaries, legal requirements, and organizational structure. The El Dorado Irrigation District was previously studied by LAFCO in three MSR/SOI documents including:

- West County Parks, Recreation, Open Space, and Related Services MSR in July 2004.
- Water, Wastewater and Power MSR in January 2008 (Chapter 3).
- General Government Services MSR and SOI Update in February 2008 (Section 2.12).



SWALE's planning consultants are adept at utilizing agency documents such as budgets, financial statements, capital improvement plans, and other planning documents to incorporate needed information into the MSR and to assess the Irrigation District's current budget realities with future growth, future infrastructure demands, and future capacity. The MSR/SOI Update produced by SWALE Inc will directly benefit the Irrigation District 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 service areas.

TASKS

The consultant will update the municipal service review (MSR) and sphere of influence analysis (SOI) for the El Dorado Irrigation District. This will include making MSR and SOI recommendations and determinations based on independent assessments of data, and independent analysis of data submitted by EID. The subject review, assessment, and recommendation must include determinations based on the factors contained in Government Code Sections 56430 and 56425(e). The various tasks involved with this project are expected to include the following:

TASK 1 – Preparation

- A. SWALE Inc. Team will attend an initial project kick-off or initiation meeting with staff from El Dorado LAFCO. At this meeting, it is anticipated that the proposed scope-of-work will be thoroughly reviewed and discussed. Key issues of focus sought by El Dorado LAFCO will be translated into performance measures and conveyed to the team. The team will also preview our overall approach, outline key methodologies, identify deliverable dates/schedule, and confirm contact and coordination information.
- B. Prepare a draft, standardized request for information (RFI) tool for use in MSR/SOI in consultation with LAFCO staff and focused on those performance measures developed in the previous task (1A). Ultimately, this MSR will provide the basis for facilitating the Commission’s formal determinations per the CKH Act. The RFI will seek information on:
 - 1. Current and historical data;
 - 2. Future forecasts including land-use and demographic changes;
 - 3. Changes in Personnel, Budget and Programs since completion of the previous MSR; and
 - 4. Issues and alternative solutions related to future needs.
 - 5. The total population and the total number of “customers” currently receiving services from EID.
 - 6. All areas currently receiving service that are a) outside the existing boundaries and b) outside the existing sphere of influence (SOI).
 - 7. The existing and projected capacity in the next 5, 10 and 20 years.
 - 8. Any studies done by the District relative to its operations and expansion or modification of facilities in the last 5 years.
 - 9. The existing and projected service demand for the Irrigation District for the next 5, 10 and 20 years.
 - 10. Any actual and potential Disadvantaged Unincorporated Communities (as identified by El Dorado LAFCO and El Dorado County) and the needs or deficiencies of those areas relative to public services.
 - 11. The major issues facing the Irrigation District over the next 5-year and the next

10-year periods, and potential actions by LAFCO (e.g. sphere of influence changes or initiation of mergers, consolidations, or dissolutions) that could assist in alleviating these issues, if any.

- C. Distribute draft RFI using “Google Forms” to LAFCO staff for review and comment.
- D. Finalize the Google Form RFI tool(s).

TASK 2 – Information Collection and Verification

- A. Distribute RFI tool(s) to the Irrigation District for completion allowing them to upload information directly to our on-line tool called Google Forms.
- B. Collect information from the Irrigation District per the RFI.
- C. Gather growth projection information from relevant state, regional, sub-regional and local agencies. Reconcile data, note significant discrepancies, and disaggregate projections to local agency level.
- D. Collect relevant source documents for each agency, such as applicable statutes, service area maps, master service plans, management plans, audits, budgets, and other information relevant to completing service reviews.
- E. Consult with state and local agencies as to their interactions with the Irrigation District and any issues they perceive.
- F. Drawing upon extensive experience working with special districts, the consultants will carefully scrutinize the veracity of the information provided, compare it against previously submitted profiles, flag areas of pre-existing concern, note where mitigated corrections have, or have not been made, seek out possible explanations, and identify service threats and inconsistencies from any number of wide-ranging potential causal factors. The emphasis will be placed upon changes in personnel, budget and programs since completion of the previous MSR.

TASK 3 – Administrative Draft MSR/SOI Update

- A. Prepare an administrative draft MSR/SOI Update report that includes:
 - 1. A summary description about the El Dorado Irrigation District, including applicable maps, tables and graphs.
 - 2. Recommended written determinations for each of the factors in Government Code §56430. Relative to § 56430 (a) (2) and (3), the report shall provide discussion and analysis of the needs and deficiencies of services for any identified and potential Disadvantaged Unincorporated Communities in the boundary and sphere areas, as well as the feasibility of extending service to these areas.
 - 3. The approach to this current project will be to update and summarize key developments and changes over the past several years and to identify key ongoing threats, inconsistencies, and challenges from a range of prescient issues

- (e.g., new regulations).
4. The analysis and determinations for both the MSR and SOI will be guided by specific performance measures as described in SWALE's April 2019 proposal. Performance measures will serve as a streamlined scoping effort for this project and the following information sources will be considered: 1) LAFCO's previous MSR/SOIs for the Irrigation District written in 2004 and 2008; 2) our tailoring of the various data/information requests (RFI's); 3) new regulatory/institutional changes, and 4) the consultant's analyses of data relevant to identified issues. The full budget option #1 includes analysis of a maximum of 34 metrics/performance measures for the MSR determinations and 21 metrics/performance measures for the SOI determinations
 5. It is anticipated that the updated MSR/SOI will be approximately 100 pages in length, including a cover page, table of contents, technical chapters, and appendices.
 6. Analysis of two study areas approximately five acres each in size can be considered for potential inclusion in the SOI within this scope. (Consideration of additional study areas would require an amendment to this scope.)
- B. In conjunction with LAFCO staff, distribute the administrative draft MSR/SOI to LAFCO staff for review and comment. Upon approval from LAFCO, the Administrative Draft may be shared with Irrigation District staff for an informal technical review.

TASK 4 – Public Review Draft MSR/SOI Update

- A. Based on the input received on the administrative draft MSR/SOI Update report, consultants will prepare a public review draft service review including all updated information from Task 3.
- B. In conjunction with LAFCO staff, consultants will distribute/make available the draft MSR/SOI Update to LAFCO and the general public, and present the public review draft report to LAFCO for review and comment at a public hearing.
- C. Consultants will prepare a PowerPoint presentation that outlines the key issues associated with this MSR/SOI.
- D. Consultants will make a presentation to LAFCO's Commission during an in-person public meeting.

TASK 5 – Final Service Review Report

- A. Based on direction from LAFCO subsequent to the public hearing on the public review draft MSR/SOI Update report, prepare a final service review report for each agency containing:
 1. A cover, title pages and a table of contents.
 2. All updated information included in Task 3 and Task 4, as adopted by the Commission.

- B. Consultants will prepare a PowerPoint presentation that outlines the key issues associated with this MSR/SOI.
- C. Consultants will make a presentation to LAFCO's Commission during an in-person public meeting.

As part of Task 5, the consultant will organize supporting documents. Consultant will organize and label MSR related questionnaires, response letters, other documents and information, make a list of items in the organized package, and provide these documents to LAFCO.

Scope - Conclusion

SWALE Inc. has carefully read the Solicitation from El Dorado LAFCO and agrees to provide the services described therein. Based on our preliminary review of El Dorado LAFCO's past MSR and SOI documents for the Irrigation District, 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 El Dorado County and build new analyses, updated policy discussions, and consideration of key challenges related to service providers 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 the El Dorado Irrigation District will emphasize the budget, personnel, programs, land-use development, and management efficiencies for the district. The context for this discussion will be provided in an Introduction to the MSR which sets the broad regulatory conditions that the District operates within. Factors such as infrastructure planning and adequacy and future demands on infrastructure will be analyzed using available data. Planned capital improvements and financial aspects such as per capita or per acre costs and future funding sources will also be analyzed with coordinated assessments. Efficiency and cost saving measures which the District may have implemented (or plans to implement) will also be reviewed.

Performance Measures

SWALE Inc. has successfully utilized specific performance measures in a recently approved MSR/SOI for the City of Fairfield prepared on behalf of Solano LAFCO. We recommend that LAFCO use performance measures in MSR/SOI documents because:

- Measurement of process efficiency provides a rational basis for articulating any needed process improvements.

- It allows decision-makers to quickly identify best practices in an organization and expand their usage elsewhere.
- Visibility shown in the color-coded rating system in the MSR provides accountability and incentives based on real data, not anecdotes and subjective judgements. This serves for reinforcement and the motivation that comes from public review and transparency.

Based on our review of EID's situation and based on our previous experience creating performance measures, we recommend the following performance measures in relation to MSR determinations.

Government Structure and Accountability Determinations

- Board meetings are held on a regular basis and meetings are open to the public.
- Board and related public meetings are noticed and conducted according to the Brown Act with agendas published for each meeting. A meeting calendar discloses the time and location of public meetings
- Public engagement is encouraged and District plans and programs reflect citizen input.
- Number of closed sessions during past 6 months
- Website contains meeting minutes and agendas for the current year
- Contact information, including email, is available for all members of District Board of Directors.
- Terms of office and next election date are disclosed.
- Committee appointments are online
- The District's Mission and Vision statements are published and utilized in documents.
- District policies and procedures communicate important information about management's expectations for each Department. Policies are deployed thoughtfully and conscientiously to ensure that required actions are reasonable
- An organization chart is published and it reflects the general operation of the District.
- District staff is held accountable to report performance data and work toward continuous improvement.
- The District has been recognized by its counterparts and/or by the state for its ongoing efforts to provide city services in a fair manner

Population & Growth Indicators and Determinations

- Existing population
- Projected population in years 2030 and 2040
- Relationship of available land area to accommodate projected growth.
- County General Plan policies relevant LAFCO actions.
- ~~Jobs/Housing balance~~
- Description of SOI and proposed study areas

Disadvantage Communities Findings & Determinations

- The median household income is identified. The DUC threshold MHI (80 percent of the statewide MHI) is clearly stated. The MHI in the Agency's boundary is described.
- Potential DUCs and DACs are considered. The provision of adequate water, wastewater, and fire protection services to DUCs and DACs is considered.

Public Services & Infrastructure Determinations

- Has the District has been diligent in developing plans to accommodate the service needs of current and future constituents? Regularly reviews and updates its service plans to help ensure that infrastructure needs and deficiencies are addressed in a timely manner.
- ~~The District collaborates with multiple other agencies for the delivery of services~~
- The District meets public service benchmarks for: 1) water, 2) wastewater, 3) hydroelectric, and 4) park and recreation services.
- The District provides sufficient facilities to meet current and future demands for: 1) water, 2) wastewater, 3) hydroelectric, and 4) park and recreation services.
- Local facilities are well understood and managed.
- Has the District made a significant investment over the last several years in funding various capital improvements that reflects a concerted effort by the District to enhance the level and range of its public services?
- The District has planned for replacement of aging facilities.
- The District has preventative maintenance measures.
- Is there sufficient capacity in public facilities to provide service to the proposed study areas and to other areas within the SOI?

Financial Accountability Determinations

- Summary financial information presented in a standard format and simple language.
- District has a published policy for reserve funds, including the size and purpose of reserves and how they are invested
- Other financing policies are clearly articulated
- Compensation reports and financial transaction reports that are required to be submitted to the State Controller's Office are posted to the District website.
- ~~Revenues exceed expenditures in 50% of studied fiscal years~~
- Increases or decreases in net position
- Rates were adopted by the Board during a public meeting
- Rates are readily available to constituents
- **Liquidity**
- **Debt Service (governmental)**
- **Pension Payments**

Shared Facilities and Services Determination

- The District collaborates with multiple other agencies for the delivery of services within its boundary.
- If projects or delivery of services involve other agencies or overlapping geographic areas, the District should formalize any coordination in a shared facilities/ services agreement, or other appropriate instrument, in order to provide details and conditions for how services delivery will be conducted and shared between the agencies.
- Agreements for mutual aid or any other appropriate agreement (i.e., Tax Sharing Agreement) should be periodically reviewed to ensure fiscal neutrality.
- Other practices and opportunities that may help to reduce or eliminate unnecessary costs are examined by the District periodically.

We recommend that the above performance measures (specific determination topics) be utilized for the Irrigation District MSR. The consulting team is willing to coordinate with LAFCO and the EID to create a flexible list of performance measures that best suits your needs and we can finalize the list during the contracting process so that all parties understand the scope of the analysis.

SWALE Inc. carefully reviewed LAFCO’s 2004 and 2008 MSR/SOI for the El Dorado Irrigation District regarding SOI determinations that LAFCO made. SWALE recommends that performance measures be utilized to support SOI determinations in this round of the SOI Update. The results of our review and our recommendations are listed in the table below.

Table 1: Sphere of Influence - Previous and Suggested Performance Measures (PM)	
PM Used in 2008 SOI (indirectly)	PM Suggested for New SOI
<i>Determination: 1. The present and planned land uses in the area, including agricultural and open space lands.</i>	
<ul style="list-style-type: none"> • Existing Land Uses (brief description) 	<ul style="list-style-type: none"> • Present and planned land uses in the boundary, SOI, and study areas • General Plan designation for area in boundary, SOI, and study areas
<ul style="list-style-type: none"> • Future Land Uses (brief description) 	<ul style="list-style-type: none"> • Partially incorporated into previous metric • Data on newly proposed development projects in the area.
<ul style="list-style-type: none"> • Existing level of build-out (brief description) 	<ul style="list-style-type: none"> • Existing level of build-out (brief description)
	<ul style="list-style-type: none"> • Potential effects on agricultural and open-space lands
	<ul style="list-style-type: none"> • CEQA status for proposed SOI expansion

<i>Determination: 2. The present and probable need for public facilities and services in the area.</i>	
<ul style="list-style-type: none"> Anticipated future increases in demand for services is briefly described. 	<ul style="list-style-type: none"> Summary of existing services provided
	<ul style="list-style-type: none"> Location of existing facilities, infrastructure and natural features Present and probable need for public facilities and services in the area in relation to existing population and anticipated future population.
	<ul style="list-style-type: none"> Financial ability to provide facilities and services for projected future population.
<i>Determination: 3. The present capacity of public facilities and adequacy of public services that the agency provides or is authorized to provide.</i>	
	<ul style="list-style-type: none"> Size (linear feet or acreage) of and narrative description of district-maintained water infrastructure, sewer infrastructure, hydropower infrastructure and parks/open space .
<ul style="list-style-type: none"> Capacity of public facilities and services provided adequacy in relation to the existing community (Brief description) 	<ul style="list-style-type: none"> Present capacity of public facilities and adequacy of public services in relation to provided services and in relation to the existing community
	<ul style="list-style-type: none"> Planned additions to district water, sewer, and hydropower infrastructure and parkland/ recreational facilities, based on existing population and "build out" population
	<ul style="list-style-type: none"> Effects on other agencies
	<ul style="list-style-type: none"> Willingness to serve
	<ul style="list-style-type: none"> Geographic proximity of study areas to existing municipal services.
<i>Determination: 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.</i>	
<ul style="list-style-type: none"> Summary of communities served and nearby communities. 	<ul style="list-style-type: none"> The existence of any social or economic communities of interest in the area
<ul style="list-style-type: none"> Plans to annex any nearby communities (brief narrative) 	<ul style="list-style-type: none"> Potential for consolidations or other reorganizations when boundaries divide communities (includes any Plans to annex any nearby communities)
	<ul style="list-style-type: none"> The present and probable need for water, sewer and structural fire protection of any DUC within the existing SOI or proposed study areas.

Guiding Principles

In accordance with the work plan, Consultant is expected to:

- 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 and beneficial to agencies as a planning tool, and is readily accessible to the general public.

Approach to Managing this Project

A primary objective of this project is the efficient and timely completion of a highly informative MSR/SOI update for the El Dorado Irrigation District. 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 El Dorado 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 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. To this end, we'd like to invite LAFCO staff to join SWALE Inc.'s consultants on a regularly scheduled twice-monthly (i.e. every other week) conference call. The purpose of these conference calls is to allow LAFCO to check-in on the status of the analysis and for

consultants to discuss questions and issues with LAFCO staff. Additionally, SWALE Inc. utilizes an 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. This communication tool will also allow LAFCO staff to easily send messages to any member of the consultant team regarding specific issues. This

on-line communication tool is available 24-hours per day 7 days a week throughout the life of the project. Members of the consulting team check it frequently for updates. In order to properly plan effective strategies to meet the varied nuances that may develop regarding water service, 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, El Dorado 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 and introductions for the District and consultant team;
 - Prepare staff reports and resolutions for the Commission;
 - Ensure any necessary legal review is conducted by LAFCO's legal counsel;
 - Disseminate MSR/SOI reports on the LAFCO website.

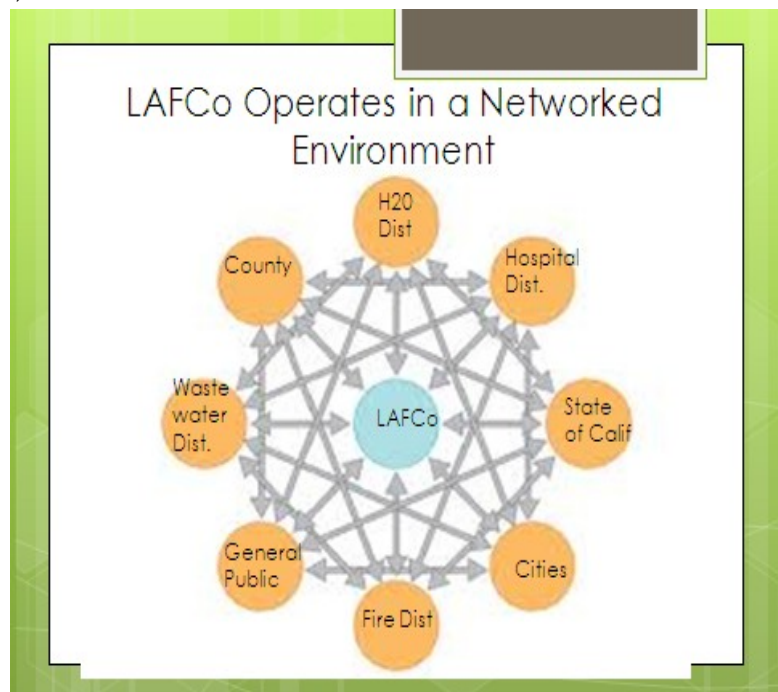
General project assumptions based on the information contained in the Request for Proposals include the following:

- An in-person interview with Irrigation District staff associated with the request for information will be based on the comprehensiveness of the response received, remaining uncertainties, and clarity of information.
- A project kick-off meeting between LAFCO and the consultant team is anticipated;
- The primary information base will be existing district 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. Changes to metrics/performance measures will require additional budget and schedule allocations.
- Public participation in addition to the notice period for the draft and final MSR/SOI could include varying levels of public input - at this time, however, a separate Public Meeting or workshop is not included in the Scope of Work;
- It is anticipated that consideration of the proposed study areas and the SOI update will not be controversial. If controversy or disputes arise among LAFCO, the District, or the public or if consultants are asked to address any controversy, then additional consulting fees will be required.
- 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.
- As part of the SOI analysis, the consultant will analyze several options. Selecting a preferred SOI option and making a formal recommendation about that option is the responsibility of LAFCO's Executive Officer. The Consultants will draft determinations for LAFCO's preferred SOI option.

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.

In summary, we will ensure that the final product is user friendly to both LAFCO and to water 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, Mr. Baracco, Ms. Stolen, Ms. Ross, and Ms. Mix are actively engaged with LAFCOs 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. 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 July 2019 as proposed in LAFCO's RFP. We anticipate releasing the public review draft MSR no later than February, 2020. The table below is a tentative schedule of milestones based on adoption of the MSR/SOI Update by May 2020. The dates in bold indicate deadlines critical to maintain proposed project completion date.

Milestone	Estimated Start Date	Estimated Completion Date
Task 1: Data Collection and Review		
LAFCO Contract Approval		July 1, 2019
Kick-off Meeting with LAFCO Staff (Post-award meeting)		July 1-14
Develop Work Plan, Schedule, Template, and agree upon final performance measures to be utilized.	July 1	July 14
Develop and Send Supplemental Survey	July 15	July 30
Agency Responses Received		Sept 1
Interviews with Agencies	Aug 15	Sept 1
Data Deadline: Any new data submitted after this deadline will incur additional consulting fees and require a schedule adjustment	Sept 21	Sept 21
Task 2: Data Analysis		
Analyze and Prepare Preliminary Findings	Oct 1	Nov 15
Preliminary Findings/ Administrative Report sent to LAFCO and Agency staff		Nov 16
Comments from LAFCO and District staff is received by Consultant		December 16
Task 4: Draft MSR Report		
Prepare Draft MSR	Dec 17	January 31
Release of Draft MSR		Feb 1
Presentation of Draft MSR at Commission Meeting		Feb 19
Comment Period Ends		Mar 1
Task 5: Final MSR Report		
Respond to Comments and Prepare Final MSR	April 2020	May 2020

	Presentation of Final MSR for Adoption at Commission Meeting		May 20
	Release of Final MSR with Findings		June 2020

**Note: LAFCO generally meets on the 4th Wednesday of the month*

Project Budget

SWALE Inc. offers to provide consulting services for El Dorado LAFCO’s MSR/SOI update in accordance with the Request for Proposal and the enclosed technical proposal. Two budget choices are provided below along with corresponding work scopes, including Option #1: Comprehensive MSR/SOI and Option #2: Abbreviated MSR/SOI.

Option #1: Comprehensive MSR/SOI

Option #1: Comprehensive MSR/SOI includes the scope of work described in pages 1 to 24 of this proposal. This budget is based upon a workload as outlined in the scope of services including analysis of a maximum of 34 metrics/performance measures for the MSR determinations and 21 metrics/performance measures for the SOI determinations. Changes to the number or type of metrics/performance measures after the contract is finalized will incur an additional consulting expense and schedule adjustment. This budget also includes analysis of two study areas, five acres in size each, for potential inclusion into the EID’s SOI. The additional of other study areas will necessitate an additional cost. New data submitted after the data deadline will also incur additional consulting expense and schedule adjustment. The comprehensive MSR/SOI will be approximately 100 pages in length including 70 pages in the main report plus 30 pages of appendices.

The proposed cost for completion of this MSR/SOI update is in the sum of \$37,000. 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. The budget below includes preparation of one MSR/SOI update for the El Dorado Irrigation District.

Budget Details

<i>El Dorado Irrigation District MSR/SOI Update for El Dorado LAFCO Option #1: Regular Full Budget Estimate (15April2019)</i>	
<i>Description</i>	<i>EID</i>
Task 1 Preparation	\$2,500
Task 2 Information Collection and Verification Analysis & Development of Administrative	\$2,000
Task 3 Draft MSR/SOI Update	\$20,000
Task 4 Public Review Draft Municipal Service Review	\$5,000
Task 5 Final Municipal Service Review	\$1,500
	\$0
At Cost Reimbursement for Mileage, Printing etc.	\$1,000
	\$0
Contingency Fund	\$5,000
TOTAL COST	\$37,000

Option #2: Abbreviated MSR/SOI

Option #2: This abbreviated MSR/SOI is generally based upon the scope of work described in pages 1 to 24 of this proposal along with several limitations. Specifically, this optional abbreviated budget is based upon a scope of services that includes analysis of a maximum of 15 metrics/performance measures for the MSR determinations and 10 metrics/performance measures for the SOI determinations. LAFCO and the EID are encouraged to view the list of performance measures provided in this proposal as a “menu” from which to select those performance measures necessary to support LAFCO’s determinations. Changes to the number or type of metrics/performance measures after the contract is finalized will incur an additional consulting expense and schedule adjustment. This Abbreviated MSR/SOI budget does not include the analysis of any study areas for potential inclusion into the EID’s SOI. Rather, it assumes that for budgetary purposes, the EID’s SOI would remain in its current configuration. The addition of study areas will necessitate an additional cost. New data submitted after the data deadline will necessitate additional consulting expense and schedule adjustment. The abbreviated MSR/SOI will be a total of 55 pages in length, including 30 pages in the main report plus 25 pages of appendices. Additionally, this budget assumes that the consulting team would prepare a public review draft and a final MSR/SOI document and would also prepare a PowerPoint presentation suitable to show to the Commission; however, this budget does not include the consultants actual in-person presence at a Commission meeting. To cut costs, we’d

ask that LAFCO or EID staff make the presentations to the Commission. Printing hard copies of documents is not included in this abbreviated budget and scope.

The proposed cost for completion of this Abbreviated MSR/SOI update is in the sum of \$19,500. 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. The budget below includes preparation of one MSR/SOI update for the El Dorado Irrigation District.

Budget Details for Option #2: Abbreviated MSR/SOI

<i>El Dorado Irrigation Dist MSR/SOI Update for El Dorado LAFCO</i>	
<i>Option #2: Abbreviated MSR/SOI</i>	
<i>Abbreviated Budget Estimate (29April 2019)</i>	
Description	EID
Task 1 Preparation	\$1,500
Task 2 Information Collection and Verification Analysis & Develop Administrative Draft	\$1,000
Task 3 MSR/SOI Update	\$11,500
Task 4 Public Review Draft MSR/SOI Update	\$2,000
Task 5 Final MSR/SOI	\$1,000
At Cost Reimbursement for Mileage for one kickoff-meeting with the EID and LAFCO and misc printing of reference documents as needed.	\$500
Contingency Fund	\$2,000
COST	\$19,500

Hourly Rates

Harrison	\$115
Baracco	\$105
Stolen	\$80
Ross	\$80
Mix	\$85

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 El Dorado County, including the County of El Dorado, El Dorado LAFCO, any City within El Dorado County, or any Special District within El Dorado County.

Amanda Ross, Planning Consultant, is a member of the Meyers Advisory Council (MAC) which is a volunteer position. The MAC provides recommendations to the Tahoe Regional Planning Agency (TRPA), the Planning Commission and/or Board of Supervisors on the implementation of the Meyers Area Plan (MAP). The MAP is geographically separated from the El Dorado Irrigation District.

SWALE Inc. formally warrants and covenants that no official or employee of the El Dorado LAFCO, nor any business entity in which an official of the El Dorado 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 El Dorado LAFCO. SWALE Inc. will notify LAFCO of any potential conflict of interest regarding other work or third-party contracts.



Copies of Completed MSRs

In the interest of saving paper, the reviewer is directed to the following websites for examples of MSRs completed by members of the Consulting Team:

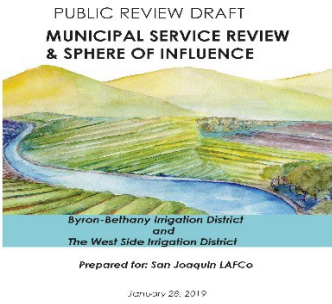
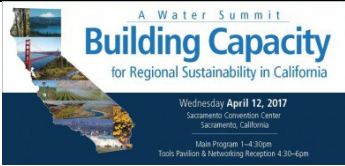
Client	Name of Report	Link
Byron Bethany Irrigation District	MSR & SOI for Byron Bethany Irrigation District and The West Side Irrigation District (Draft 2019)	http://bbid.org/wp-content/uploads/2019/03/Drft_MSRI_SOI_BBID_TWSID_25Mar19_v8-print_ro_2.pdf
Solano LAFCO	MSR for City of Fairfield, Pacific Flyway Project - 2018.	http://solanolafco.com/Studies/MSR/Cities/Fairfield/0_MSRI_SOI_FinalFinal_Fairfield_Pacific_10Dec18_v3cc.pdf
Solano LAFCO	MSR for Wastewater Service Providers - 2017	http://www.solanoLAFCO.com/Studies/MSR/SpecialDistricts/Municipal%20Service%20Review%20Fairfield%20Suisun%20Sewer%20District%20and%20Vallejo%20Sanitation%20and%20Flood%20Control%20District.pdf
Placer LAFCO	MSR for North Lake Tahoe and Martis Valley 2018	https://www.placer.ca.gov/departments/LAFCO
Placer LAFCO	Final MSR for Northstar Community Service District and PCWA	https://www.placer.ca.gov/departments/LAFCO

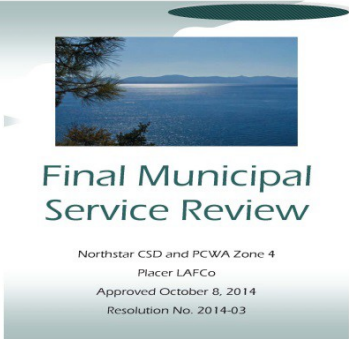


Nevada LAFCO	2018 Wastewater MSR for Eastern County- Final	https://www.mynevadacounty.com/nc/LAFCO/Pages/MUNICIPAL-SERVICE-AREAS-AND-SPHERES-OF-INFLUENCE-REVIEWS.aspx
Nevada LAFCO	2015 Wastewater MSR for Western County- Final	https://www.mynevadacounty.com/nc/LAFCO/Pages/MUNICIPAL-SERVICE-AREAS-AND-SPHERES-OF-INFLUENCE-REVIEWS.aspx
Santa Clara LAFCO	Countywide Water Municipal Service Review (2011) by Baracco and Associates.	http://www.santaclara.LAFCO.ca.gov/studies-service-reviews





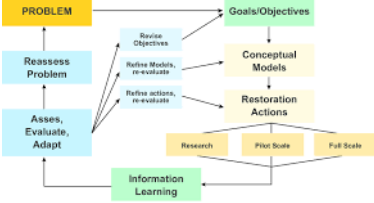

Project Experience


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 style="text-align: center;">PUBLIC REVIEW DRAFT MUNICIPAL SERVICE REVIEW & SPHERE OF INFLUENCE</p> <p style="text-align: center;"><i>Byron-Bethany Irrigation District and The West Side Irrigation District</i></p> <p style="text-align: center;">Prepared for: San Joaquin LAFCO</p> <p style="text-align: center;">January 28, 2019</p>	<p><u>Byron Bethany Irrigation District and The West Side Irrigation District MSR & SOI (May 2017 to present)</u></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 is scheduled for May 2019.</p>
 <p style="text-align: center;">A Water Summit Building Capacity for Regional Sustainability in California</p> <p style="text-align: center;">Wednesday April 12, 2017 Sacramento Convention Center Sacramento, California</p> <p style="text-align: center;">Main Program 1-4:30pm Tools Pavilion & Networking Reception 4:30-6pm</p>	<p><u>Conference:</u> 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><u>Northstar CSD and Placer County Water Agency Zone 4 MSR</u> <i>(May 2013 to October 2014)</i></p> <p>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. It should be noted that the Martis Valley Groundwater Basin is a water source for the district(s) and it was discussed in detail in this MSR.</p>
	<p><u>Placer LAFCo: MSR on public services in the Tahoe/Martis Valley Area</u> <i>(May 2013 to present)</i></p> <p>SWALE Inc. is the prime contractor to develop a municipal service review that studied the following water districts:</p> <ul style="list-style-type: none"> • Alpine Springs County Water District • Donner Summit Public Utility District • Mckinney Water District • North Tahoe Public Utility District • Sierra Lakes County Water District • Squaw Valley Public Services District • Tahoe City Public Utility District • Talmont Resort Improvement District <p>This MSR also includes a detailed analysis of the following mutual water companies and private water companies:</p> <ul style="list-style-type: none"> • Agate Bay Water Company • Fulton Water Company • Glenridge Water Company • Lakeview Water Company • Madden Creek Water Company • Rainbow Mutual Water Company • Skyland/Nielsen Water Company • Squaw Valley Mutual Water Company • Tahoe Cedars Water Company • Tahoe Park Water Company • Tahoe Swiss Village Utility Company • Ward Well Water Company
	<p><u>Mendocino LAFCo: Water Resources & Facilitation</u> <i>(October 2013)</i></p> <p>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.</p> <p><i>SWALE Inc. was the prime contractor for this 1-year contract at a total value of \$10,000.</i></p>


	<p><u>Bay Delta Conservation Plan – Subconsultant to ICFI and SAIC:</u> <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><u>Bay Delta Conservation Plan – Subconsultant to Essex Partnership:</u> <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><u>Biological Opinion on Delta Smelt:</u> <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><u>Bay Delta Conservation Plan HCP/NCCP Science Advisors:</u> <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>
 <pre> graph TD PROBLEM[PROBLEM] --> Reassess[Reassess Problem] Reassess --> Assess[Asses, Evaluate, Adapt] Assess --> Information[Information Learning] Information --> Reassess Information --> Refine[Refine] Refine --> RefineObj[Refine Objectives] RefineObj --> Goals[Goals/Objectives] Refine --> RefineMod[Refine Models, reevaluate] RefineMod --> Models[Conceptual Models] Refine --> RefineAct[Refine actions, reevaluate] RefineAct --> Actions[Restoration Actions] Actions --> Research[Research] Actions --> Pilot[Pilot Scale] Actions --> Full[Full Scale] Information --> Research Information --> Pilot Information --> Full </pre>	<p><u>Delta Regional Ecosystem Restoration Implementation Plan:</u> <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><u>CALFED Independent Science Board:</u> <i>Staff & 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>

	<p><u>CALFED Ecosystem Restoration Science Board:</u> <i>Staff & Coordinator for the Board, (2002-2005)</i></p> <p>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>
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EXPERIENCE IN MSR/SOI 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.

Municipal Service Reviews	
	<p><u>Solano LAFCO:</u> <i>MSR/SOI Update for the City of Fairfield, Pacific Flyway Project</i></p> <p>SWALE Inc. has recently 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><u>Solano LAFCO:</u> <i>MSR for Wastewater Service Providers</i></p> <p>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 style="text-align: center;">Operating Expenses FY 12/13</p> 	<p><u>Nevada LAFCO:</u> <i>MSR Wastewater Services in Western Nevada County (September 2014 to May 15, 2015)</i></p> <p>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>
<p style="text-align: center;">Figure 3.7 Population in Placer County by Year</p> 	<p><u>Placer LAFCO:</u> <i>MSR services (May 2013 to present)</i></p> <p>SWALE Inc. is the prime contractor to develop a municipal service review for seventeen districts located in the Tahoe/Martis Valley area of Placer County. A wide variety of districts are included in this study including fire districts, a hospital district, water districts, and recreation districts. Analysis of socio-economic data is 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. Kateri Harrison serves as the project manager on this project. Judy Stolen serves as the GIS Analyst. <i>Reference: Kris Berry, Executive Officer 110 Maple Street Auburn, CA 95603 (530) 889-4097.</i></p>
	<p><u>Mendocino LAFCO:</u> <i>Municipal Service Review/SOI (2014 to 2015)</i></p> <p>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. <i>Reference: Bruce Baracco, Former Executive Officer 200 South School Street Ukiah, CA 95482 (209) 304-0028 baraccoplanner@comcast.net</i></p>

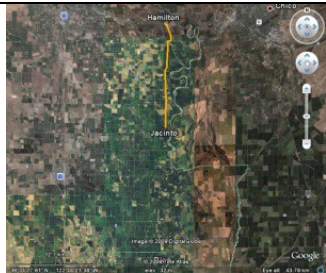


Santa Clara LAFCO: *Countywide Water Municipal Service Review (2011)*
 In association with Policy Consulting Associates and The Shibatani Group, Baracco and Associates prepared a comprehensive countywide water service review of eight cities, five water districts, two resource conservation districts, 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.
Reference: Neelima Palacherla, Executive Officer | 70 West Hedding Street, 11th Floor | San Jose, CA 95110 | 408-299-5127




Butte LAFCO: *Municipal Service Review of Irrigation, Drainage, and Reclamation Service Providers in Butte County (2007-2008)*
 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.
Reference: Stephen Lucas, Executive Officer | 1453 Downer St, Ste C | Oroville, CA 95965 | (530) 538-7784.

Socio Economic Indicators/Trends


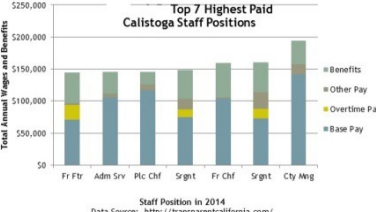


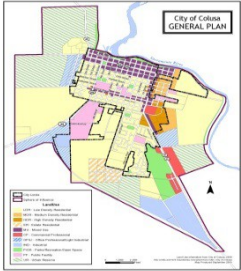
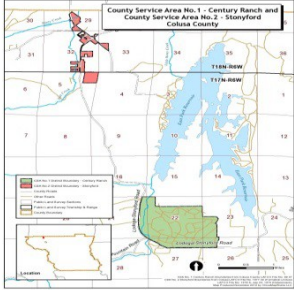
Palermo-Colgate-Rio Oso 230 kV. Transmission Line Project, Butte, Yuba and Sutter Counties: *Socio-economic Analyst*
 Ms. Harrison researched and authored several technical sections of this Preliminary Environmental Assessment (PEA) document including land-use, agriculture, population, public utilities 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&E. *Reference: Jim Sherar, Project Manager, GANDA | 435 Lincoln Way | Auburn, CA 95603 | (530) 823-3151.*

	<p><u>Glenn #2 60 kV Transmission Line Reconductoring Project</u> <u>Glenn & Colusa Counties: Socio-economic Analyst</u> 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&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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GIS, Maps, & Graphics


Co-create maps and graphics with SWALE’s talented consultants. ESRI’s ArcGIS is used as our geographic information system to develop location maps, boundary maps, and demographic maps by our GIS Analyst. Amanda Ross, our Graphic Designer, uses Illustrator, Photoshop, and Indesign to create thoughtful images that support your message. For display of demographic information, Tableau and MS Excel present powerful charts and tables, as created by our Data Analyst, Ms. Harrison. Ms. Judy Stolen provides a full complement of mapping using a geographic information system called ESRI ArcGIS. 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.


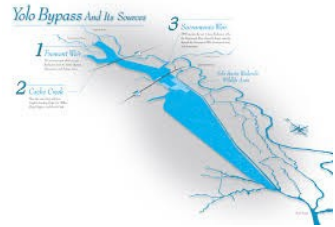


<h3>Maps & Graphics</h3>	
	<p><u>Modoc National Forest: Community Outreach</u> As part of SWALE’s facilitation and community outreach work on the Modoc National Forest, we created a flyer which used graphic components depicting the U.S. Forest Service Logo, colors, and symbols.</p>
	<p><u>Napa LAFCO: MSR services (Dec 2015 to Dec 2016)</u> SWALE Inc. developed maps and graphics for several municipal service reviews for service providers located in Napa County. The service providers analyzed include the Circle Oaks County Water District, Los Carneros Water District, and the City of Calistoga. As part of this project, we created over 20 graphics depicting socio-economic data and infrastructure. The MSR included analysis of existing and projected population, analysis of future growth areas,</p>

	<p>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>The map is titled 'City of Colusa GENERAL PLAN'. It shows a central urban area with various colored zones: yellow for residential, green for agricultural, blue for water, and purple for industrial. A legend in the bottom left corner identifies these zones and other features like 'City of Colusa' and 'City of Gridley'.</p>	<p>Colusa County LAFCO Ms. Judy Stolen created GIS files and maps for Colusa County LAFCO, starting in 2006. There are more than 32 districts, including Fire, Water, Reclamation, Cemetery and Special Districts, many of which had no previous GIS data. In addition she created new general plan and zoning maps for 6 cities and towns in Colusa County. This project is ongoing as annexations and spheres of influence are reconfigured. <i>Reference: Christy Leighton 555 East Willow Street Willows, CA 95988 530-934-4597</i></p>
 <p>The map is titled 'County Service Area No. 1 - Century Ranch and County Service Area No. 2 - Shastaford Colusa County'. It shows a large area with a grid of numbered sections (e.g., 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79, 80, 81, 82, 83, 84, 85, 86, 87, 88, 89, 90, 91, 92, 93, 94, 95, 96, 97, 98, 99, 100). A legend in the bottom left corner identifies various features like 'County Service Area No. 1', 'County Service Area No. 2', and 'City of Gridley'.</p>	<p>City of Gridley Ms. Judy Stolen worked with the city planner on a regular basis from 2005 to 2011 for all the city's GIS and cartography needs as Sphere of Influence, City boundary, General Plan and Zoning was changed and updated. <i>Reference: Andrea (Redamonti) Campos, formerly Community Development Director, City of Gridley, Now at NoRTEC 525 Wall Street Chico, CA 95928 530-892-9600</i></p>

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>Land-Use Planning & Development</p>	
 <p>A landscape photograph showing a residential area with several houses and trees in the foreground. In the background, there are rolling hills and mountains under a blue sky with some clouds.</p>	<p>Nevada County Planning Department: Senior Planner 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 did serve 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, a residential private high school located in a rural area of the County.</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>Alameda County Planning Department: Planner III Ms. Harrison served as a Planner III with the Alameda County Planning Department from 1989 to 1995. During her 5.5 year tenure, Ms. Harrison managed several permits for private developments including about 60 variances; 50 conditional use permits; 50 parcel maps; 30 subdivisions; 10 final maps; and 5 agricultural land divisions. A few project specific highlights are listed below:</p> <ul style="list-style-type: none"> • Managed DEIR and FEIR, GPA, rezoning application and subdivision map for Rancho Palomares a 650- lot suburban residential development near Hayward; • Managed and processed many applications for small 4-lot parcel maps in the Ashland / Cherryland areas which have a large Portuguese community and many low income residents; • Design review for expansion of Eden Medical Center (Hospital) in Castro Valley; • Pleasanton Ridge - Subdivision of an old horse and cattle ranch into 10 estate lots located on a scenic ridge. <p><i>Reference: Bruce Jensen, Alameda County Planning 224 W. Winton, Room 111 Hayward, CA 94544 (510) 670-5400.</i></p>
	<p>Yolo County HCP/NCCP: Science Facilitation 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.</p> <p><i>Reference: Dr. Wayne Spence, Lead Scientist, Conservation Biology Institute 815 Madison Avenue. San Diego, CA 02116 (619) 296-0164</i></p>
	<p>Yuba/Sutter Counties Joint HCP/NCCP: Science Facilitation 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.</p> <p><i>Reference: Dr. Wayne Spence, Lead Scientist, Conservation Biology Institute 815 Madison Avenue. San Diego, CA 02116 (619) 296-0164.</i></p>
	<p>City of Grass Valley Planning Commission: Commissioner Ms. Harrison served as a Planning Commissioner with the City of Grass Valley from 2006 to 2010. During her during the four year 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"> • Wolf Creek Lodge a 70-unit high density multi-generational co-housing project; • Many tentative map applications for land divisions ranging in size from 3 to 8 lots;

	<ul style="list-style-type: none">• Use Permit to remodel an existing building for use as an emergency homeless shelter called Hospitality House;• Historic Design Review Guidelines for historic homes located within the original 1-mile city radius;• Housing Element 2009 - 2014 (part of the City's General Plan);• Ordinance on backyard chickens;• Development Review for a 14,550 square foot commercial building to host a Walgreens Drug store. <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>
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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 and 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.

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.

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

- ◆ Microscopic analysis of benthic macro-invertebrates.

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.

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.

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).

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.

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, webinar host, American Planning Association (2006).

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

JUDY STOLEN • 892 Vallombrosa Ave. • Chico CA 95926 • 530-342-6848

PROFESSIONAL EXPERIENCE

GIS AND CARTOGRAPHY

Judy Stolen, self-employed 2013 to present

Provided GIS analysis and mapping services for the following projects:

Placer County LAFCo through Swale & Co., Inc, Wetland Delineations and Nature Conservancy projects with Dittes & Guardino, Jackson Valley Irrigation District waterline project, Chico Environmental Science & Phase I environmental reports and Erosion Control Plans, Colusa County LAFCo district updates.

ChicoMapWorks, LLC, Chico, CA 2007 to 2013

Provided GIS analysis and mapping services for the following projects:

Colusa County LAFCo, including historic boundary research; Town of Paradise, Southeast Specific Plan, GIS analysis for appropriate development areas ; US Forest Service Resource investigations throughout Plumas County for various independent consultants; Twenty-two Conservation Easement Documentation Reports for Dittes & Guardino ; City of Gridley Land Use Inventory; Phase I environmental reports and Erosion Control Plans

Upstate CA, LLC, Chico, CA 2003-2007

Provided GIS analysis and mapping services for the following projects:

Tahoe Basin Fuels Management Plan, Tahoe Regional Planning Agency, 2006; Cameron Park Hazardous Fuels Assessment, Cameron Park Fire Safe Council; Botanical Resource Investigations conducted for Plumas National Forest; several Conservation Easement Documentation Reports for Dittes & Guardino and Audubon Society; Southeast Specific Plan, Town of Paradise

Northern California Planning and Research, Forest Ranch, CA, 2003-2004

Assisted in research and created display quality maps for all elements of City of Colusa General Plan; research and maps for City of Corning

Northeast Historical Resources Information Center, CSU, Chico CA, 2003

Developed a GIS for Ahjumawi State Park, converting fifty years of archaeological site sketches and descriptions to digital format to produce a comprehensive map and database.

GRAPHIC DESIGN AND PUBLISHING

From 1992 to 1998, Design, art direction and project management for Minneapolis Star Tribune, Olausen Design, and Network Graphics, all in Minneapolis MN; and Anundsen Publishing Company, Decorah IA.

PUBLICATIONS

GIS, maps and illustrations For the following scholarly publications and books: *Journal of Cave and Karst Studies*, *Journal of Field Archaeology*, *Current Anthropology*, *Ichnos: An International Journal for Plant and Animal Traces*; *World Archaeological Congress Handbook of Forensic Anthropology and Archaeology*, *Pacific Conservation Biology*

EDUCATION

University of Minnesota, Minneapolis, MN

California State University, Chico, CA, Geography and Planning Dept coursework and GIS certificate, 2004



Amanda M. Ross

ENVIRONMENTAL & TRANSPORTATION PLANNING

Cell: 916-500-2482

Email: amandamgrossman@gmail.com

Skills

- Experience analyzing, writing reports, and commenting on public policy, regulations, and updates to existing regulations.
- Excellent planning and coordination of tasks of various complexity with superior analytical and problem-solving skills.
- Strong organizational and time management skills with the consistent ability to meet deadlines.
- Strong written and oral communication skills as demonstrated through presentations to the public and lecturing in a classroom setting.
- Mastery of Microsoft Office Suite, Adobe Suite Programs, and experience with AutoCAD, Sketchup, ArcGIS, & website design and coding.

Experience

Contract Planner // SWALE, Inc (6/16 - Present)

- Conduct research and provide technical writing for Municipal Services Reviews for LAFCO agencies.
- Analyze data and write sections pertaining to population projections, housing needs projections, disadvantaged unincorporated communities, general plan information, police, fire, water and wastewater services, and annexations.
- Manage schedule and track deliverables for each project, working directly with clients when needed.

Part-time Lecturer // California Polytechnic State University, SLO (9/16 - 9/17)

- Managed and lectured CRP 216 - Computer Applications for Planners, Fall Quarter 2016 for undergraduate students in the City & Regional Planning Department. Provide support & mentored instructor for Fall Quarter 2017, including guest lecturing.

Assistant Planner // El Dorado County (3/17 - 8/17)

- Managed Permit Center activities including approving business licenses, reviewing building site plans, researching regulations, working with clients, and working with other departments.
- Analyzed and provided public comments for the El Dorado County General Plan Update for Oak Woodlands and the Oak Resources Management Plan.
- Communicated with the public and staff regarding planning and zoning laws, and provided information pertaining to TRPA land coverage allocation and IPES scores for applicants within the Tahoe Basin.
- Processed and approved administrative applications and presented applications to the Zoning Administrator as needed.

Staff Assistant III, Planning Intern // City of Paso Robles, CA (6/14 - 3/16)

- Prepared Initial Studies pursuant to CEQA for multiple projects.
- Worked with various clients, staff, and consultants on matters related to CEQA compliance, land use planning and entitlements. Created department policies to address AB 52 amendment to CEQA.
- Designed and developed a complete street plan for the City Engineer.
- Acted as lead planner for multiple conditional use permits, worked with clients and staff, and presented reports to the Planning Commission.
- Planned and coordinated yearly Cycle De Mayo event with the Atascadero and Paso Robles Bicycle Coalitions, and city and public partners. Provided all graphics, marketing material, and managed the website.

Education

California Polytechnic State University, San Luis Obispo

- Masters of City & Regional Planning, College of Architecture & Environmental Design, Graduated with Honors (June 2016)
- Bachelors of Arts in History, Minor in Art History, College of Liberal Arts, Graduated with Honors (June 2011)

Academic Activities & Awards

- Hagman Scholar Award Recipient, City & Regional Planning Academic Merit Scholarship Award Winner
- Vice President of the Graduate Student Association (2013 - 2014)

MARY ANN MIX, MPE Inc., SENIOR ENVIRONMENTAL PLANNER

Educated at the University of North Carolina, Library Sciences (L.S), and interned as Research Librarian at York University Law School, Downsview, Ontario, Canada, Ms. Mix has 40 years of experience in Research Methodologies, Community Consultation and Public Participation Plans, Environmental Planning and Permitting, and Project Management. Ms. Mix provides the organizational and managerial techniques necessary to research, write, interpret and respond to industry and governing agencies' guidelines, regulations, permits, licenses, codes, and ordinances. Coupled with her extensive 24-year experience with government councils as an elected official, she is able to carefully ascertain the concerns of the public, elected and appointed officials, governing bodies, and recommend appropriate issue-related actions.

Since 1994, Ms. Mix has been President and Senior Environmental Planner for MPE, Inc., an environmental and land planning consulting firm specializing in environmental and planning regulatory compliance and permitting, including Municipal Service Review (MSR); environmental clearance documents - EA, EIS, EIR, EIAs; community consultation/public participation plans; impact assessment and mitigation methodologies. Working as a third-party independent consultant, MPE, Inc. has prepared environmental compliance documents for the federal U.S. Forest Service, Bureau of Land Management, Dept. of Energy, state Departments of Transportation, county and city governments. In private industry, MPE has provided environmental planning expertise to ski and recreational, residential resorts, water companies, vineyards, electrical utilities, through consistently utilizing innovative approaches to permitting and licensing projects with a goal of natural resource protection and community involvement.

References include: Bob Marshall, General Manager, Plumas Sierra Rural Electric Cooperative (530-832-4261); Bruce Baracco & Associates (209-304-0028); Jeffrey Little, Sycamore Environmental Consultants, (916-427-0703); Dennis Rankin, USDA-RD, Washington, DC (202-720-1953)

Project Experience:

1994 - present, President, MPE Inc. An environmental and land use planning and consulting firm specializing in environmental and government planning and regulatory compliance (MSRs), permitting, environmental clearance documents (EA, EIS, EIR, EIA), public involvement/outreach facilitation, impact assessment and mitigation methodologies.

1985 - 1994, Senior Environmental Specialist, Power Engineers, Inc., Hailey, Idaho. Researched and authored environmental clearance documents for a variety of projects. Also developed and facilitated public outreach programs to ensure compliance with NEPA, CEQA, and other local, state, and federal statutes.

PAST PROJECTS:

Mendocino, County, CA Local Agency Formation Commission, Ukiah, CA: Planning, Municipal, and Service District Reports (2014-2016).

City of Plymouth and Rancho Victoria Vineyards, CA, Recycled Water Project (Notice of Determination (NOD), December 2015).

City of Williams, CA, EIR for Love's Country Store, I-5/SR 20 Intersection (NOD, October 2016).

River Pines PUD, CA, Water Storage and Distribution Rehabilitation Project (NOD, April 2018).

Jackson Valley Irrigation District, CA: EIR for construction of water pipelines and lift stations (NOD 2013).

Plumas Sierra Rural Electric Cooperative, Portola, CA: Black Mountain Wind EIR; Broadband Fiber EIR/EA; 120KV Interconnect EIR; Herlong Transmission EIR; numerous EAs.

Bureau of Land Management and U.S. Forest Service, Idaho and California: numerous EAs for electric utilities, Department of Transportation, large residential and ranching communities, private business entities.

ID Transportation Department: numerous EAs for bridge replacements, addition of traveling lanes, reconfiguration of roadways throughout the State of Idaho, as a certified Disadvantaged Business Enterprise (DBE) and Woman-owned Business Enterprise (WBE).

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

Appendix 2
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

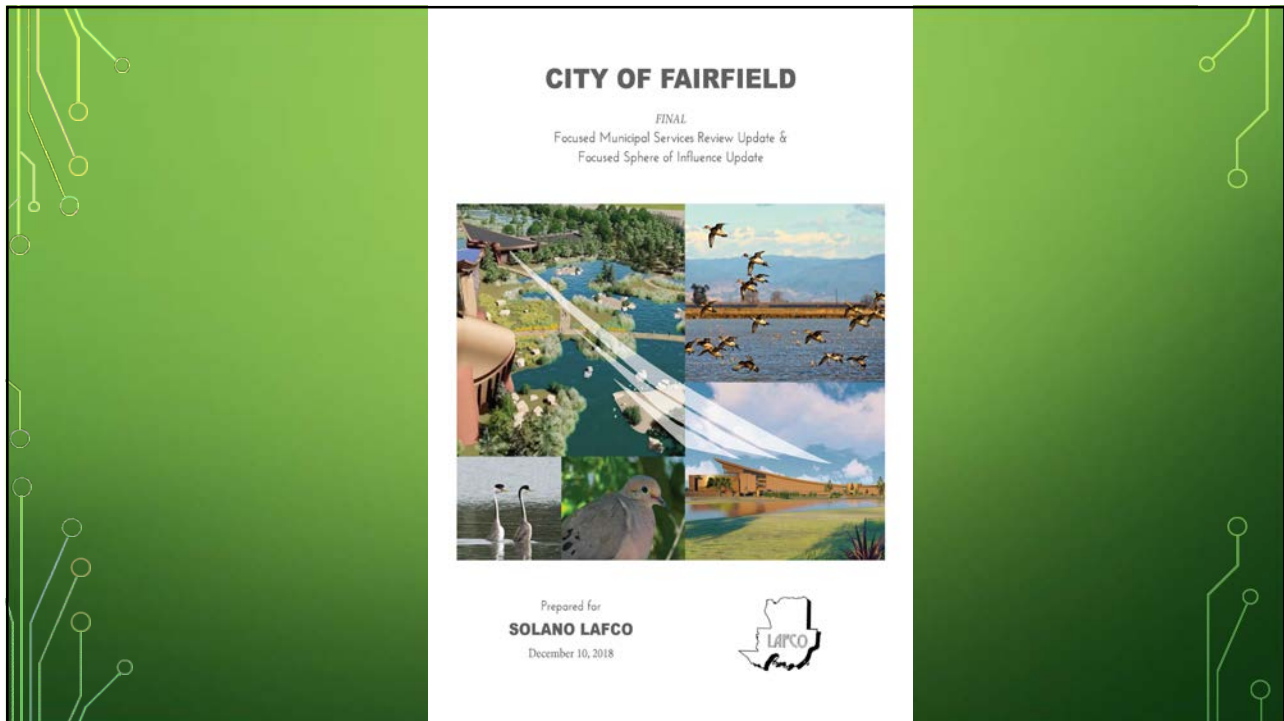
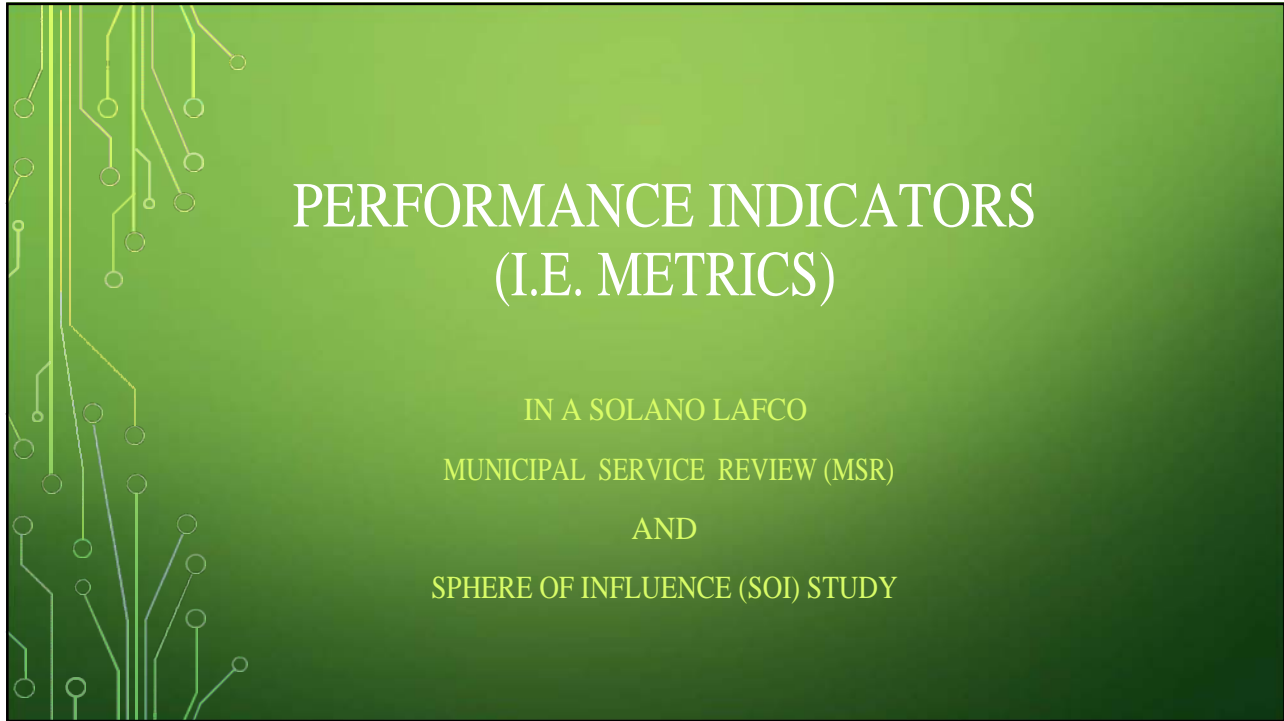
<i>Year</i>	<i>Employee's Name</i>	<i>Billing Title</i>	<i>Standard Hourly Rate</i>
2019	Kateri Harrison	Project Manager	\$115
2019	Bruce Baracco	Senior Planner	\$105
2019	Judy Stolen	GIS	\$80
2019	Amanda Ross	Planner	\$80
2019	Mary Ann Mix	Technical Writer	\$85

The above rates are valid from January 1, 2019 to December 31, 2019.

Appendix 3: Performance Measures

Slide presentation of SWALE’s work on the Solano LAFCO MSR/SOI for the City of Fairfield Pacific Flyway project, which uses performance measures.





INDICATORS & DETERMINATIONS: ACCOUNTABILITY

Table 4-2: Summary of Government Structure and Accountability Determinations

Topic: Accountability		
Indicator	Score	Determination
City Council meetings are held on a regular basis and meetings are open to the public.	●	Fairfield City Council meetings are held twice a month and are open to the public.
City Council and related public meetings are noticed and conducted according to the Brown Act with agendas published for each meeting. A meeting calendar discloses the time and location of public meetings.	●	Regularly scheduled City Council meetings provide an opportunity for residents to ask questions of elected representatives and help ensure service information is effectively communicated to the public. The meetings are noticed and conducted according to the Brown Act.
Public engagement is encouraged and City plans and programs reflect citizen input.	●	Fairfield provides effective services through its council-manager form of government, and utilizes other governmental advising bodies, community organizations, and the general public to help inform its decision-making process. Through this structure, public engagement is encouraged and City plans and programs reflect citizen input.
Number of Closed sessions during past 6 months.	●	The City Council has convened 6 closed sessions in the past 6 months.
Website contains meeting minutes and agendas for the current year.	●	The City provides council ordinances, resolutions, and agenda packets from 1983 to present. In addition, navigation of the website to this information is easy and straight forward.
Contact information, including email, is available for all City Council members.	●	City Council members phone numbers, email addresses, a photo, and biographies are available on the City website. This information is also easy to find.
Terms of office and next election date are disclosed.	●	Each council members number of years on council and term expiration are available on the City's website.
Committee appointments are online.	●	The City's website has a page for "City Commissions and Committees" where current openings are listed. The City's Commissions and Committees current appointments are not listed. In addition, list is not interactive, meaning the public is unable to access additional information regarding

Topic: Management Efficiency		
Indicator	Score	Determination
The City's Mission and Vision statements are published and utilized in City documents.	●	Insufficient information. When LAPCO and the City prepare a more detailed MSR, the availability of the City's Mission and Vision statements can be evaluated in more detail.
City policies and procedures communicate important information about management's expectations for each Department. Policies are deployed thoughtfully and conscientiously to ensure that required actions are reasonable.	●	The City Council sets strategic priorities at the beginning of each year along with priority projects. The Council has a code of conduct and process agreements to ensure public confidence and the safe and effective operation of the City's government. In addition, each department lists a mission statement to clarify expectations. Policies are not easy to find and spread throughout the City's website with little information available through the City's IIR page.
An organization chart is published and it reflects the general operation of the municipality.	●	The City's organization chart is presented as Figure 4-1 and is available on the City's website. This organization chart reflects the operation and provision of city services.
City staff is held accountable to report performance data and work toward continuous improvement.	●	LAPCO and the City prepare a more detailed MSR, it should evaluate how City staff is held accountable to report performance data and work toward continuous improvement.
Awards		
Indicator	Score	Determination
The City has been recognized by its counterparts and/or by the state for its ongoing efforts to provide city services in a fair manner.	●	The City has received numerous awards including Government Finance Officers Association Award and SWAT Team of the Year as listed in Table 4-1.
Key to score:		
● Above average (compared to similar cities)		
● Average		
● Below average		
● Statement of Fact (Not rated)		

INDICATORS & DETERMINATIONS: POPULATION INDICATORS & DETERMINATIONS: DUC

Table 5-4: Summary of Population & Growth Indicators and Determinations

Indicator	Score	Determination
Existing population	●	Fairfield's existing population is 116,136 persons. Fairfield experienced an average annual growth rate of 0.9% between the years 2000 to 2010 as detailed in Table 5-1.
Projected population in years 2030 and 2040	●	Fairfield's 2030 and 2040 population are projected to be approximately 131,400 and 146,300, respectively.
Sufficient land area is available to accommodate projected growth.	●	Though the population and land area for the City of Fairfield has slightly increased from 2010 to 2015, the population per square mile has decreased. This suggests that the City has enough land to accommodate the population growth in 2015 over what was available in 2010.
The City adopts and maintains a General Plan that is sufficient to inform LAPCO actions.	●	The City's General Plan was adopted in 2002. Individual elements have been updated on an individual basis since 2002 with the most recent update occurring to the Land Use Element in 2016. Some elements have not been updated since the General Plan was adopted. It is important that all cities adopt and maintain a General Plan that is sufficient to inform LAPCO actions. Therefore, it is recommended that the City of Fairfield update its General Plan on a regular basis and an update to the General Plan is recommended in order to assist LAPCO in providing a more comprehensive SOI update within the next few years. City GP policies related to annexations include LU 4.1 and LU 4.1 A.
Jobs/Housing balance	●	The City's job/housing ratio is 1.4. This is considered a good job/housing balance, given that economists commonly accept a healthy jobs-to-housing balance between 1.3 and 1.6. It is recommended that when LAPCO provides a more comprehensive update to Fairfield's MSR/SOI, that the Regional Housing Needs

Table 6-3: Summary of Disadvantaged Communities Findings & Determinations

Indicator	Score	Findings & Determination
The median household income is identified. The DUC threshold MHI (80 percent of the statewide MHI) is clearly stated. The MHI in the Agency's boundary is described.	●	D 6.3.1 The According to the U.S. Census, the median household income (MHI) for the State was \$63,983 in 2016 (US Census, ACS, 2012-2016). This yields a DUC threshold MHI of less than \$51,186 (80 percent of the statewide MHI). As of 2016 the median household income (MHI) in the City of Fairfield was estimated to be \$69,396. This is significantly higher than the DUC threshold MHI.
Chapter 6: Disadvantaged Communities		
City of Fairfield MSR & SOI Update - Final		
Potential DUCs and DACs are considered. The provision of adequate water, wastewater, and fire protection services to DUCs and DACs is considered.	●	F 6.3.1 There are no Disadvantaged Unincorporated Communities within or contiguous to the City of Fairfield's sphere of influence. F 6.3.2 There appears to be disadvantaged communities located within the City of Fairfield, however, further analysis is required. D 6.3.2 The City should address disadvantaged communities in their next Housing Element update and provide that information to the LAPCO at their next comprehensive MSR update in order to better inform future Commission decisions. D 6.3.3 Each of the unincorporated islands described in this chapter do receive adequate water, wastewater (sanitary systems), and fire protection services. No public health and safety issues have been identified.
Key to score:		
● Above average (compared to similar cities)		
● Average		
● Below average		
● Statement of Fact (Not rated)		

INDICATORS & DETERMINATIONS: PUBLIC SERVICE

Table 7-12: Summary of Public Services & Infrastructure

Topic: Public Services		
Indicator	Score	Determination
The Municipality has been diligent in developing plans to accommodate the service needs of current and future constituents. Regularly reviews and updates its service plans to help ensure that infrastructure needs and deficiencies are addressed in a timely manner.	●	The City of Fairfield has been diligent in developing plans to accommodate the service needs of current and future constituents and generally reviews and updates service plans when necessary. City service departments provide reports and updates to City Council and the general public. Service needs are reviewed and addressed. When LAFCO next updates the MSR for the City of Fairfield, it is recommended that the full range of City services (including library, park and recreation, and community development) be evaluated at that time.
The Municipality collaborates with multiple other agencies for the delivery of services within the city limits.	●	The City of Fairfield has mutual aid agreements and auto response agreements for police and fire services with neighboring jurisdictions. In addition, the City works with neighboring cities to provide adequate water and sewer service to constituents.
The Municipality meets benchmarks for fire services.	●	The City's Fire Department provides training, staffing, and expertise to meet the City's current and projected future fire and emergency medical needs. City firefighters collaborate with neighboring agencies to provide sufficient coverage.
The municipality meets benchmarks for police services.	●	The City's Police Department provides local law enforcement services with a ratio of 1.10 sworn officers per one thousand residents, just below General Plan requirement of 1.13-1.20 sworn officers per one thousand residents. Despite a slightly lower ratio the Department's average response time is almost a minute faster than the City's operating standard.
Water Services. Local municipal average annual water demand is well understood and managed.	●	The City's Urban Water Management Plan (UWMP) sufficiently details annual and future water demand for the City with detailed analysis of available water supply during "average year," "single year," and "multi-dry

Topic: Public Facilities		
Indicator	Score	Determination
Has the Municipality made a significant investment over the last several years in funding various capital improvements that reflects a concerted effort by the City to enhance the level and range of its municipal services?	●	In general, the City takes steps to ensure adequate funding is available for future projects to enhance municipal services. However, much of the funding is contingent upon future development. With the Specific Plans, including the Train Station and Heart of Fairfield, in the process of development, new funding should be available to meet current and future services.
The municipality provides sufficient fire facilities to meet current and future demands.	●	The City's Fire Department stations are strategically placed throughout the City and plans are in place to upgrade old facilities and develop new ones as required. A new station was completed in 2017 to replace the original Station 35 structure built in 1994. It is anticipated that future development funding mechanisms will provide the required revenues to develop a sixth fire station to meet future needs.
The Municipality provides sufficient police facilities to meet current and future demands.	●	The City's Police Facility Planning and Concept Design Report, finalized in May of 2017, identifies the Police Department's significant and long-standing need for additional and improved facilities. Current facilities located at the Civic Center complex and Major Crimes Investigations are inadequate in size and configuration for the current service to the City. It is recommended that when LAFCO next updates an MSR or SGI for Fairfield, that data on police response time be analyzed and discussed. In general, municipalities work to continually improve police facilities to meet current and future demands. The address of the two parcels associated with the Pacific Flyway Center will not impact the status of police facilities.
Water Facilities. The municipality has planned for replacement of aging water facilities. The Municipality has preventative maintenance measure to ensure adequate supply.	●	The City recently approved rate increases to fund capital improvement projects to replace or upgrade aging water facilities and systems. In general, municipalities are facing high costs for replacements of aging infrastructure. The City's UWMP discusses contingency planning including catastrophic supply interruption.

INDICATORS & DETERMINATIONS: PUBLIC SERVICE CONT'D

Wastewater Facilities. The municipality has planned for replacement of aging wastewater facilities. The municipality has preventative maintenance measure to ensure adequate capacity.	●	The facilities and infrastructure on which PSSD depends have variable ages. PSSD replaces and repairs infrastructure on a regular basis. In addition, the PSSD has implemented collection system BMPs and addresses preventative maintenance and scheduled replacement of aging infrastructure.
Is there sufficient capacity in public facilities for fire protection, law enforcement, water, wastewater, and storm drainage to provide service to the Pacific Flyway Center?	●	Although Figure 7-22, City of Fairfield Drainage Map, provides broad geographic information about existing streams, given past flooding problems in the City, it is recommended that the City prepare a more detailed city-wide drainage map to include in the next City-wide MSR to be written with LAFCO in the near future. Treated municipal water and raw service is proposed to be provided by the Fairfield water utility for the Pacific Flyway Visitor's Center located on parcels 44-05-30 and 46-10-36. Additionally, the restored ponds located on these parcels could be managed using raw water from an on-site well or from a municipal pipeline. Although the two remaining unincorporated parcels do not currently receive water service, they do contain marsh and pond habitats. The provision of sewer service to the proposed development will be coordinated with the City of Fairfield and PSSD. There is not currently any evidence to suggest that the City could not provide needed public facilities to support the development of the Pacific Flyway Center.
Key to scores: ● Above average (compared to similar cities) ● Average ● Below average ○ Statement of Fact (Not rated)		

INDICATORS & DETERMINATIONS: FINANCIALS

Table 8-1: Summary of Financial Policies & Transparency Determinations

Indicator	Score	Determinations
Summary financial information presented in a standard format and simple language.	●	The City's annual financial reports (CAFR) and budgets clearly and transparently present financial information.
City has a published policy for reserve funds, including the size and purpose of reserves and how they are invested.	●	Fairfield's reserve policy is posted on the City website.
Other financing policies are clearly articulated.	●	Fairfield's Annual Financial Statement contains several accounting policies and this Statement is publicly available via the City's website.
Compensation reports and financial transaction reports that are required to be submitted to the State Controller's Office are posted to the City website.	●	Wage scale for staff positions is posted to Fairfield's website. Actual wages paid data is provided to the State Controller's Office.

Table 8-2: Summary of Determinations on Revenues, Expenditures, and Net Position

Indicator	Score	Determinations
Revenues exceed expenditures in 50% of studied fiscal years.	●	Total revenue exceeded expenditures in FY 15/16 and 16/17.
Increases or decreases in net position.	●	Changes in the Net Position tend to be highly variable and Fairfield Net Position increased by \$28 million from FY 15/16 to 16/17.

Table 8-3: Summary of Rate Determinations

Rate Indicator	Score	Determinations
Municipal rates were adopted by the City Council during a public meeting.	●	Rates for various City services are tailored specific to each service. Fairfield's municipal rates are adopted during a public meeting via Ordinance.
Rates are readily available to constituents.	●	The City's rates and changes for service are transparently displayed in the City's website at: http://www.fairfield.ca.gov/gov/dept/fina/nc/official_policies_the_schedules.asp

INDICATORS & DETERMINATIONS: SHARED FACILITIES

Table 9-2: Summary of Shared Facilities Determinations

Indicator	Score	Determinations
The Agency collaborates with multiple other agencies for the delivery of services within its boundary.	●	Fairfield shares facilities and services with many neighboring local government agencies including SCD, SDCD, and the Cities of Volcano, Bonita, and Vacaville when providing fire protection, police protection, water, and sewer service. It is recommended that the City continue to be open to new opportunities to provide service in a collaborative manner. The City can assess new collaborative ideas as they arise and as potential future constraints necessitate new practices.
If projects or delivery of services involve other agencies or overlapping geographic areas, the City should formalize any coordination in a shared	●	It is recommended that the City should continue to coordinate capital projects with agencies that also have infrastructure within proposed project areas in an effort to split costs.

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City of Fairfield MSR & SOI Update - Final

facilities/services agreement, or other appropriate instrument, in order to provide details and conditions for how services delivery will be conducted and shared between the agencies.	●	Cooperative efforts such as mutual aid agreements, joint use agreements, and tax sharing agreements likely save Fairfield some money; however, it is recommended that such cooperative activities be periodically assessed for efficiency.
Agreements for mutual aid or any other appropriate agreement (i.e., Tax Sharing Agreement) should be periodically reviewed to ensure fiscal neutrality.	●	
Other practices and opportunities that may help to reduce or eliminate unnecessary costs are examined by the City periodically.	●	It is recommended that when the next MSR is prepared for the City, that other practices and opportunities that may help to reduce or eliminate unnecessary costs are studied in more detail. There was insufficient data to include such an analysis within this MSR.

Key to score:

- Above average (compared to similar cities)
- Average
- Below average
- Statement of Fact (Not rated)

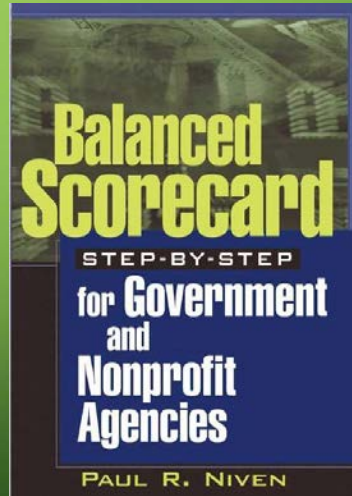
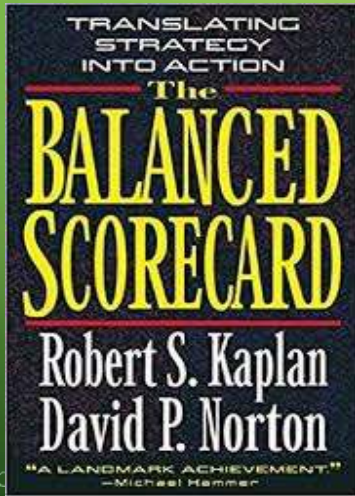
WE DID IT!

- SOLANO LAFCO SUCCESSFULLY ADOPTED A MSR & SOI THAT USED PERFORMANCE INDICATORS FOR EACH OF THE DETERMINATIONS.
- SOLANO LAFCO IS THE FIRST LAFCO IN CALIFORNIA TO ACCOMPLISH THIS.
- HOW DID WE GET HERE?

ONCE UPON A TIME

- Kateri Harrison was talking with an Executive Officer of a LAFCO regarding whether the amount property tax revenue an agricultural irrigation district received was “excessive”, “high”, or “normal”.
- “Well,” Kateri said, “LAFCO doesn’t have any metrics or standards regarding property tax revenue. How do you know if this amount is “excessive”?”
- The Executive Officer responded: “I have 20+ years of experience that tells me this is excessive.”
- In other words, the Executive Officer relied upon his/her gut intuition.
- Is reliance on personal work experience or gut intuition the best approach for a LAFCO? Is there a better way?

INSPIRATION FROM A BOOK



Companies which Implemented Balanced Scorecard



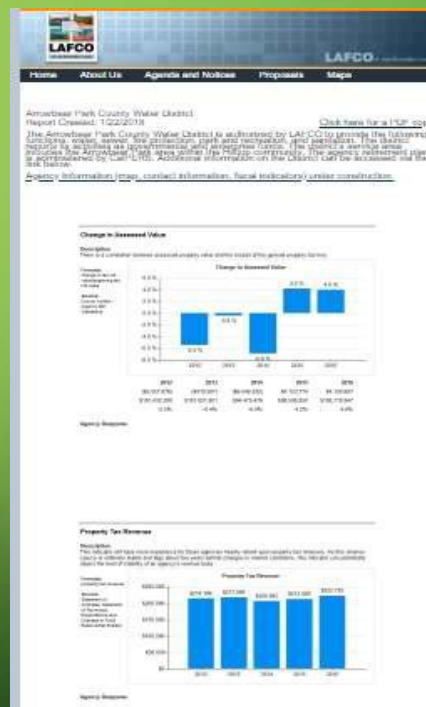
About 50% of Fortune 1000 companies in North America and about 40% of those in Europe use the Balanced Scorecard (Fortune 2002)

PRACTICAL INSPIRATION

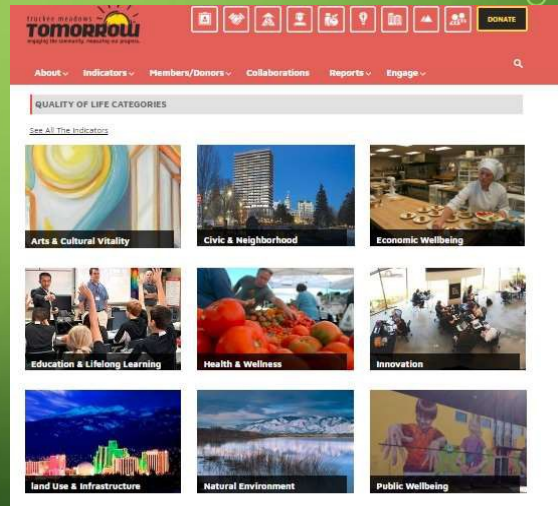
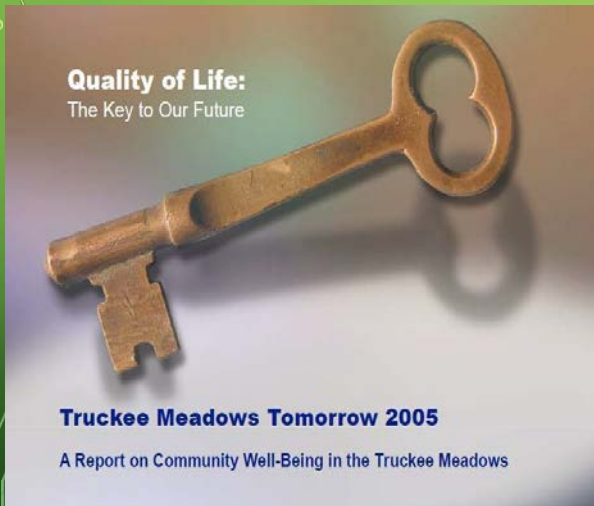
- Examples from 3 jurisdictions that currently use performance measures & metrics
 1. San Bernardino LAFCO, Fiscal Indicators
 2. Truckee Meadows Tomorrow, Community Indicators
 3. Spokane, Public Safety Indicators

EXAMPLE USE OF INDICATORS SAN BERNARDINO LAFCO

All municipalities and special districts in San Bernardino County have “Fiscal Indicators” shown on LAFCO’s website.



EXAMPLE USE OF INDICATORS TRUCKEE MEADOWS TOMORROW



EXAMPLE OF USE OF INDICATORS CITY OF SPOKANE, WA



NEXT STEPS WHO SHOULD CHOOSE INDICATORS FOR LAFCO?

- Commission
- Attorney
- Executive Officer
- Consultants
- Stakeholders
- All of the above

NEXT STEPS

- Challenge the effectiveness of each performance indicator
- What are the relationships between LAFCO's determinations and performance indicators? Do they align?
- What will be measured?
- How do you measure if LAFCO or the subject agencies are meeting their goals?

NEXT STEPS

- Consider the data source
- Performance indicators rely upon data.
- MSRs and SOIs should use the best data available.

NEXT STEPS

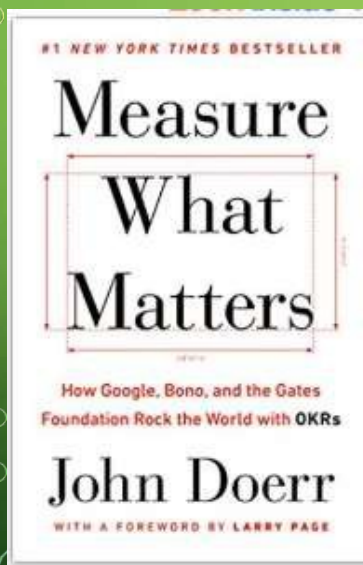
- Online Dashboard
- Infographic



“In God we trust.
All others bring data.”
W. E. Deming



Another book.....



- John Doerr is an investor
- Book describes a goal-setting system.
- Objectives define what we seek to achieve.
- Key results are how those top-priority goals will be attained with specific, measurable actions within a set time frame.
- Everyone's goals, from entry level to CEO, are transparent to the entire organization.

Another book.....



- Atul Gawande is a surgeon.
- Safe surgery checklist saves lives!
- Does an MSR or SOI need a checklist of indicators or performance metrics??

THANK YOU !

