

LOCAL AGENCY FORMATION COMMISSION OF YOLO COUNTY

Regular Meeting AGENDA

February 26, 2015 - 9:00 a.m.

BOARD OF SUPERVISORS CHAMBERS

625 COURT STREET, ROOM 206
WOODLAND, CALIFORNIA 95695

COMMISSIONERS

OLIN WOODS, CHAIR (PUBLIC MEMBER)
MATT REXROAD, VICE CHAIR (COUNTY MEMBER)
BILL KRISTOFF (CITY MEMBER)
DON SAYLOR (COUNTY MEMBER)
CECILIA AGUIAR-CURRY (CITY MEMBER)

ALTERNATE COMMISSIONERS

ROBERT RAMMING (PUBLIC MEMBER)
JIM PROVENZA (COUNTY MEMBER)
ROBB DAVIS (CITY MEMBER)

CHRISTINE CRAWFORD
EXECUTIVE OFFICER

ERIC MAY
COMMISSION COUNSEL

This agenda has been posted at least five (5) calendar days prior to the meeting in a location freely accessible to members of the public, in accordance with the Brown Act and the Cortese-Knox-Hertzberg Act. The public may subscribe to receive emailed agendas, notices and other updates at www.yololafco.org/lafco-meetings.

All persons are invited to testify and submit written comments to the Commission. If you challenge a LAFCo action in court, you may be limited to issues raised at the public hearing or submitted as written comments prior to the close of the public hearing. All written materials received by staff 72 hours before the hearing will be distributed to the Commission. If you wish to submit written material at the hearing, please supply 10 copies.

All participants on a matter to be heard by the Commission that have made campaign contributions totaling \$250 or more to any Commissioner in the past 12 months must disclose this fact, either orally or in writing, for the official record as required by Government Code Section 84308.

Any person, or combination of persons, who make expenditures for political purposes of \$1,000 or more in support of, or in opposition to, a matter heard by the Commission must disclose this fact in accordance with the Political Reform Act.

CALL TO ORDER

1. Pledge of Allegiance

2. Roll Call
3. Public Comment: Opportunity for members of the public to address the Yolo County Local Agency Formation Commission (LAFCo) on subjects not otherwise on the agenda relating to LAFCo business. The Commission reserves the right to impose a reasonable limit on time afforded to any topic or to any individual speaker.

CONSENT AGENDA

4. Approve LAFCo Meeting Minutes of December 4, 2015
5. Receive and file the CH&W 2015 Winter Newsletter by Special Counsel Colantuono, Highsmith & Whatley, PC
6. Review and file the Yolo LAFCo Financial Statement for Fiscal Year 2013/14 prepared by the Yolo County Department of Financial Services
7. Review and file the Fiscal Year (FY) 14-15 Second Quarter Financial Update

PUBLIC HEARINGS

8. Consider and adopt the Final Municipal Service Review and Sphere of Influence Study (MSR/SOI) for the Yolo County Resource Conservation District (RCD), find that no sphere of influence update is necessary, and find that the project is exempt from environmental review

REGULAR AGENDA

9. Authorize the Chair to sign Agreement 2015-02 for Services between Yolo LAFCo and Policy Consulting Associates, LLC not to exceed \$38,425 (plus a 10% contingency subject to Executive Officer approval) for the preparation of the City of Davis and Associated County Service Areas Combined Municipal Service Review and Sphere of Influence Study
10. Authorize the Chair to sign Agreement 2015-03 for Services between Yolo LAFCo and Citygate Associates, LLC not to exceed \$72,338 (plus a 10% contingency subject to Executive Officer approval) for the preparation of the Fire Protection Districts Combined Municipal Service Review and Sphere of Influence Study
11. Presentation by Pamela Miller, CALAFCO Executive Director

EXECUTIVE OFFICER'S REPORT

12. A report by the Executive Officer on recent events relevant to the Commission and an update of Yolo LAFCo staff activity for the month. The Commission or any individual Commissioner may request that action be taken on any item listed.
- Knights Landing CSD Update
 - Shared Services Workshop Agenda
 - Broadband Presentations Update
 - Staff Activity Report - December 1, 2014 to February 20, 2015

COMMISSIONER COMMENTS

13. Opportunity for any Commissioner to comment on issues not listed on the agenda. No action will be taken on off-agenda items unless authorized by law.

ADJOURNMENT

14. Adjourn to the Shared Services Workshop immediately following the meeting at the following location: County Administration Building, Atrium Training Room B-02.

The next Regular meeting is scheduled for March 26, 2015

I declare under penalty of perjury that the foregoing agenda was posted by 5:00 p.m. on February 20, 2015, at the following places:

- On the bulletin board outside the east entrance of the Erwin W. Meier County Administration Building, 625 Court Street, Woodland, CA; and,
- On the bulletin board outside the Board of Supervisors Chambers, 625 Court Street, Room 206, Woodland, CA; and,
- On the LAFCo website at: www.yololafco.org.

Terri Tuck, Clerk
Yolo County LAFCo

NOTICE

If requested, this agenda can be made available in appropriate alternative formats to persons with a disability, as required by Section 202 of the Americans with Disabilities Act of 1990 and the Federal Rules and Regulations adopted in implementation thereof. Persons seeking an alternative format should contact the Commission Clerk for further information. In addition, a person with a disability who requires a modification or accommodation, including auxiliary aids or services, in order to participate in a public meeting should telephone or otherwise contact the Commission Clerk as soon as possible and at least 24 hours prior to the meeting. The Commission Clerk may be reached at (530) 666-8048 or at the following address:

Yolo County LAFCo
625 Court Street, Room 203
Woodland, CA 95695

Note: Audio for LAFCo meetings will be available the next day following conclusion of the meeting at www.yololafco.org.



Consent 4.

LAFCO

Meeting Date: 02/26/2015

Information

SUBJECT

Approve LAFCo Meeting Minutes of December 4, 2015

Attachments

[LAFCo Minutes of December 4, 2014](#)

Form Review

Form Started By: Terri Tuck
Final Approval Date: 02/11/2015

Started On: 02/11/2015 10:38 AM

LOCAL AGENCY FORMATION COMMISSION of YOLO COUNTY

MEETING MINUTES

December 4, 2014

The Local Agency Formation Commission of Yolo County met on the 4th day of December 2014, at 9:00 a.m. in the Yolo County Board of Supervisors Chambers, 625 Court Street, Room 206, Woodland CA. Members present were Chair and Public Member Olin Woods, Alternate County Member Jim Provenza, and City Members Bill Kristoff and Cecilia Aguiar-Curry. Others present were Alternate Public Member Robert Ramming, Alternate City Member Robb Davis, Executive Officer Christine Crawford, Analyst Tracey Dickinson and Clerk Terri Tuck.

Alternate City Member Robb Davis was sworn into office prior to the meeting.

Items № 1 and 2 Call to Order, Pledge of Allegiance and Roll Call

Chair Woods called the Meeting to order at 9:03 a.m.

Alternate County Member Jim Provenza led the Pledge of Allegiance.

PRESENT: Aguiar-Curry, Kristoff, Provenza, Woods ABSENT: Rexroad

Item № 3 Public Comments

None

CONSENT

Item № 4 Approve LAFCo Meeting Minutes of September 25, 2014

Item № 5 Correspondence

Item № 6 Review information regarding the 2014 CALAFCO Legislative Update

Item № 7 Review and file the Fiscal Year 2014/15 First Quarter Financial Update

Item № 8 Authorize the Chair to execute an agreement for legal services with County Counsel's Office

Minute Order 2014-31: All recommended actions on Consent were approved.

Approved by the following vote:

MOTION: Aguiar-Curry SECOND: Provenza

AYES: Aguiar-Curry, Kristoff, Provenza, Woods

NOES: None

ABSTAIN: None

ABSENT: Rexroad

PUBLIC HEARING

Item № 9 Consider and adopt the Municipal Service Review (MSR) and Sphere of Influence (SOI) update for the Knights Landing Community Services District (CSD)

After a report by staff the Chair opened the Public Hearing. No one came forward and the Hearing was closed.

Minute Order 2014-32: The recommended action was approved by finding the project exempt from environmental review pursuant to CEQA §15061(b)(3) and adopting **Resolution 2014-06**, approving the Final Knights Landing Community Services District Municipal Service Review and Sphere of Influence Update.

Additionally, staff was asked to provide a follow-up report during the February 2015 meeting with regard to District implementation of the recommendations suggested in the Municipal Service Review.

Approved by the following vote:

MOTION: Woods SECOND: Aguiar-Curry

AYES: Aguiar-Curry, Kristoff, Provenza, Woods

NOES: None

ABSTAIN: None

ABSENT: Rexroad

REGULAR

Item № 10 Receive a staff presentation on the Draft Yolo Broadband Strategic Plan and discuss LAFCos next steps to undertake with the cities and County (the Draft Yolo Broadband Strategic Plan will be included in a supplemental packet prior to the meeting)

El Macero County Service Area resident Richard Lauckhart spoke.

Minute Order 2014-33: The item was received and next steps were discussed. No action was taken.

Item № 11 Consider staff's recommended changes to Yolo LAFCos local policy regarding Out of Agency Services and Direct staff to make any desired changes and adopt the updated policy

Minute Order 2014-34: The recommended action was approved.

Approved by the following vote:

MOTION: Provenza SECOND: Aguiar-Curry
AYES: Aguiar-Curry, Kristoff, Provenza, Woods
NOES: None
ABSTAIN: None
ABSENT: Rexroad

Item No 12 Consider and adopt the Yolo LAFCo 2015 Meeting Calendar

Minute Order 2014-35: The recommended action was approved.

Approved by the following vote:

MOTION: Aguiar-Curry SECOND: Kristoff
AYES: Aguiar-Curry, Kristoff, Provenza, Woods
NOES: None
ABSTAIN: None
ABSENT: Rexroad

Item No 13 Executive Officer's Report

The Commission was given written reports of the Executive Officer's activities for the period of September 22 through November 28, 2014, and was verbally updated on recent events relevant to the Commission.

Staff stated that the Shared Services Workshop will be held on February 26, 2014, immediately following the LAFCo meeting.

Staff indicated that *Requests for Proposals* were recently distributed for two upcoming municipal service reviews and spheres of influence updates; 1) for a combined review of the City of Davis and associated County Service Areas and, 2) for a combined review of the County's fifteen (15) fire protection districts. Both proposals are due December 19, 2014.

The Commission was informed that the City Selection Committee chose Robb Davis as the City of Davis replacement for the LAFCo Alternate City Member. Mr. Davis was sworn in this morning, prior to today's meeting.

Staff noted that the CALAFCO Conference, held mid-October in Ontario, was well attended by Commissioners Aguiar-Curry, Saylor and Woods, and staff. Commissioners Aguiar-Curry and Saylor both had session presentations.

Item No 14 Commissioner Comments

Commissioner Provenza commented that he enjoyed filling in at today's meeting.

Commissioner Kristoff wished everyone Happy Holidays.

Item № 15 Adjournment

Minute Order 2014-36: By order of the Chair, the meeting was adjourned at 10:05 a.m. in memory of Joseph Francis Aguiar.

The next scheduled meeting is January 22, 2015.

Olin Woods, Chair
Local Agency Formation Commission
County of Yolo, State of California

ATTEST:

Terri Tuck
Clerk to the Commission



Consent 5.

LAFCO

Meeting Date: 02/26/2015

Information

SUBJECT

Receive and file the CH&W 2015 Winter Newsletter by Special Counsel Colantuono, Highsmith & Whatley, PC

RECOMMENDED ACTION

Receive and file the CH&W 2015 Winter Newsletter by Special Counsel Colantuono, Highsmith & Whatley, PC.

Attachments

[CH&W 2015 Winter Newsletter](#)

Form Review

Form Started By: Terri Tuck
Final Approval Date: 02/12/2015

Started On: 02/12/2015 12:01 PM

Looking Below the Surface

By Michael R. Cobden

Water policy wonks sometimes joke that California enacts comprehensive water legislation about every hundred years. Surface water — lakes, rivers, and streams — has been regulated under legislation adopted in 1914. Last year, the Legislature made California the last Western state to regulate groundwater in underground basins or “aquifers.” Although the legislation is not comprehensive — it applies only to some aquifers — it is nonetheless significant, and if the model survives implementation, we can expect it eventually to be applied to all groundwater in the state.

The 2014 groundwater legislation is three bills: A.B. 1739 (Dickinson, D-Sacramento), S.B. 1168 (Pavley, D-Agoura Hills) and S.B. 1319 (Pavley). In contrast to centralized regulation of surface water by the State Water Resources Control Board (SWRCB), the Legislation regulates groundwater through local “groundwater sustainability agencies” (GSAs). The Legislation applies to some 400-plus basins identified in the Department of Water Resources Bulletin 118; adjudicated basins are exempt. Fifteen agencies are statutorily designated as “exclusive” GSAs for their basins. Counties, cities and water agencies elsewhere should identify the basins which underlie their jurisdictions or affect their water supplies and identify potential stakeholders. Cities and counties may participate in groundwater

management whether or not they operate water utilities.

A GSA is either a single agency designated to regulate a basin or a joint powers agency (JPA) formed by several agencies interested in a basin. There may be more than one GSA for a basin, but their management areas may not overlap. The management area of a GSA is determined in part by the notice a prospective GSA sends to the SWRCB and publishes before formation. If any part of a basin is not regulated by a GSA, the county is the default GSA for that area. Thus a basin may have multiple GSAs, formed by counties, cities, water districts or JPAs of these agencies.

Although the Legislation is not clear, it appears a GSA may claim an entire basin as its management area, whether or not it or its members otherwise have jurisdiction over that whole area. Thus a single local agency could elect to serve as a GSA governing a basin overlaid by others and regulate its neighbors’ groundwater production. There is no requirement a proposed GSA admit to a JPA agencies that have a stake in the management of groundwater in the GSA’s boundaries. While most basins will likely identify GSAs via collaboration, we expect disputes in at least some cases. These will be resolved in court unless the Legislature responds with further legislation. If no local GSA is formed for a basin by January 2017, the State Department of Water Resources will to regulate that basin.

Once designated, GSAs have substantial authority to regulate or suspend groundwater pumping, limit well-drilling, and impose fees and penalties, among other powers. (A more detailed article on the fee power of cities, counties and GSAs under the Legislation appears on page 3 of this newsletter.) GSAs must develop groundwater sustainability plans to identify basin conditions and safe yields and to plan to manage groundwater extractions through monitoring, regulation, and fines.

Plautus reminds us that “it is wretched business to be digging a well just as thirst is mastering you.” (Mostellaria II, 1, 32.) Our fourth year of severe drought brings a “dismally meager” snowpack and many of our aquifers in overdraft, with significant subsidence in some. This will make it challenging to establish a new groundwater management regime without conflict. We recommend that every city and county overlaying an eligible basin and every water provider with an interest in the groundwater resources of those basins begin immediate talks with stakeholders to ensure itself a seat at the GSA table. Further developments are likely, so stay tuned.

♦♦♦

For more information on this topic,
contact Michael at 530/798-2416 or
mcobden@chwlaw.us.

Tax & Fee Class Actions on the Rise

By Holly O. Whatley

For decades, California courts interpreted California law to bar class action suits for refunds of local taxes. Individual refunds claims, of course, were allowed; as were suits to obtain prospective relief to end or correct an allegedly unlawful tax or fee. But the California Supreme Court's decisions in *Ardon v. City of Los Angeles* (2011) and *McWilliams v. City of Long Beach* (2013) changed that landscape. Together, these decisions make claims for local tax refunds subject to the Government Claims Act, regardless of any contrary local charter provision or ordinance. And the Government Claims Act allows class actions for refunds of local (but not State) taxes, assessments, fees and other revenues.

The class action plaintiffs' bar has responded to this invitation. Since *McWilliams* was decided in 2013, a flurry of class actions have been filed against local agencies around the state seeking tax or fee refunds, including several in the last 12 months seeking telephone tax refunds. Several class actions have also been filed seeking refunds of allegedly unlawful public utility rates — particularly water rates, given the developing case law under Propositions 218 and 26 for retail and wholesale agencies, respectively. Even the Howard Jarvis Taxpayers Assn., which historically pursued its impact litigation agenda through suits for prospective relief and attorneys' fees, has entered the fray — most recently with a class challenge to a city's water rates for extra-territorial customers.

While this trend is ominous news for local agencies and those who depend on them for services, local agencies have options to defend and resolve class actions that are unavailable to private entities. First, class claims remain subject to the Government Claims Act, which means that any refund claims should be limited to one year before a claim is filed. Second, class representative still must submit a written claim to the agency before filing suit. This gives agencies

an early opportunity to consider refunds or other actions to reduce exposure and to avoid litigation if possible or, at least, to reduce the scope of any resulting suit. Counsel should carefully review such an approach to determine how it will affect any class suit that may follow. Finally, if a local agency opts to settle and to pay refunds, it is much more likely that a court will approve the return of any unclaimed amounts to the agency for its use to benefit its residents rather than the more typical requirement for private entities to pay such funds to a non-profit entity closely tied to the interests of the class (a so-called "cy pres" payment). This is because the local agency is itself a social benefit organization required to expend its revenue for public benefit.

The broader lesson of these cases is that the risk of challenge to agency rate-making is now markedly higher. Local governments of all sorts are well advised to review their revenues, identify any risks — such as post-1986 taxes not approved by voters and rates not made on the basis of a strong rate-making record reviewed by capable counsel — and find ways to mitigate them. It is no longer wise to keep one's head down and hope that defects in your revenue portfolio go unnoticed.

In short, though the State gives itself statutory immunity from class action tax and fee refund claims, local agencies are at risk. The trend, particularly over the last year, demonstrates that cities, counties and special districts must now expect suits challenging local taxes and fees to include class refund claims and should prepare to deal with the unique, complex, procedural and substantive issues that class treatment raises — at least until the Legislature sees fit to extend to local agencies the same protection from class claims the State enjoys!

◆◆◆

For more information on this topic,
contact Holly at 213/542-5704 or
hwhatley@chwlaw.us.

Welcome, Pamela Graham!

Pamela Graham joins CH&W as Senior Counsel in our Los Angeles office as a member of our litigation team. Her practice covers a wide range of litigation, including land use, employment law, municipal finance and public revenues, and general contract disputes.

Pamela brings over 12 years' experience litigating complex commercial matters. Prior to joining CH&W, she practiced at Irell & Manella LLP for 7 years and at Drinker, Biddle & Reath LLP for 5. There, Pamela represented clients in entertainment, retail, and other industries in a variety of matters, including business torts, employment disputes, securities fraud, and trademark and copyright litigation. She has broad experience in both state and federal courts, handling all phases of litigation from pleading to appeal. She has successfully defended a number of jury and bench trials.

Pamela earned her law degree *magna cum laude* from Loyola Law School in 2001. She served as the Chief Production Editor of the Loyola of Los Angeles Law Review. She received the Dean's Academic Scholarship from 1999 to 2001, as well as the First Honors Award in legal research and writing, torts, and federal courts. Pamela earned her B.A. in journalism and mass communication and political science from the University of North Carolina at Chapel Hill in 1996.

Immediately following law school, Pamela served as a law clerk to the Honorable Ronald S.W. Lew of the United States District Court, Central District of California.

Welcome, Pamela!

Groundwater Law Allows New Fees

By Michael G. Colantuono

New groundwater legislation gives local government new revenue authority — and new bills to pay. A.B. 1739 (Dickinson, D-Sacramento), S.B. 1168 (Pavley, D-Agoura Hills), and S.B. 1319 (Pavley) establish a new groundwater management regime in California. This legislation is of vital interest to all California local governments — including all cities and counties whether or not they provide water service. It will affect water service, land use, and revenues. A summary of the law appears on the cover of this newsletter; our concern here is with fees.

GSA will monitor and regulate groundwater use in hundreds of groundwater basins around the State. They will fund their work with service fees on groundwater wells, expressly subject to Proposition 218, and regulatory fees subject to Propositions 13 and 26. Under these measures, GSA fees may not exceed the cost of service and no class of customers may be obliged to subsidize another.

SERVICE FEES. Local agencies engaging in groundwater management before a GSA is designated may impose service fees and they and GSAs may impose such fees until a groundwater sustainability plan (GSP) is adopted. Agencies which are members of multi-agency GSAs may also impose such fees. Service fees may recover all a GSA's costs, including administration, operation, maintenance, property acquisition, supply, treatment, and distribution of water.

REGULATORY FEES “including, but not limited to, permit fees and fees on ground water extraction or other regulated activity, to fund the costs of a groundwater sustainability program, including, but not limited to, preparation, adoption, and amendment of a groundwater sustainability plan, and investigations, inspections, compliance assistance, enforcement, and program administration, including a prudent reserve” are allowed.

GSAs may impose fees to recover the cost to meter wells and fees on a “state or local agency that extracts groundwater”.

Regulatory fees may recover a closed list of GSA regulatory costs: preparation, adoption, and amendment of a GSP, as well as investigations and enforcement. GSA regulatory fees may be property related fees subject to Proposition 218, limited to cost. Those not subject to Proposition 218 will be subject to Proposition 26 unless an exception applies. Proposition 26's exception for regulatory fees also limits fees to cost of service.

The Legislature recognized GSAs must gather and analyze information to construct fees that comply with the constitutional cost-of-service limitation and expressly granted them the power to do so. It has also recognized the need for due process in setting fees and for dispute resolution.

STATE FEES. The Legislation also authorizes the State Water Resources Control Board (SWRCB) to impose fees to recover its regulatory costs for groundwater management and dispute resolution and expressly subjects its fees to Proposition 26. SWRCB functions under the Legislation include review of groundwater production reports, preparing GSPs if local governments fail to do so, and resolving groundwater rights disputes.

FINES AND PENALTIES. Both GSAs and the SWRCB can impose fines and penalties, which are not limited to cost of service of service or regulation.

Plainly, the ambitious project to make California the last Western state to regulate groundwater means a substantial expansion of local government and new burdens on the SWRCB. Those efforts will be funded by fees on groundwater use. Thus, local agencies which wish to be GSAs and those which use groundwater will need rate-making expertise. That includes consultants and legal counsel to assist in rate-making, enforcement, and to resolve disputes.

This will be a fast-developing area, as GSAs must be designated by 2017 and

plans adopted by 2020 for priority basins and 2022 for other basins. As always, we'll keep you posted!

Fee Cases On the Horizon

Several important rate-making cases will be decided in early 2015. The Sacramento Court of Appeal found Redding's payment in lieu of taxes (PILOT) from its electric utility to its general fund not to be grandfathered by Proposition 26 because it was adopted by budgets, which expire. It remanded the case to the trial court so the City may cost-justify the PILOT. Both parties sought rehearing and the City Council has authorized a petition for review by the California Supreme Court.

A case testing San Juan Capistrano's tiered water rates was argued January 20th. Argument suggested the Orange County Court of Appeal may find the rate-making record insufficient to justify the fees. Decision in this closely watched case is due by April.

Due in March is a decision in Ventura's successful Proposition 218 challenge to groundwater charges of the United Water Conservation District requiring municipal and industrial water users to pay three times what agriculture pays. A decision of the Ventura Court of Appeal is due by early March.

Another groundwater case under Proposition 218 involving the Santa Clara Valley Water District is set for argument this month in the San Jose Court of Appeal. Decision will be due in May.

Plainly, 2015 is starting with a bang in the law of rate-making. For now, rate-makers do well to get good counsel when making rates. Change is coming, so stay tuned!

♦♦♦

For more information on this subject, contact Michael at 530/432-7357 or mcolantuono@chwlaw.us.

Colantuono, Highsmith & Whatley, PC

11364 Pleasant Valley Road
Penn Valley, CA 95946

PRESORTED
FIRST-CLASS MAIL
U.S. POSTAGE
PAID
MAIL MASTERS

Are you on our list? To subscribe to our newsletter or to update your information, complete the form below and fax it to 530/432-7356. You can also call Marta Farmer at 530/432-7357 or subscribe via our Web site at **WWW.CHWLAW.US**.

Name: _____ Title: _____

Affiliation: _____

Address: _____

City: _____ State: _____ Zip Code: _____

Phone: _____ Fax: _____

E-mail: _____

Our newsletter is available as a printed document sent by US Mail and as a PDF file sent by e-mail. Please let us know how you would like to receive your copy.

Mail E-Mail Both

The contents of this newsletter do not constitute legal advice. You should seek the opinion of qualified counsel regarding your specific situation before acting on the information provided here.

Copyright © 2015 Colantuono, Highsmith & Whatley, PC. All rights reserved.



Consent 6.

LAFCO

Meeting Date: 02/26/2015

Information

SUBJECT

Review and file the Yolo LAFCo Financial Statement for Fiscal Year 2013/14 prepared by the Yolo County Department of Financial Services

RECOMMENDED ACTION

Review and file the Yolo LAFCo Financial Statement for Fiscal Year 2013/14 prepared by the Yolo County Department of Financial Services.

FISCAL IMPACT

None.

REASONS FOR RECOMMENDED ACTION

Yolo LAFCo Administrative Policies and Procedures section 5.18 states "LAFCo shall have financial audits performed on a three year cycle (i.e. the auditor reviews the prior three fiscal years at one time). For those interim years when a formal audit has not yet been performed, staff from the County Department of Financial Services shall prepare a financial statement for Commission review following the close of the fiscal year".

Within the next few months, LAFCo staff will be preparing a request for proposal for audit services for fiscal years ending in June of 2013, 2014 and 2015.

BACKGROUND

Staff from the Department of Financial Services prepared the attached financial statement for Commission review. It includes the following reports for fiscal year 2013/14:

1. Statement of Net Assets
2. Statement of Activities
3. Balance Sheet
4. Changes in Fund Balance
5. Schedule of Revenues, Expenditures and Changes in Fund Balance - Budget and Actual

There are no irregularities or issues to report. Staff is available to answer any questions about these reports if desired.

Attachments

[FY 2013/14 Financial Statement](#)

Form Review

Form Started By: Terri Tuck
Final Approval Date: 02/11/2015

Started On: 02/11/2015 10:44 AM

YOLO COUNTY LOCAL AGENCY FORMATION COMMISSION

STATEMENT OF NET ASSETS

JUNE 30, 2014 AND JUNE 30, 2013

	2014	2013
ASSETS		
Cash	<u>\$ 265,748</u>	<u>\$ 276,963</u>
TOTAL ASSETS	<u><u>\$ 265,748</u></u>	<u><u>\$ 276,963</u></u>
LIABILITIES		
Accounts payable	\$ 5,165	\$ 7,954
Accrued payroll	12,474	7,276
Due to other governments	0	4,000
Compensated absences - current	7,000	5,700
Noncurrent liabilities:		
OPEB liability	56,220	50,000
Compensated absences - noncurrent	1,489	1,431
TOTAL LIABILITIES	<u><u>82,348</u></u>	<u><u>76,361</u></u>
NET ASSETS		
Unrestricted	<u>183,400</u>	<u>200,602</u>
TOTAL NET ASSETS	<u><u>183,400</u></u>	<u><u>200,602</u></u>
TOTAL LIABILITIES AND NET ASSETS	<u><u>\$ 265,748</u></u>	<u><u>\$ 276,963</u></u>

YOLO COUNTY LOCAL AGENCY FORMATION COMMISSION

STATEMENT OF ACTIVITIES

FOR THE YEARS ENDED JUNE 30, 2014 AND JUNE 30, 2013

	2014	2013
EXPENSES		
Salaries and benefits	\$ 286,655	\$ 222,481
Professional and specialized services	64,196	47,043
General and administrative	14,424	22,107
Legal	4,658	6,345
Training	8,047	8,137
Transportation and travel	1,572	939
Office	2,459	2,693
Notices and filing fees	1,409	-
TOTAL EXPENSES	<u>383,420</u>	<u>309,745</u>
PROGRAM REVENUES		
Intergovernmental revenues		
County of Yolo	182,070	188,066
City of West Sacramento	59,589	64,732
City of Woodland	54,488	62,927
City of Winters	5,874	5,567
City of Davis	62,120	54,840
TOTAL PROGRAM REVENUES	<u>364,141</u>	<u>376,132</u>
NET PROGRAM REVENUES (EXPENSES)	(19,279)	66,387
GENERAL REVENUES		
Charges for services	871	11,456
Other revenues	-	196
Interest income	1,206	1,367
TOTAL GENERAL REVENUES	<u>2,077</u>	<u>13,019</u>
CHANGE IN NET ASSETS	(17,202)	79,406
Net assets at beginning of year	<u>200,602</u>	<u>121,196</u>
NET ASSETS AT END OF YEAR	<u><u>\$ 183,400</u></u>	<u><u>\$ 200,602</u></u>

YOLO COUNTY LOCAL AGENCY FORMATION COMMISSION

BALANCE SHEET - GOVERNMENTAL FUND

JUNE 30, 2014 AND JUNE 30, 2013

	2014	2013
ASSETS		
Cash and investments	<u>\$ 265,748</u>	<u>\$ 276,963</u>
TOTAL ASSETS	<u><u>\$ 265,748</u></u>	<u><u>\$ 276,963</u></u>
 LIABILITIES AND FUND BALANCE		
LIABILITIES		
Accounts payable	\$ 5,165	\$ 7,954
Accrued payroll	12,474	7,276
Due to other governments		4,000
TOTAL LIABILITIES	<u>17,639</u>	<u>19,230</u>
 FUND BALANCE		
Committed - OPEB	50,035	
Assigned - Capital asset replacement	2,400	
Unassigned	195,674	257,733
TOTAL FUND BALANCE	<u>248,109</u>	<u>257,733</u>
TOTAL LIABILITIES AND FUND BALANCE	<u><u>\$ 265,748</u></u>	<u><u>\$ 276,963</u></u>

YOLO COUNTY LOCAL AGENCY FORMATION COMMISSION

RECONCILIATION OF THE BALANCE SHEET TO THE GOVERNMENT-WIDE
STATEMENT OF NET ASSETS

June 30, 2014

Fund balance - governmental funds	\$ 248,109
Amounts reported for governmental activities in the statement of net assets are different because:	
Certain liabilities are not due and payable in the current period and, therefore, are not reported in governmental funds:	
OPEB liability	(56,220)
Compensated absences	<u>(8,489)</u>
Net assets - governmental activities	<u><u>\$ 183,400</u></u>

The accompanying notes are an integral part of these financial statements.

YOLO COUNTY LOCAL AGENCY FORMATION COMMISSION

STATEMENT OF REVENUES, EXPENDITURES AND
CHANGES IN FUND BALANCE -
GOVERNMENTAL FUND

FOR THE YEARS ENDED JUNE 30, 2014 AND JUNE 30, 2013

	2014	2013
REVENUES		
Intergovernmental revenues:		
County of Yolo	\$ 182,070	\$ 188,066
City of West Sacramento	59,589	62,927
City of Woodland	54,488	54,840
City of Winters	5,874	5,567
City of Davis	62,120	64,732
Charges for services	871	11,456
Other revenues	-	196
Use of money	1,206	1,367
TOTAL REVENUES	<u>366,218</u>	<u>389,151</u>
EXPENDITURES		
Salaries and benefits	279,077	227,103
Professional and specialized services	64,196	47,043
General and administrative	14,424	22,107
Legal fees	4,658	6,345
Training	8,047	8,137
Transportation and travel	1,572	939
Office expenses	2,459	2,693
Notices and filing fees	1,409	-
TOTAL EXPENDITURES	<u>375,842</u>	<u>314,367</u>
NET CHANGE IN FUND BALANCE	(9,624)	74,784
Fund balance at beginning of year	<u>257,733</u>	<u>182,949</u>
FUND BALANCE AT END OF YEAR	<u><u>\$ 248,109</u></u>	<u><u>\$ 257,733</u></u>

YOLO COUNTY LOCAL AGENCY FORMATION COMMISSION
RECONCILIATION OF THE STATEMENT OF
REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE
TO THE GOVERNMENT-WIDE STATEMENT OF ACTIVITIES

FOR THE YEAR ENDED JUNE 30, 2014

Net change in fund balance - governmental funds	\$ (9,624)
Amounts reported for governmental funds in the statement of activities are different because:	
Changes in certain expenses reported in the statement of activities do not require the use of current financial resources and, therefore, are not reported as expenditures in governmental funds:	
OPEB expense	(6,220)
Compensated absences	<u>(1,358)</u>
Change in net assets - governmental activities	<u>\$ (17,202)</u>

The accompanying notes are an integral part of these financial statements.



Consent 7.

LAFCO

Meeting Date: 02/26/2015

Information

SUBJECT

Review and file the Fiscal Year (FY) 14-15 Second Quarter Financial Update

RECOMMENDED ACTION

Review and file the Fiscal Year (FY) 14-15 Second Quarter Financial Update.

FISCAL IMPACT

None.

REASONS FOR RECOMMENDED ACTION

The intent of the quarterly financial report is to provide the Commission with an update on how LAFCo performed financially in the previous quarter as compared to the adopted budget and to discuss any issues as appropriate. The practice was recommended during our most recent audit as an additional safeguard to ensure sound financial management, given the small size of the LAFCo staff.

BACKGROUND

The LAFCo FY 2014/15 budget was adopted on May 22, 2014. During the first half of the year LAFCo has remained on track with regards to both revenues and expenditures.

At the end of the second quarter LAFCo had received 98.9 percent of its expected revenues. The only portion of LAFCo's revenues that have not been collected are attributed to investment earnings and fees. These are a very small portion of LAFCo's expected revenues, and may still be collected in the remaining two quarters of the fiscal year.

During the first half of FY 14/15 LAFCo spent less than expected, and has only reached 32.8 percent of its annual budgeted costs. LAFCo has expended 43.9 percent of the Salary and Benefits appropriation, 12.9 percent of the Services and Supplies appropriation, and 31.5 percent of the Shared Services appropriation. Staff expects that expenditures on services and supplies will increase during the second half of the year as we begin to receive invoices for the Davis and fire protection district MSR contracts.

In the second half of FY 14/15 staff expects that LAFCo's spending will remain on (or under) budget, and staff is not recommending any adjustments to the adopted budget at this time.

Attachments

[FY 2014/15 2nd QTR Financial Update](#)

Form Review

Inbox

Tracey Dickinson LAFCO
Christine Crawford
Form Started By: Tracey Dickinson
Final Approval Date: 02/12/2015

Reviewed By

Tracey Dickinson
Christine Crawford

Date

01/13/2015 02:56 PM
02/12/2015 10:07 AM
Started On: 01/13/2015 02:51 PM

					Revenue Budget Status through 12/31/14				
Fund	BU	CC	Account	Account Name	Adopted Estimated Revenue	Adjusted Estimated Revenue	Revenue Realized	Unrealized	Percent Revenues Realized
368	3681		824100	INVESTMENT EARNINGS	\$1,500.00	\$1,500.00	\$5.25	\$1,505.25	0%
368	3681		824199	INVESTMENT EARNINGS-RESTRICTED	\$0.00	\$0.00	\$0.59	\$0.59	0%
368	3681		8240	Total REVENUE FR USE OF MONEY & PROP	\$1,500.00	\$1,500.00	\$5.84	\$1,505.84	-0.4%
368	3681		825820	OTHER GOVT AGENCY-OTH CO-CITYS	\$202,767.00	\$202,767.00	(\$202,767.00)	\$0.00	100%
368	3681		825821	OTHER GOVT AGENCY-WEST SAC	\$67,728.00	\$67,728.00	(\$67,728.00)	\$0.00	100%
368	3681		825822	OTHER GOVT AGCY-WOODLAND	\$59,792.00	\$59,792.00	(\$59,792.00)	\$0.00	100%
368	3681		825823	OTHER GOVT AGCY-WINTERS	\$6,509.00	\$6,509.00	(\$6,509.00)	\$0.00	100%
368	3681		825824	OTHER GOVT AGCY-DAVIS	\$68,737.00	\$68,737.00	(\$68,737.00)	\$0.00	100%
368	3681		8252	Total INTERGOVT REV-OTHER	\$405,533.00	\$405,533.00	(\$405,533.00)	\$0.00	100.0%
368	3681		826225	LAFCO FEES	\$3,000.00	\$3,000.00	\$0.00	\$3,000.00	0%
368	3681		8260	Total CHARGES FOR SERVICES	\$3,000.00	\$3,000.00	\$0.00	\$3,000.00	0.0%
368	3681			CC Total NONE	\$410,033.00	\$410,033.00	(\$405,527.16)	\$4,505.84	98.9%
368	3681			BU Total LOCAL AGENCY FORMATION COMM	\$410,033.00	\$410,033.00	(\$405,527.16)	\$4,505.84	98.9%
368				FD Total LOCAL AGENCY FORMATION COMM	\$410,033.00	\$410,033.00	(\$405,527.16)	\$4,505.84	98.9%

					Expenditure Budget Status through 12/31/14					
Fund	BU	CC	Acct	Account Name	Adopted Appropriation	Adjusted Appropriation	Expenditures	Outstanding Encumbrance	Unencumbered Balance	Percent Approp Used
368	3681		861101	REGULAR EMPLOYEES	\$185,000.00	\$185,000.00	\$83,812.80	\$0.00	\$101,187.20	45%
368	3681		861201	RETIREMENT	\$39,677.00	\$39,677.00	\$17,230.26	\$0.00	\$22,446.74	43%
368	3681		861202	O A S D I	\$13,871.00	\$13,871.00	\$6,366.36	\$0.00	\$7,504.64	46%
368	3681		861203	FICA/MEDICARE	\$3,403.00	\$3,403.00	\$1,510.56	\$0.00	\$1,892.44	44%
368	3681		861301	GROUP INSURANCE-OPEB CONTRIB	\$8,000.00	\$8,000.00	\$0.00	\$0.00	\$8,000.00	0%
368	3681		861400	UNEMPLOYMENT INSURANCE	\$1,500.00	\$1,500.00	\$0.00	\$0.00	\$1,500.00	0%
368	3681		861500	WORKERS COMPENSATION INSURANCE	\$1,500.00	\$1,500.00	\$500.00	\$0.00	\$1,000.00	33%
368	3681		861600	CO CONT-OTHER FRINGE BENEFITS	\$61,362.00	\$61,362.00	\$28,002.15	\$0.00	\$33,359.85	46%
368	3681		861999	SALARIES ALLOC/ADJ	(\$10,227.00)	(\$10,227.00)	(\$3,835.17)	\$0.00	(\$6,391.83)	38%
368	3681		8610	Total SALARIES AND EMPLOYEE BENEFITS	\$304,086.00	\$304,086.00	\$133,586.96	\$0.00	\$170,499.04	43.9%
368	3681		862090	COMMUNICATIONS	\$3,000.00	\$3,000.00	\$960.62	\$0.00	\$2,039.38	32%
368	3681		862130	FOOD	\$350.00	\$350.00	\$67.87	\$0.00	\$282.13	19%
368	3681		862202	INSURANCE-PUBLIC LIABILITY	\$1,000.00	\$1,000.00	\$500.00	\$0.00	\$500.00	50%
368	3681		862271	MAINT-EQUIPMENT	\$500.00	\$500.00	\$297.08	\$271.83	(\$68.91)	114%
368	3681		862330	MEMBERSHIPS	\$3,100.00	\$3,100.00	\$2,335.00	\$0.00	\$765.00	75%
368	3681		862360	MISCELLANEOUS EXPENSE	\$250.00	\$250.00	\$0.00	\$0.00	\$250.00	0%
368	3681		862390	OFFICE EXPENSE	\$750.00	\$750.00	\$232.85	\$55.90	\$461.25	39%
368	3681		862391	OFFICE EXP-POSTAGE (OPTIONAL)	\$500.00	\$500.00	\$0.00	\$0.00	\$500.00	0%
368	3681		862392	OFFICE EXP-PRINTING (OPTIONAL)	\$1,000.00	\$1,000.00	\$0.00	\$0.00	\$1,000.00	0%
368	3681		862417	IT SERVICES-DPT SYS MAINT	\$1,048.00	\$1,048.00	\$0.00	\$0.00	\$1,048.00	0%
368	3681		862418	IT SERVICES-ERP	\$1,354.00	\$1,354.00	\$677.00	\$0.00	\$677.00	50%
368	3681		862419	IT SERVICES-CONNECTIVITY	\$3,000.00	\$3,000.00	\$1,309.50	\$0.00	\$1,690.50	44%
368	3681		862421	AUDITING & FISCAL SERVICES	\$6,000.00	\$6,000.00	\$0.00	\$0.00	\$6,000.00	0%
368	3681		862422	INFORMATION TECHNOLOGY SERVICE	\$400.00	\$400.00	\$0.00	\$0.00	\$400.00	0%
368	3681		862423	LEGAL SERVICES	\$7,500.00	\$7,500.00	\$0.00	\$0.00	\$7,500.00	0%
368	3681		862429	PROFESSIONAL & SPECIALIZED SRV	\$80,000.00	\$80,000.00	\$0.00	\$1,000.00	\$79,000.00	1%
368	3681		862460	PUBLICATIONS & LEGAL NOTICES	\$1,500.00	\$1,500.00	\$134.79	\$0.00	\$1,365.21	9%
368	3681		862491	RENTS & LEASES-EQUIPMENT	\$1,500.00	\$1,500.00	\$493.79	\$802.30	\$203.91	86%
368	3681		862495	RECORDS STORAGE "ARCHIVES"	\$400.00	\$400.00	\$0.00	\$0.00	\$400.00	0%
368	3681		862548	TRAINING EXPENSE	\$12,000.00	\$12,000.00	\$6,928.97	\$0.00	\$5,071.03	58%
368	3681		862610	TRANSPORTATION & TRAVEL	\$2,000.00	\$2,000.00	\$305.97	\$0.00	\$1,694.03	15%
368	3681		8620	Total SERVICES AND SUPPLIES	\$127,152.00	\$127,152.00	\$14,243.44	\$2,130.03	\$110,778.53	12.9%
368	3681		863102	PAYMENTS TO OTH GOVT INSTIT	\$1,000.00	\$1,000.00	\$50.00	\$0.00	\$950.00	5%
368	3681		8630	Total OTHER CHARGES	\$1,000.00	\$1,000.00	\$50.00	\$0.00	\$950.00	5.0%

					Expenditure Budget Status through 12/31/14					
Fund	BU	CC	Acct	Account Name	Adopted Appropriation	Adjusted Appropriation	Expenditures	Outstanding Encumbrance	Unencumbered Balance	Percent Approp Used
368	3681		866110	OPER TRANS OUT-EQUIP PRE-FUND	\$1,200.00	\$1,200.00	\$0.00	\$0.00	\$1,200.00	0%
368	3681		8660	Total OPERATING TRANSFERS OUT	\$1,200.00	\$1,200.00	\$0.00	\$0.00	\$1,200.00	0.0%
368	3681		869900	APPROP FOR CONTINGENCY	\$22,672.00	\$22,672.00	\$0.00	\$0.00	\$22,672.00	0%
368	3681		8690	Total PROVISIONS FOR CONTINGENCIES	\$22,672.00	\$22,672.00	\$0.00	\$0.00	\$22,672.00	0.0%
368	3681			CC Total NONE	\$456,110.00	\$456,110.00	\$147,880.40	\$2,130.03	\$306,099.57	32.9%
368	3681	SSP	862429	PROFESSIONAL & SPECIALIZED SRV	\$20,000.00	\$20,000.00	\$6,300.00	\$0.00	\$13,700.00	32%
368	3681	SSP	8620	Total SERVICES AND SUPPLIES	\$20,000.00	\$20,000.00	\$6,300.00	\$0.00	\$13,700.00	31.5%
368	3681	SSP		CC Total SHARED SERVICES INITIATIVE	\$20,000.00	\$20,000.00	\$6,300.00	\$0.00	\$13,700.00	31.5%
368	3681			BU Total LOCAL AGENCY FORMATION COMM	\$476,110.00	\$476,110.00	\$154,180.40	\$2,130.03	\$319,799.57	32.8%
368				FD Total LOCAL AGENCY FORMATION COMM	\$476,110.00	\$476,110.00	\$154,180.40	\$2,130.03	\$319,799.57	32.8%

General Ledger October 1 - 31, 2014							
Account	Date	Program	Description	Document	Debit	Credit	Balance
01-0000	10/01/2014	*****	CASH IN TREASURY		\$0.00	\$0.00	\$460,596.03
01-0000	10/01/2014		09/14 CAL CARD LAFCO-CCRAWFORD	JE001565	\$0.00	\$275.00	\$460,321.03
01-0000	10/01/2014		185-1 09/14 INTERNAL TELEPHONE	JE001606	\$0.00	\$130.72	\$460,190.31
01-0000	10/01/2014		185-1 09/14 INTERNAL TELEPHONE	JE002037	\$0.00	\$8.50	\$460,181.81
01-0000	10/01/2014		WARRANTS	WA100114	\$0.00	\$30.00	\$460,151.81
01-0000	10/06/2014		RECEIVED FROM CITY OF WOODLAND	DP211606	\$59,792.00	\$0.00	\$519,943.81
01-0000	10/08/2014		WARRANTS	WA100814	\$0.00	\$9.32	\$519,934.49
01-0000	10/10/2014		10/04/14 Payroll	PR000052	\$0.00	\$11,718.98	\$508,215.51
01-0000	10/15/2014		WARRANTS	WA101514	\$0.00	\$487.38	\$507,728.13
01-0000	10/22/2014		WARRANTS	WA102214	\$0.00	\$105.45	\$507,622.68
01-0000	10/24/2014		10/18/14 Payroll	PR000056	\$0.00	\$11,718.99	\$495,903.69
01-0000	10/29/2014		WARRANTS	WA102914	\$0.00	\$548.61	\$495,355.08
01-0000	10/31/2014		PPE 8/9/14 T DICKINSON	JE002132	\$426.13	\$0.00	\$495,781.21
01-0000	10/31/2014		PPE 8/23/14 T DICKINSON	JE002144	\$426.13	\$0.00	\$496,207.34
01-0000	10/31/2014		PPE 9/6/14 T DICKINSON	JE002146	\$426.13	\$0.00	\$496,633.47
01-0000	10/31/2014		PPE 9/20/14 T DICKINSON	JE002147	\$426.13	\$0.00	\$497,059.60
01-0000	10/31/2014		PPE 10/4/14 T DICKINSON	JE002148	\$426.13	\$0.00	\$497,485.73
01-0000	10/31/2014		PPE 10/18/14 T DICKINSON	JE002149	\$426.13	\$0.00	\$497,911.86
01-0000	10/31/2014		PPE 11/1/14 T DICKINSON	JE002152	\$426.13	\$0.00	\$498,337.99
			Ending Balance:		\$62,774.91	\$25,032.95	\$498,337.99
04-0000	10/01/2014	*****	RESTR CASH-OPEB		\$0.00	\$0.00	\$50,034.65
			Ending Balance:		\$0.00	\$0.00	\$50,034.65
04-0001	10/01/2014	*****	RESTR CASH-PC REPLACEMENT		\$0.00	\$0.00	\$2,400.00
			Ending Balance:		\$0.00	\$0.00	\$2,400.00
40-0500	10/01/2014	*****	FUTURE LONG TERM DEBT REQUIRE		\$0.00	\$0.00	\$8,489.00
			Ending Balance:		\$0.00	\$0.00	\$8,489.00
60-0600	10/01/2014	*****	ACCRUED COMPENSATION ABSENCES		\$0.00	\$0.00	(\$8,489.00)
			Ending Balance:		\$0.00	\$0.00	(\$8,489.00)
71-0000	10/31/2014	*****	RESERVE FOR ENCUMBRANCES		\$0.00	\$0.00	(\$2,360.23)
			Ending Balance:		\$0.00	\$0.00	(\$2,360.23)
74-0001	10/01/2014	*****	COMMITTED-OPEB		\$0.00	\$0.00	(\$50,034.65)
			Ending Balance:		\$0.00	\$0.00	(\$50,034.65)
74-0500	10/01/2014	*****	FUND BALANCE-ASSIGNED		\$0.00	\$0.00	\$0.00
74-0500	10/28/2014		SET UP RAINY DAY FUND 74-0500	JE001991	\$0.00	\$67,328.00	(\$67,328.00)
			Ending Balance:		\$0.00	\$67,328.00	(\$67,328.00)
74-0501	10/01/2014	*****	ASSIGNED-CAPITAL ASSET REPL		\$0.00	\$0.00	(\$2,400.00)
			Ending Balance:		\$0.00	\$0.00	(\$2,400.00)
75-0000	10/01/2014	*****	FUND BALANCE AVAILABLE		\$0.00	\$0.00	(\$129,596.84)
75-0000	10/28/2014		SET UP RAINY DAY FUND 74-0500	JE001991	\$67,328.00	\$0.00	(\$62,268.84)

General Ledger October 1 - 31, 2014								
Account	Date	Program	Description	Document	Debit	Credit	Balance	
			Ending Balance:		\$67,328.00	\$0.00	(\$62,268.84)	
82-0000	10/31/2014	*****	REVENUE		\$0.00	\$0.00	(\$405,533.00)	
			Ending Balance:		\$0.00	\$0.00	(\$405,533.00)	
86-0000	10/31/2014	*****	EXPENDITURES		\$0.00	\$0.00	\$102,868.85	
			Ending Balance:		\$0.00	\$0.00	\$102,868.85	
91-0000	10/31/2014	*****	ESTIMATED REVENUES		\$0.00	\$0.00	\$410,033.00	
			Ending Balance:		\$0.00	\$0.00	\$410,033.00	
93-0000	10/31/2014	*****	APPROPRIATIONS		\$0.00	\$0.00	(\$476,110.00)	
			Ending Balance:		\$0.00	\$0.00	(\$476,110.00)	
95-0000	10/31/2014	*****	ENCUMBRANCES		\$0.00	\$0.00	\$2,360.23	
			Ending Balance:		\$0.00	\$0.00	\$2,360.23	

General Ledger November 1 - 30, 2014							
Account	Date	Program	Description	Document	Debit	Credit	Balance
01-0000	11/01/2014	*****	CASH IN TREASURY		\$0.00	\$0.00	\$498,337.99
01-0000	11/01/2014		185-1 10/14 INTERNAL TELEPHONE	JE002195	\$0.00	\$127.65	\$498,210.34
01-0000	11/03/2014		10/14 CAL CARD LAFCO-TTUCK	JE002089	\$0.00	\$1,553.51	\$496,656.83
01-0000	11/03/2014		10/14 CAL CARD LAFCO-CCRAWFORD	JE002089	\$0.00	\$406.00	\$496,250.83
01-0000	11/06/2014		RECEIVED OF CALAFCO FOR REFUND	DP212302	\$105.00	\$0.00	\$496,355.83
01-0000	11/07/2014		11/01/14 Payroll	PR000066	\$0.00	\$11,768.44	\$484,587.39
01-0000	11/12/2014		WARRANTS	WA111214	\$0.00	\$8.10	\$484,579.29
01-0000	11/19/2014		WARRANTS	WA111914	\$0.00	\$105.45	\$484,473.84
01-0000	11/21/2014		11/15/14 Payroll	PR000073	\$0.00	\$11,761.43	\$472,712.41
			Ending Balance:		\$105.00	\$25,730.58	\$472,712.41
04-0000	11/01/2014	*****	RESTR CASH-OPEB		\$0.00	\$0.00	\$50,034.65
			Ending Balance:		\$0.00	\$0.00	\$50,034.65
04-0001	11/01/2014	*****	RESTR CASH-PC REPLACEMENT		\$0.00	\$0.00	\$2,400.00
			Ending Balance:		\$0.00	\$0.00	\$2,400.00
40-0500	11/01/2014	*****	FUTURE LONG TERM DEBT REQUIRE		\$0.00	\$0.00	\$8,489.00
			Ending Balance:		\$0.00	\$0.00	\$8,489.00
60-0600	11/01/2014	*****	ACCRUED COMPENSATION ABSENCES		\$0.00	\$0.00	(\$8,489.00)
			Ending Balance:		\$0.00	\$0.00	(\$8,489.00)
71-0000	11/30/2014	*****	RESERVE FOR ENCUMBRANCES		\$0.00	\$0.00	(\$2,246.68)
			Ending Balance:		\$0.00	\$0.00	(\$2,246.68)
74-0001	11/01/2014	*****	COMMITTED-OPEB		\$0.00	\$0.00	(\$50,034.65)
			Ending Balance:		\$0.00	\$0.00	(\$50,034.65)
74-0500	11/01/2014	*****	FUND BALANCE-ASSIGNED		\$0.00	\$0.00	(\$67,328.00)
			Ending Balance:		\$0.00	\$0.00	(\$67,328.00)
74-0501	11/01/2014	*****	ASSIGNED-CAPITAL ASSET REPL		\$0.00	\$0.00	(\$2,400.00)
			Ending Balance:		\$0.00	\$0.00	(\$2,400.00)
75-0000	11/01/2014	*****	FUND BALANCE AVAILABLE		\$0.00	\$0.00	(\$62,268.84)
			Ending Balance:		\$0.00	\$0.00	(\$62,268.84)
82-0000	11/30/2014	*****	REVENUE		\$0.00	\$0.00	(\$405,533.00)
			Ending Balance:		\$0.00	\$0.00	(\$405,533.00)
86-0000	11/30/2014	*****	EXPENDITURES		\$0.00	\$0.00	\$128,494.43
			Ending Balance:		\$0.00	\$0.00	\$128,494.43
91-0000	11/30/2014	*****	ESTIMATED REVENUES		\$0.00	\$0.00	\$410,033.00
			Ending Balance:		\$0.00	\$0.00	\$410,033.00
93-0000	11/30/2014	*****	APPROPRIATIONS		\$0.00	\$0.00	(\$476,110.00)
			Ending Balance:		\$0.00	\$0.00	(\$476,110.00)
95-0000	11/30/2014	*****	ENCUMBRANCES		\$0.00	\$0.00	\$2,246.68
			Ending Balance:		\$0.00	\$0.00	\$2,246.68

General Ledger December 1 - 31, 2014							
Account	Date	Program	Description	Document	Debit	Credit	Balance
01-0000	12/01/2014	*****	CASH IN TREASURY		\$0.00	\$0.00	\$472,712.41
01-0000	12/01/2014		185-1 10/14 INTERNAL TELEPHONE	JE002783	\$0.00	\$8.50	\$472,703.91
01-0000	12/01/2014		185-1 11/14 INTERNAL TELEPHONE	JE002790	\$0.00	\$126.66	\$472,577.25
01-0000	12/01/2014		185-1 11/14 INTERNAL TELEPHONE	JE003180	\$0.00	\$8.50	\$472,568.75
01-0000	12/01/2014		JUL-SEP INTEREST APPORT	JE003218	\$0.00	\$5.25	\$472,563.50
01-0000	12/02/2014		11/14 CAL CARD LAFCO-TTUCK	JE002568	\$0.00	\$134.79	\$472,428.71
01-0000	12/02/2014		11/14 CAL CARD LAFCO-CCRAWFORD	JE002568	\$0.00	\$123.31	\$472,305.40
01-0000	12/05/2014		11/29/14 Payroll	PR000079	\$0.00	\$8,995.31	\$463,310.09
01-0000	12/10/2014		WARRANTS	WA121014	\$0.00	\$3,511.20	\$459,798.89
01-0000	12/15/2014		2ND QTR CONNECTIVITY-NGEN	JE002804	\$0.00	\$654.75	\$459,144.14
01-0000	12/15/2014		2ND QTR ERP NGEN	JE002804	\$0.00	\$338.50	\$458,805.64
01-0000	12/19/2014		12/13/14 Payroll	PR000086	\$0.00	\$11,679.00	\$447,126.64
01-0000	12/23/2014		C/W 9430385 - MAGELLAN ADVISOR	JE003002	\$2,800.00	\$0.00	\$449,926.64
01-0000	12/23/2014		WARRANTS	WA122314	\$0.00	\$2,905.45	\$447,021.19
			Ending Balance:		\$2,800.00	\$28,491.22	\$447,021.19
04-0000	12/01/2014	*****	RESTR CASH-OPEB		\$0.00	\$0.00	\$50,034.65
04-0000	12/01/2014		JUL-SEP INTEREST APPORT	JE003218	\$0.00	\$0.59	\$50,034.06
			Ending Balance:		\$0.00	\$0.59	\$50,034.06
04-0001	12/01/2014	*****	RESTR CASH-PC REPLACEMENT		\$0.00	\$0.00	\$2,400.00
			Ending Balance:		\$0.00	\$0.00	\$2,400.00
40-0500	12/01/2014	*****	FUTURE LONG TERM DEBT REQUIRE		\$0.00	\$0.00	\$8,489.00
			Ending Balance:		\$0.00	\$0.00	\$8,489.00
60-0600	12/01/2014	*****	ACCRUED COMPENSATION ABSENCES		\$0.00	\$0.00	(\$8,489.00)
			Ending Balance:		\$0.00	\$0.00	(\$8,489.00)
71-0000	12/31/2014	*****	RESERVE FOR ENCUMBRANCES		\$0.00	\$0.00	(\$2,130.03)
			Ending Balance:		\$0.00	\$0.00	(\$2,130.03)
74-0001	12/01/2014	*****	COMMITTED-OPEB		\$0.00	\$0.00	(\$50,034.65)
74-0001	12/01/2014		JUL-SEP INTEREST APPORT	JE003218	\$0.59	\$0.00	(\$50,034.06)
			Ending Balance:		\$0.59	\$0.00	(\$50,034.06)
74-0500	12/01/2014	*****	FUND BALANCE-ASSIGNED		\$0.00	\$0.00	(\$67,328.00)
			Ending Balance:		\$0.00	\$0.00	(\$67,328.00)
74-0501	12/01/2014	*****	ASSIGNED-CAPITAL ASSET REPL		\$0.00	\$0.00	(\$2,400.00)
			Ending Balance:		\$0.00	\$0.00	(\$2,400.00)
75-0000	12/01/2014	*****	FUND BALANCE AVAILABLE		\$0.00	\$0.00	(\$62,268.84)
75-0000	12/01/2014		JUL-SEP INTEREST APPORT	JE003218	\$0.00	\$0.59	(\$62,269.43)
			Ending Balance:		\$0.00	\$0.59	(\$62,269.43)
82-0000	12/31/2014	*****	REVENUE		\$0.00	\$0.00	(\$405,527.16)
			Ending Balance:		\$0.00	\$0.00	(\$405,527.16)
86-0000	12/31/2014	*****	EXPENDITURES		\$0.00	\$0.00	\$154,180.40

General Ledger December 1 - 31, 2014								
Account	Date	Program	Description	Document	Debit	Credit	Balance	
			Ending Balance:		\$0.00	\$0.00	\$154,180.40	
91-0000	12/31/2014	*****	ESTIMATED REVENUES		\$0.00	\$0.00	\$410,033.00	
			Ending Balance:		\$0.00	\$0.00	\$410,033.00	
93-0000	12/31/2014	*****	APPROPRIATIONS		\$0.00	\$0.00	(\$476,110.00)	
			Ending Balance:		\$0.00	\$0.00	(\$476,110.00)	
95-0000	12/31/2014	*****	ENCUMBRANCES		\$0.00	\$0.00	\$2,130.03	
			Ending Balance:		\$0.00	\$0.00	\$2,130.03	

Revenue Detail										
October 1 - December 31, 2014										
Date	FD	B/U	C/C	Account	Program	Vendor Name	Description	Warrant Number	DOC #	Amount
12/01/2014	368	3681		824100		UNASSIGNED VENDOR	JUL-SEP INTEREST APPORT		JE003218	\$5.25
12/01/2014	368	3681		824199		UNASSIGNED VENDOR	JUL-SEP INTEREST APPORT		JE003218	\$0.59
10/06/2014	368	3681		825822		UNASSIGNED VENDOR	BUDGET-WOODLAND		DP211606	(\$59,792.00)
										(\$59,786.16)

Expenditure Detail by Date October 1 - December 31, 2014											
Date	FD	BU	CC	ACCT	PROG	Vendor	Vendor Name	Description	WT #	DOC #	Amount
10/01/14	368	3681		862090		0	UNASSIGNED VENDOR	185-1 09/14 INTERNAL TELEPHONE	00000001	JE001606	\$130.72
10/01/14	368	3681		862090		0	UNASSIGNED VENDOR	185-1 09/14 INTERNAL TELEPHONE	00000001	JE002037	\$8.50
10/01/14	368	3681		862548		0	UNASSIGNED VENDOR	09/14 CAL CARD LAFCO-CCRAWFORD	00000001	JE001565	\$275.00
10/01/14	368	3681		862548		26630	J O WOODS	REIMBURSE OWOODS FOR CALAFCO U	09433756	CL109528	\$30.00
10/08/14	368	3681		862610		38204	TRACEY DICKINSON	14/15 1ST QTR MILE-TDICKINSON	09434133	CL109883	\$9.32
10/10/14	368	3681		861101		99999	VARIOUS VENDORS	10/04/14 Payroll	00000003	PR000052	\$7,016.19
10/10/14	368	3681		861201		99999	VARIOUS VENDORS	10/04/14 Payroll	00000003	PR000052	\$1,442.39
10/10/14	368	3681		861202		99999	VARIOUS VENDORS	10/04/14 Payroll	00000003	PR000052	\$550.02
10/10/14	368	3681		861203		99999	VARIOUS VENDORS	10/04/14 Payroll	00000003	PR000052	\$128.63
10/10/14	368	3681		861600		99999	VARIOUS VENDORS	10/04/14 Payroll	00000003	PR000052	\$2,556.75
10/10/14	368	3681		862090		99999	VARIOUS VENDORS	10/04/14 Payroll	00000003	PR000052	\$25.00
10/15/14	368	3681		862271		3351	INLAND BUSINESS SYSTEMS INC	INV#0836951 10/09/14 PO150146	09434590	PO150146	\$128.17
10/15/14	368	3681		862390		2213	THE DAVIS ENTERPRISE INC	DAVIS ENTERPRISE SUBSCRIPTION	09434505	CL110365	\$145.42
10/15/14	368	3681		862390		29920	DSW HOLDINGS INC	INV#9951047 100214 10/02/14 PO	09434586	PO150133	\$9.30
10/15/14	368	3681		862390		33557	STAPLES CONTRACT & COMMERCIAL	INV#8031523801 09/30/14	09434506	CL110253	\$53.33
10/15/14	368	3681		862491		29920	DSW HOLDINGS INC	INV#9951047 100214 10/02/14 PO	09434586	PO150133	\$5.00
10/15/14	368	3681		862610		35585	CHRISTINE CRAWFORD	14/15 1ST QTR MILEAGE	09434504	CL110300	\$146.16
10/22/14	368	3681		862491		33922	LYON FINANCIAL SVC UNDERWRITER	INV#263839169 10/13/14 PO15012	09435134	PO150122	\$105.45
10/24/14	368	3681		861101		99999	VARIOUS VENDORS	10/18/14 Payroll	00000003	PR000056	\$7,016.19
10/24/14	368	3681		861201		99999	VARIOUS VENDORS	10/18/14 Payroll	00000003	PR000056	\$1,442.39
10/24/14	368	3681		861202		99999	VARIOUS VENDORS	10/18/14 Payroll	00000003	PR000056	\$550.03
10/24/14	368	3681		861203		99999	VARIOUS VENDORS	10/18/14 Payroll	00000003	PR000056	\$128.63
10/24/14	368	3681		861600		99999	VARIOUS VENDORS	10/18/14 Payroll	00000003	PR000056	\$2,556.75
10/24/14	368	3681		862090		99999	VARIOUS VENDORS	10/18/14 Payroll	00000003	PR000056	\$25.00
10/29/14	368	3681		862548		27645	TERRI TUCK	CALAFCO CONF-TRAVEL-TUCK	09435605	CL111068	\$97.75
10/29/14	368	3681		862548		35585	CHRISTINE CRAWFORD	CALAFCO CONF-TRAVEL-CRAWFORD	09435601	CL111070	\$74.13
10/29/14	368	3681		862548		38204	TRACEY DICKINSON	CALAFCO CONF-TRAVEL-DICKINSON	09435602	CL111066	\$80.00
10/29/14	368	3681		862548		38869	ERIC MAY	CALAFCO CONF-TRAVEL-ERIC MAY	09435603	CL111069	\$83.49
10/29/14	368	3681		862548		6029	CALIFORNIA ASSOCIATION FOR	CALAFCO U-12/08/14-ERIC MAY	09435600	CL111071	\$75.00
10/29/14	368	3681		862610		26630	J O WOODS	CALAFCO CONF-TRAVEL-WOODS	09435606	CL111103	\$97.24
10/29/14	368	3681		862610		27239	DONALD D SAYLOR	CALAFCO CONF-TRAVEL-SAYLOR	09435604	CL111234	\$41.00
10/31/14	368	3681		861999		0	UNASSIGNED VENDOR	PPE 10/18/14 T DICKINSON	00000001	JE002149	(\$426.13)
10/31/14	368	3681		861999		0	UNASSIGNED VENDOR	PPE 10/4/14 T DICKINSON	00000001	JE002148	(\$426.13)
10/31/14	368	3681		861999		0	UNASSIGNED VENDOR	PPE 11/1/14 T DICKINSON	00000001	JE002152	(\$426.13)
10/31/14	368	3681		861999		0	UNASSIGNED VENDOR	PPE 8/23/14 T DICKINSON	00000001	JE002144	(\$426.13)

Expenditure Detail by Date October 1 - December 31, 2014											
Date	FD	BU	CC	ACCT	PROG	Vendor	Vendor Name	Description	WT #	DOC #	Amount
10/31/14	368	3681		861999		0	UNASSIGNED VENDOR	PPE 8/9/14 T DICKINSON	00000001	JE002132	(\$426.13)
10/31/14	368	3681		861999		0	UNASSIGNED VENDOR	PPE 9/20/14 T DICKINSON	00000001	JE002147	(\$426.13)
10/31/14	368	3681		861999		0	UNASSIGNED VENDOR	PPE 9/6/14 T DICKINSON	00000001	JE002146	(\$426.13)
11/01/14	368	3681		862090		0	UNASSIGNED VENDOR	185-1 10/14 INTERNAL TELEPHONE	00000001	JE002195	\$127.65
11/03/14	368	3681		862130		0	UNASSIGNED VENDOR	10/14 CAL CARD LAFCO-CCRAWFORD	00000001	JE002089	\$67.87
11/03/14	368	3681		862548		0	UNASSIGNED VENDOR	10/14 CAL CARD LAFCO-TTUCK	00000001	JE002089	\$144.10
11/03/14	368	3681		862548		0	UNASSIGNED VENDOR	10/14 CAL CARD LAFCO-CCRAWFORD	00000001	JE002089	\$338.13
11/03/14	368	3681		862548		0	UNASSIGNED VENDOR	10/14 CAL CARD LAFCO-TTUCK	00000001	JE002089	\$169.60
11/03/14	368	3681		862548		0	UNASSIGNED VENDOR	10/14 CAL CARD LAFCO-TTUCK	00000001	JE002089	\$225.42
11/03/14	368	3681		862548		0	UNASSIGNED VENDOR	10/14 CAL CARD LAFCO-TTUCK	00000001	JE002089	\$338.13
11/03/14	368	3681		862548		0	UNASSIGNED VENDOR	10/14 CAL CARD LAFCO-TTUCK	00000001	JE002089	\$338.13
11/03/14	368	3681		862548		0	UNASSIGNED VENDOR	10/14 CAL CARD LAFCO-TTUCK	00000001	JE002089	\$338.13
11/06/14	368	3681		862548		0	UNASSIGNED VENDOR	DSAYLOR DINNER	00000002	DP212302	(\$105.00)
11/07/14	368	3681		861101		99999	VARIOUS VENDORS	11/01/14 Payroll	00000003	PR000066	\$7,016.20
11/07/14	368	3681		861201		99999	VARIOUS VENDORS	11/01/14 Payroll	00000003	PR000066	\$1,442.40
11/07/14	368	3681		861202		99999	VARIOUS VENDORS	11/01/14 Payroll	00000003	PR000066	\$551.99
11/07/14	368	3681		861203		99999	VARIOUS VENDORS	11/01/14 Payroll	00000003	PR000066	\$129.08
11/07/14	368	3681		861600		99999	VARIOUS VENDORS	11/01/14 Payroll	00000003	PR000066	\$2,603.77
11/07/14	368	3681		862090		99999	VARIOUS VENDORS	11/01/14 Payroll	00000003	PR000066	\$25.00
11/12/14	368	3681		862390		29920	DSW HOLDINGS INC	INV 9951047 103014 10/30/14 PO	09436470	PO150133	\$3.10
11/12/14	368	3681		862491		29920	DSW HOLDINGS INC	INV 9951047 103014 10/30/14 PO	09436470	PO150133	\$5.00
11/19/14	368	3681		862491		33922	LYON FINANCIAL SVC UNDERWRITER	INV#265936393 11/12/14 PO15012	09436965	PO150122	\$105.45
11/21/14	368	3681		861101		99999	VARIOUS VENDORS	11/15/14 Payroll	00000003	PR000073	\$7,016.19
11/21/14	368	3681		861201		99999	VARIOUS VENDORS	11/15/14 Payroll	00000003	PR000073	\$1,442.40
11/21/14	368	3681		861202		99999	VARIOUS VENDORS	11/15/14 Payroll	00000003	PR000073	\$551.98
11/21/14	368	3681		861203		99999	VARIOUS VENDORS	11/15/14 Payroll	00000003	PR000073	\$129.11
11/21/14	368	3681		861600		99999	VARIOUS VENDORS	11/15/14 Payroll	00000003	PR000073	\$2,596.75
11/21/14	368	3681		862090		99999	VARIOUS VENDORS	11/15/14 Payroll	00000003	PR000073	\$25.00
12/01/14	368	3681		862090		0	UNASSIGNED VENDOR	185-1 10/14 INTERNAL TELEPHONE	00000001	JE002783	\$8.50
12/01/14	368	3681		862090		0	UNASSIGNED VENDOR	185-1 11/14 INTERNAL TELEPHONE	00000001	JE002790	\$126.66
12/01/14	368	3681		862090		0	UNASSIGNED VENDOR	185-1 11/14 INTERNAL TELEPHONE	00000001	JE003180	\$8.50
12/02/14	368	3681		862460		0	UNASSIGNED VENDOR	11/14 CAL CARD LAFCO-TTUCK	00000001	JE002568	\$134.79
12/02/14	368	3681		862548		0	UNASSIGNED VENDOR	11/14 CAL CARD LAFCO-CCRAWFORD	00000001	JE002568	\$111.06
12/02/14	368	3681		862610		0	UNASSIGNED VENDOR	11/14 CAL CARD LAFCO-CCRAWFORD	00000001	JE002568	\$12.25
12/05/14	368	3681		861101		99999	VARIOUS VENDORS	11/29/14 Payroll	00000003	PR000079	\$7,016.19
12/05/14	368	3681		861201		99999	VARIOUS VENDORS	11/29/14 Payroll	00000003	PR000079	\$1,442.40
12/05/14	368	3681		861202		99999	VARIOUS VENDORS	11/29/14 Payroll	00000003	PR000079	\$435.00
12/05/14	368	3681		861203		99999	VARIOUS VENDORS	11/29/14 Payroll	00000003	PR000079	\$101.72

Expenditure Detail by Date October 1 - December 31, 2014											
Date	FD	BU	CC	ACCT	PROG	Vendor	Vendor Name	Description	WT #	DOC #	Amount
12/10/14	368	3681		862390		29920	DSW HOLDINGS INC	INV#9951047 112714 11/27/14 PO	09438613	PO150133	\$6.20
12/10/14	368	3681		862491		29920	DSW HOLDINGS INC	INV#9951047 112714 11/27/14 PO	09438613	PO150133	\$5.00
12/10/14	368	3681	SSP	862429		38211	MAGELLAN ADVISORS, LLC	INV#MA11021412 11/04/14	09438534	CL113743	\$3,500.00
12/15/14	368	3681		862418		0	UNASSIGNED VENDOR	2ND QTR ERP-LAFCO	00000001	JE002804	\$338.50
12/15/14	368	3681		862419		0	UNASSIGNED VENDOR	2ND QTR CONNECTIVITY-LAFCO	00000001	JE002804	\$654.75
12/19/14	368	3681		861101		99999	VARIOUS VENDORS	12/13/14 Payroll	00000003	PR000086	\$7,016.20
12/19/14	368	3681		861201		99999	VARIOUS VENDORS	12/13/14 Payroll	00000003	PR000086	\$1,442.39
12/19/14	368	3681		861202		99999	VARIOUS VENDORS	12/13/14 Payroll	00000003	PR000086	\$462.31
12/19/14	368	3681		861203		99999	VARIOUS VENDORS	12/13/14 Payroll	00000003	PR000086	\$129.79
12/19/14	368	3681		861600		99999	VARIOUS VENDORS	12/13/14 Payroll	00000003	PR000086	\$2,603.31
12/19/14	368	3681		862090		99999	VARIOUS VENDORS	12/13/14 Payroll	00000003	PR000086	\$25.00
12/23/14	368	3681		862491		33922	LYON FINANCIAL SVC UNDERWRITER	INV#268144805 12/13/14 PO15012	09439646	PO150122	\$105.45
12/23/14	368	3681	SSP	862429		38211	MAGELLAN ADVISORS, LLC	C/W 9430385 - MAGELLAN ADVISOR	00000001	JE003002	(\$2,800.00)
12/23/14	368	3681	SSP	862429		38211	MAGELLAN ADVISORS, LLC	REISSUE WT9430385	09439690	CL114878	\$2,800.00
								Total Budget Year Expenditures:			\$73,361.59
								Grand Total:			\$73,361.59

Expenditure Detail by Account October 1 - December 31, 2014											
Date	FD	BU	CC	Acct	Prog	Vendor	Vendor Name	Description	WT #	DOC #	Amount
10/10/14	368	3681		861101		99999	VARIOUS VENDORS	10/04/14 Payroll	00000003	PR000052	\$7,016.19
10/24/14	368	3681		861101		99999	VARIOUS VENDORS	10/18/14 Payroll	00000003	PR000056	\$7,016.19
11/07/14	368	3681		861101		99999	VARIOUS VENDORS	11/01/14 Payroll	00000003	PR000066	\$7,016.20
11/21/14	368	3681		861101		99999	VARIOUS VENDORS	11/15/14 Payroll	00000003	PR000073	\$7,016.19
12/05/14	368	3681		861101		99999	VARIOUS VENDORS	11/29/14 Payroll	00000003	PR000079	\$7,016.19
12/19/14	368	3681		861101		99999	VARIOUS VENDORS	12/13/14 Payroll	00000003	PR000086	\$7,016.20
								Account 3683681 861101		Total:	\$42,097.16
10/10/14	368	3681		861201		99999	VARIOUS VENDORS	10/04/14 Payroll	00000003	PR000052	\$1,442.39
10/24/14	368	3681		861201		99999	VARIOUS VENDORS	10/18/14 Payroll	00000003	PR000056	\$1,442.39
11/07/14	368	3681		861201		99999	VARIOUS VENDORS	11/01/14 Payroll	00000003	PR000066	\$1,442.40
11/21/14	368	3681		861201		99999	VARIOUS VENDORS	11/15/14 Payroll	00000003	PR000073	\$1,442.40
12/05/14	368	3681		861201		99999	VARIOUS VENDORS	11/29/14 Payroll	00000003	PR000079	\$1,442.40
12/19/14	368	3681		861201		99999	VARIOUS VENDORS	12/13/14 Payroll	00000003	PR000086	\$1,442.39
								Account 3683681 861201		Total:	\$8,654.37
10/10/14	368	3681		861202		99999	VARIOUS VENDORS	10/04/14 Payroll	00000003	PR000052	\$550.02
10/24/14	368	3681		861202		99999	VARIOUS VENDORS	10/18/14 Payroll	00000003	PR000056	\$550.03
11/07/14	368	3681		861202		99999	VARIOUS VENDORS	11/01/14 Payroll	00000003	PR000066	\$551.99
11/21/14	368	3681		861202		99999	VARIOUS VENDORS	11/15/14 Payroll	00000003	PR000073	\$551.98
12/05/14	368	3681		861202		99999	VARIOUS VENDORS	11/29/14 Payroll	00000003	PR000079	\$435.00
12/19/14	368	3681		861202		99999	VARIOUS VENDORS	12/13/14 Payroll	00000003	PR000086	\$462.31
								Account 3683681 861202		Total:	\$3,101.33
10/10/14	368	3681		861203		99999	VARIOUS VENDORS	10/04/14 Payroll	00000003	PR000052	\$128.63
10/24/14	368	3681		861203		99999	VARIOUS VENDORS	10/18/14 Payroll	00000003	PR000056	\$128.63
11/07/14	368	3681		861203		99999	VARIOUS VENDORS	11/01/14 Payroll	00000003	PR000066	\$129.08
11/21/14	368	3681		861203		99999	VARIOUS VENDORS	11/15/14 Payroll	00000003	PR000073	\$129.11
12/05/14	368	3681		861203		99999	VARIOUS VENDORS	11/29/14 Payroll	00000003	PR000079	\$101.72
12/19/14	368	3681		861203		99999	VARIOUS VENDORS	12/13/14 Payroll	00000003	PR000086	\$129.79
								Account 3683681 861203		Total:	\$746.96
10/10/14	368	3681		861600		99999	VARIOUS VENDORS	10/04/14 Payroll	00000003	PR000052	\$2,556.75
10/24/14	368	3681		861600		99999	VARIOUS VENDORS	10/18/14 Payroll	00000003	PR000056	\$2,556.75
11/07/14	368	3681		861600		99999	VARIOUS VENDORS	11/01/14 Payroll	00000003	PR000066	\$2,603.77
11/21/14	368	3681		861600		99999	VARIOUS VENDORS	11/15/14 Payroll	00000003	PR000073	\$2,596.75
12/19/14	368	3681		861600		99999	VARIOUS VENDORS	12/13/14 Payroll	00000003	PR000086	\$2,603.31
								Account 3683681 861600		Total:	\$12,917.33
10/31/14	368	3681		861999		0	UNASSIGNED VENDOR	PPE 10/18/14 T DICKINSON	00000001	JE002149	(\$426.13)
10/31/14	368	3681		861999		0	UNASSIGNED VENDOR	PPE 10/4/14 T DICKINSON	00000001	JE002148	(\$426.13)
10/31/14	368	3681		861999		0	UNASSIGNED VENDOR	PPE 11/1/14 T DICKINSON	00000001	JE002152	(\$426.13)
10/31/14	368	3681		861999		0	UNASSIGNED VENDOR	PPE 8/23/14 T DICKINSON	00000001	JE002144	(\$426.13)
10/31/14	368	3681		861999		0	UNASSIGNED VENDOR	PPE 8/9/14 T DICKINSON	00000001	JE002132	(\$426.13)
10/31/14	368	3681		861999		0	UNASSIGNED VENDOR	PPE 9/20/14 T DICKINSON	00000001	JE002147	(\$426.13)

Expenditure Detail by Account October 1 - December 31, 2014											
Date	FD	BU	CC	Acct	Prog	Vendor	Vendor Name	Description	WT #	DOC #	Amount
10/31/14	368	3681		861999		0	UNASSIGNED VENDOR	PPE 9/6/14 T DICKINSON	00000001	JE002146	(\$426.13)
								Account 3683681 861999		Total:	(\$2,982.91)
10/01/14	368	3681		862090		0	UNASSIGNED VENDOR	185-1 09/14 INTERNAL TELEPHONE	00000001	JE001606	\$130.72
10/01/14	368	3681		862090		0	UNASSIGNED VENDOR	185-1 09/14 INTERNAL TELEPHONE	00000001	JE002037	\$8.50
10/10/14	368	3681		862090		99999	VARIOUS VENDORS	10/04/14 Payroll	00000003	PR000052	\$25.00
10/24/14	368	3681		862090		99999	VARIOUS VENDORS	10/18/14 Payroll	00000003	PR000056	\$25.00
11/01/14	368	3681		862090		0	UNASSIGNED VENDOR	185-1 10/14 INTERNAL TELEPHONE	00000001	JE002195	\$127.65
11/07/14	368	3681		862090		99999	VARIOUS VENDORS	11/01/14 Payroll	00000003	PR000066	\$25.00
11/21/14	368	3681		862090		99999	VARIOUS VENDORS	11/15/14 Payroll	00000003	PR000073	\$25.00
12/01/14	368	3681		862090		0	UNASSIGNED VENDOR	185-1 10/14 INTERNAL TELEPHONE	00000001	JE002783	\$8.50
12/01/14	368	3681		862090		0	UNASSIGNED VENDOR	185-1 11/14 INTERNAL TELEPHONE	00000001	JE002790	\$126.66
12/01/14	368	3681		862090		0	UNASSIGNED VENDOR	185-1 11/14 INTERNAL TELEPHONE	00000001	JE003180	\$8.50
12/19/14	368	3681		862090		99999	VARIOUS VENDORS	12/13/14 Payroll	00000003	PR000086	\$25.00
								Account 3683681 862090		Total:	\$535.53
11/03/14	368	3681		862130		0	UNASSIGNED VENDOR	10/14 CAL CARD LAFCO-CCRAWFORD	00000001	JE002089	\$67.87
								Account 3683681 862130		Total:	\$67.87
10/15/14	368	3681		862271		3351	INLAND BUSINESS SYSTEMS INC	INV#0836951 10/09/14 PO150146	09434590	PO150146	\$128.17
								Account 3683681 862271		Total:	\$128.17
10/15/14	368	3681		862390		2213	THE DAVIS ENTERPRISE INC	DAVIS ENTERPRISE SUBSCRIPTION	09434505	CL110365	\$145.42
10/15/14	368	3681		862390		29920	DSW HOLDINGS INC	INV#9951047 100214 10/02/14 PO	09434586	PO150133	\$9.30
10/15/14	368	3681		862390		33557	STAPLES CONTRACT & COMMERCIAL	INV#8031523801 09/30/14	09434506	CL110253	\$53.33
11/12/14	368	3681		862390		29920	DSW HOLDINGS INC	INV 9951047 103014 10/30/14 PO	09436470	PO150133	\$3.10
12/10/14	368	3681		862390		29920	DSW HOLDINGS INC	INV#9951047 112714 11/27/14 PO	09438613	PO150133	\$6.20
								Account 3683681 862390		Total:	\$217.35
12/15/14	368	3681		862418		0	UNASSIGNED VENDOR	2ND QTR ERP-LAFCO	00000001	JE002804	\$338.50
								Account 3683681 862418		Total:	\$338.50
12/15/14	368	3681		862419		0	UNASSIGNED VENDOR	2ND QTR CONNECTIVITY-LAFCO	00000001	JE002804	\$654.75
								Account 3683681 862419		Total:	\$654.75
12/02/14	368	3681		862460		0	UNASSIGNED VENDOR	11/14 CAL CARD LAFCO-TTUCK	00000001	JE002568	\$134.79
								Account 3683681 862460		Total:	\$134.79
10/15/14	368	3681		862491		29920	DSW HOLDINGS INC	INV#9951047 100214 10/02/14 PO	09434586	PO150133	\$5.00
10/22/14	368	3681		862491		33922	LYON FINANCIAL SVC UNDERWRITER	INV#263839169 10/13/14 PO15012	09435134	PO150122	\$105.45
11/12/14	368	3681		862491		29920	DSW HOLDINGS INC	INV 9951047 103014 10/30/14 PO	09436470	PO150133	\$5.00
11/19/14	368	3681		862491		33922	LYON FINANCIAL SVC UNDERWRITER	INV#265936393 11/12/14 PO15012	09436965	PO150122	\$105.45
12/10/14	368	3681		862491		29920	DSW HOLDINGS INC	INV#9951047 112714 11/27/14 PO	09438613	PO150133	\$5.00
12/23/14	368	3681		862491		33922	LYON FINANCIAL SVC UNDERWRITER	INV#268144805 12/13/14 PO15012	09439646	PO150122	\$105.45

Expenditure Detail by Account October 1 - December 31, 2014											
Date	FD	BU	CC	Acct	Prog	Vendor	Vendor Name	Description	WT #	DOC #	Amount
								Account 3683681 862491		Total:	\$331.35
10/01/14	368	3681		862548		0	UNASSIGNED VENDOR	09/14 CAL CARD LAFCO-CCRAWFORD	00000001	JE001565	\$275.00
10/01/14	368	3681		862548		26630	J O WOODS	REIMBURSE OWOODS FOR CALAFCO U	09433756	CL109528	\$30.00
10/29/14	368	3681		862548		27645	TERRI TUCK	CALAFCO CONF-TRAVEL-TUCK	09435605	CL111068	\$97.75
10/29/14	368	3681		862548		35585	CHRISTINE CRAWFORD	CALAFCO CONF-TRAVEL-CRAWFORD	09435601	CL111070	\$74.13
10/29/14	368	3681		862548		38204	TRACEY DICKINSON	CALAFCO CONF-TRAVEL-DICKINSON	09435602	CL111066	\$80.00
10/29/14	368	3681		862548		38869	ERIC MAY	CALAFCO CONF-TRAVEL-ERIC MAY	09435603	CL111069	\$83.49
10/29/14	368	3681		862548		6029	CALIFORNIA ASSOCIATION FOR	CALAFCO U-12/08/14-ERIC MAY	09435600	CL111071	\$75.00
11/03/14	368	3681		862548		0	UNASSIGNED VENDOR	10/14 CAL CARD LAFCO-TTUCK	00000001	JE002089	\$144.10
11/03/14	368	3681		862548		0	UNASSIGNED VENDOR	10/14 CAL CARD LAFCO-CCRAWFORD	00000001	JE002089	\$338.13
11/03/14	368	3681		862548		0	UNASSIGNED VENDOR	10/14 CAL CARD LAFCO-TTUCK	00000001	JE002089	\$169.60
11/03/14	368	3681		862548		0	UNASSIGNED VENDOR	10/14 CAL CARD LAFCO-TTUCK	00000001	JE002089	\$225.42
11/03/14	368	3681		862548		0	UNASSIGNED VENDOR	10/14 CAL CARD LAFCO-TTUCK	00000001	JE002089	\$338.13
11/03/14	368	3681		862548		0	UNASSIGNED VENDOR	10/14 CAL CARD LAFCO-TTUCK	00000001	JE002089	\$338.13
11/03/14	368	3681		862548		0	UNASSIGNED VENDOR	10/14 CAL CARD LAFCO-TTUCK	00000001	JE002089	\$338.13
11/06/14	368	3681		862548		0	UNASSIGNED VENDOR	DSAYLOR DINNER	00000002	DP212302	(\$105.00)
12/02/14	368	3681		862548		0	UNASSIGNED VENDOR	11/14 CAL CARD LAFCO-CCRAWFORD	00000001	JE002568	\$111.06
								Account 3683681 862548		Total:	\$2,613.07
10/08/14	368	3681		862610		38204	TRACEY DICKINSON	14/15 1ST QTR MILE-TDICKINSON	09434133	CL109883	\$9.32
10/15/14	368	3681		862610		35585	CHRISTINE CRAWFORD	14/15 1ST QTR MILEAGE	09434504	CL110300	\$146.16
10/29/14	368	3681		862610		26630	J O WOODS	CALAFCO CONF-TRAVEL-WOODS	09435606	CL111103	\$97.24
10/29/14	368	3681		862610		27239	DONALD D SAYLOR	CALAFCO CONF-TRAVEL-SAYLOR	09435604	CL111234	\$41.00
12/02/14	368	3681		862610		0	UNASSIGNED VENDOR	11/14 CAL CARD LAFCO-CCRAWFORD	00000001	JE002568	\$12.25
								Account 3683681 862610		Total:	\$305.97
12/10/14	368	3681	SSP	862429		38211	MAGELLAN ADVISORS, LLC	INV#MA11021412 11/04/14	09438534	CL113743	\$3,500.00
12/23/14	368	3681	SSP	862429		38211	MAGELLAN ADVISORS, LLC	C/W 9430385 - MAGELLAN ADVISOR	00000001	JE003002	(\$2,800.00)
12/23/14	368	3681	SSP	862429		38211	MAGELLAN ADVISORS, LLC	REISSUE WT9430385	09439690	CL114878	\$2,800.00
								Account 3683681SSP 862429		Total:	\$3,500.00
Total Budget Year Expenditures:											\$73,361.59
Grand Total:											\$73,361.59

LAFCo

Meeting Date: 02/26/2015

Information

SUBJECT

Consider and adopt the Final Municipal Service Review and Sphere of Influence Study (MSR/SOI) for the Yolo County Resource Conservation District (RCD), find that no sphere of influence update is necessary, and find that the project is exempt from environmental review

RECOMMENDED ACTION

1. Receive staff presentation on the Yolo County Resource Conservation District MSR/SOI.
2. Open the Public Hearing for public comments on this item.
3. Close the Public Hearing.
4. Consider the information presented in the staff report and during the Public Hearing. Discuss and direct staff to make any necessary changes.
5. Find that the project is exempt from environmental review pursuant to Section 15262.
6. Adopt the Municipal Service Review and find that no sphere of influence update is necessary.

FISCAL IMPACT

No fiscal impact.

REASONS FOR RECOMMENDED ACTION

The Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 (CKH Act), is LAFCo's governing law and outlines the requirements for preparing periodic Municipal Service Reviews (MSRs) and Sphere of Influence (SOI) updates. MSRs and SOIs are tools created to empower LAFCo to satisfy its legislative charge of "discouraging urban sprawl, preserving open space and prime agricultural lands, efficiently providing government services, and encouraging the orderly formation and development of local agencies based upon local conditions and circumstances".

An MSR is conducted prior to, or in conjunction with, the update of an SOI. LAFCos are required to review an agency's Sphere of Influence every five years. An MSR evaluates the structure and operations of district services and includes a discussion of the capability and capacity of the district to ensure the provision of municipal services to the existing service area and any future growth of the district's boundaries. The SOI indicates the probable future physical boundaries and service area of a district and lays the groundwork for potential future annexations.

Yolo LAFCo staff utilizes a checklist format for MSRs that allows staff to streamline the assessment of each district's municipal services. Based on the findings of the MSR checklist staff can recommend whether a SOI update is warranted. Staff conducted a MSR for the Yolo RCD (attached), and recommends that no sphere update is needed at this time.

BACKGROUND

District Profile and Background

The Yolo County Resource Conservation District (RCD) was formed in 1977 and is empowered by California Public Resources Code (Division 9, Chapter 3) to provide for the control of runoff, the prevention or control of soil erosion, the development and distribution of water, and the improvement of land capabilities.

Prior to 1977 Yolo County had three soil conservation districts (Capay Valley, Western Yolo, and Northern Yolo), which covered much of unincorporated Yolo County and a portion of Colusa County. The three districts were merged to form the Yolo County RCD in 1977, which covered a total of 530,447 acres. The portion of the District that extended into Colusa County was detached in 1985 through efforts of the Colusa County LAFCo, leaving the Yolo County RCD with approximately 505,000 acres. The RCD covers approximately 77% of the County's total 653,549 acres.

Generally, the District's boundary covers all territory in Yolo County, with the exception of the incorporated cities, a portion of the Yolo bypass area (which is served by Dixon RCD), and areas currently served by reclamation districts. The District's existing boundaries are generally bound by Napa County to the west, Colusa County to the north, and Solano County to the south. The

District's eastern side is bound by the Colusa Basin Drain, the City of Woodland, Sacramento County, and the City of West Sacramento.

The District's SOI was last updated during its most recent MSR/SOI study in 2008. At that time the Commission adopted a SOI for the RCD that covered all Yolo County property outside of the District's boundaries, with the exception of the territory served by the Dixon RCD.

The Yolo County RCD is governed by a five member Board of Directors composed of local growers and landowners. The Board members are appointed to four-year terms by the Yolo County Board of Supervisors. The District is staffed by five employees, including one full-time Executive Director, one full-time Senior Program Manager, one part-time Administrative Assistant, one part-time Financial Manager, and one full-time Project Assistant. The District also works closely with the Natural Resources Conservation Service (NRCS), and draws on the skills and expertise of the NRCS staff as needed.

Municipal Service Overview

MSRs are designed to equip LAFCo with information to guide decision making regarding agency boundaries and the provision of efficient government services. LAFCo has broad discretion regarding the scope of the study including determining the geographic or agency focus of the report and identifying alternatives for improving the efficiency, cost-effectiveness, accountability and reliability of public services.

Overall, the MSR finds that the RCD is performing its resource conservation responsibilities at a sufficient level, and there is no need for LAFCo to take any actions pertaining to the District's boundaries or sphere at this time. However, the District is struggling with several minor internal issues that limit its ability to remain stable and responsive to service needs. Most notably, the District has relatively unstable revenue sources such as grants and contracts, which leave the District with annual revenues that often fluctuate significantly from year to year. The lack of stable funding sometimes causes the District difficulty in staying on track with adopted budgets, an inability to maintain stable staffing levels, and challenges in supporting some of the District's administrative functions. The District staff worked closely with LAFCo staff during the MSR process to identify the issues it faces, and appears to be very willing to take steps to address the issues as recommended in the MSR.

Municipal Service Determinations

The CKH Act requires that MSRs make written determinations on seven topics. Of these seven study areas, LAFCo identified four (Financial Ability; Shared Services; Accountability; and Other Issues) that might indicate the need for additional action by the RCD, such as changes in policy or practices, or organization. The Yolo RCD MSR determinations are listed below. A more in-depth discussion on each topic can be found in the attached MSR.

1. Growth and Population

At this time the RCD's territory, which includes most of the unincorporated areas of Yolo County, is not projected to experience any significant development or population growth that might impact the District's ability to deliver resource conservation services. The most likely areas of near-term development in Yolo County will be contained to the incorporated cities, which are not currently within the RCDs boundaries.

2. Disadvantaged Unincorporated Communities

The RCD does not provide water, sewer or structural fire protection services, therefore the provisions of SB 244 do not apply and Disadvantaged Unincorporated Communities are not an issue.

3. Capacity and Adequacy of Public Facilities and Services

The RCD provides natural resource conservation services throughout Yolo County. LAFCo staff has no concerns regarding the District's capacity to provide services, or the adequacy of its services. Additionally, the District has no near-term infrastructure or equipment needs that may impact its ability to provide services.

4. Financial Ability

Overall, the Yolo County Resource Conservation District appears to engage in sound financial management practices, including adopting an annual budget, commissioning independent audits, maintaining a sufficient level of reserve, maintaining a manageable level of debt, and charging a fair rate for its services. The District has struggled with overspending its revenues in two of the previous five fiscal years, which LAFCo staff suspects is a result of the relatively unstable nature of its revenues (which are mostly grants and contracts). This issue with unstable revenues is unlikely to change given the nature of its services, and the District can better equip itself to deal with fluctuations in revenues by implementing some of the recommendations below.

Recommendations:

- The District should consider developing a vehicle replacement plan to ensure that adequate funding is available to replace its vehicles in a timely manner.
- The District does not currently have a reserve policy, and may wish to adopt a formal reserve policy that considers the various scenarios in which it may need to rely on a reserve.
- The District should consider expanding its financial policies to cover additional topics, such as budget preparation process,

reserve and contingency funds, and debt management practices.

5. Shared Services and Facilities

The Yolo County Resource Conservation District currently maintains a multitude of partnerships (with private individuals, businesses, farmers, ranchers, non-profit organizations, special districts, and government agencies) in order to share services, facilities, resources and expertise as appropriate. LAFCo staff is not aware of any governance restructure options that will increase efficiencies, but has identified several additional opportunities for shared services.

Recommendations:

- The District might benefit from sharing staff positions with partner agencies when appropriate. The District currently maintains several part-time positions, but it is often difficult to recruit and maintain employees in part-time positions. In circumstance where additional staff capacity is necessary, but the District cannot afford a full-time position, the District may wish to explore opportunities to share a position with another local agency or district.
- The District may also wish to explore the possibility of using the County's pooled purchasing services for future vehicle purchases, if it proves to be more cost effective than purchasing separately.

6. Accountability, Structure and Efficiencies

The RCD has frequent and publicly accessible meetings that are publicized in accordance with the Brown Act. The District adopts annual budgets, completes annual independent audits, and currently has a full and stable Board of Directors. LAFCo staff is not aware of any potential changes to the District's governance structure or boundaries that will increase accountability, enhance services or eliminate deficiencies. However, LAFCo staff did identify several opportunities for the RCD to increase transparency, efficiency and organizational stability, as discussed in the recommendations below.

Recommendations:

- The District should consider building a reserve specifically to help the organization maintain staff during periods of funding fluctuation, in order to increase staffing stability.
- The District should consider expanding the content on its website to include adopted budgets and third party financial audits, to increase the district's financial transparency.

7. Other Issues

During the MSR process LAFCo staff identified two potential issues that were not settled in a previous MSR determination. The RCD staff expressed some interest in annexing Yolo's four cities into its boundaries, in order to increase the RCD's share of property taxes. The RCD often provides services in Yolo's urban areas, but does not currently receive any property taxes to fund this work. Upon further exploration of this topic, the RCD chose not to pursue annexation at this time, given the cost and time demands of the annexation process.

The Yolo RCD has also been approached by the Dixon RCD regarding the possibility of transferring resource conservation responsibilities in the Yolo Bypass Wildlife Area from Dixon to Yolo, which would require an annexation/detachment process with Yolo and Solano LAFCo.

Recommendations:

- LAFCo encourages the District to continue discussions with the Dixon RCD regarding the possibility of transferring resource conservation work in the Yolo Bypass Wildlife Area from Dixon to Yolo, and to approach LAFCo if it would like to annex the territory at some point in the future.

Sphere of Influence

Spheres of Influence are intended to indicate the probable physical boundaries and service area of a district, as well as to define any areas where future annexations may occur. The CKH Act requires that LAFCo provide written determinations regarding five topic areas prior to updating a district's SOI.

However, based on the results of the MSR, staff is not recommending an SOI update for the Yolo RCD in this review. The District's sphere already covers all of Yolo County, with the exception of the small territory that is served by Dixon RCD.

Public/Agency Involvement

LAFCo staff has taken several steps to allow for public and stakeholder involvement in the MSR/SOI process for the Yolo RCD. While researching the MSR, staff conducted outreach with several stakeholders including the RCD's Board of Directors and staff, the Clerk of the Board, the County Administrator's Office and the Board of Supervisors. The Executive Director of the YCD had an opportunity to review and comment on the administrative draft MSR.

On January 25, 2015 a "Notice of Availability of Draft MSR/SOI and Public Hearing" was released by LAFCo and published in the Davis Enterprise, which requested written comments from the public and stakeholders. In addition, notices were sent to every "affected agency", meaning all other agencies and school districts with overlapping service areas.

At the time this report was published, no comment on the RCD MSR had been received. Any subsequent correspondence will be provided to the Commission in a supplemental packet.

CEQA

Adopting a SOI could potentially be considered a discretionary action subject to CEQA. However, no SOI Update is proposed at this time. Therefore, staff recommends that adopting the MSR is exempt from environmental review per CEQA Guidelines Section 15262 which indicates that adopting planning studies that do not commit the agency to future actions are exempt from CEQA.

Attachments

[ATT A-MSR/SOI Resolution 2015-01](#)

[ATT B-Final RCD MSR/SOI](#)

Form Review

Inbox

Christine Crawford

Tracey Dickinson LAFCO

Form Started By: Tracey Dickinson

Final Approval Date: 02/13/2015

Reviewed By

Christine Crawford

Tracey Dickinson

Date

02/12/2015 03:49 PM

02/13/2015 11:54 AM

Started On: 02/12/2015 01:41 PM

LOCAL AGENCY FORMATION COMMISSION OF YOLO COUNTY

Resolution № 2015-01

**A Resolution Approving the Municipal Service Review for
Yolo County Resource Conservation District and
Finding that No Sphere of Influence Update is Necessary
LAFCo Proceeding S-043**

WHEREAS, the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 (“Cortese-Knox-Hertzberg”), set forth in Government Code Sections 56000 et seq., governs the organization and reorganization of cities and special districts by local agency formation commissions established in each county, as defined and specified in Cortese-Knox-Hertzberg; and,

WHEREAS, Government Code Section 56425 provides that the local agency formation commission in each county shall develop and determine the sphere of influence of each local governmental agency within the county, and enact policies designed to promote the logical and orderly development of areas within the spheres of influence, as more fully specified in Sections 56425 et seq.; and,

WHEREAS, Government Code Section 56430 requires that local agency formation commissions conduct a municipal service review (MSR) prior to, or in conjunction with, consideration of actions to establish or update a sphere of influence (SOI) in accordance with Sections 56076 and 56425; and,

WHEREAS, in Fiscal Year 2014/15, the Yolo County Local Agency Formation Commission (LAFCo) conducted a review of the municipal services and SOI of the Yolo County Resource Conservation District; and,

WHEREAS, based on the results of the MSR, staff has determined that an SOI update for the Yolo County Resource Conservation District is not necessary in this review, as the District’s SOI already covers all of Yolo County, with the exception of the small territory that is served by the Dixon Resource Conservation District.

WHEREAS, staff has reviewed the MSR pursuant to the California Environmental Quality Act (CEQA) and determined that the MSR is exempt from environmental review per CEQA Guidelines Section 15262, which indicates that adopting planning studies that do not commit the agency to future actions are exempt from CEQA; and, based thereon, the Executive Officer prepared a Notice of Exemption; and,

WHEREAS, the Executive Officer set a public hearing for February 26, 2015 for consideration of the environmental review and the draft MSR and caused notice thereof to be posted, published and mailed at the times and in the manner required by law at least twenty-one (21) days in advance of the date; and,

WHEREAS, on February 26, 2015, the draft MSR came on regularly for hearing before LAFCo, at the time and place specified in the Notice of Public Hearing; and,

WHEREAS, at said hearing, LAFCo reviewed and considered the CEQA exemption, the draft Municipal Service Review, and the Executive Officer's Report and Recommendations; each of the policies, priorities and factors set forth in Government Code Sections 56430 et seq.; LAFCo's Guidelines and Methodology for the Preparation and Determination of Municipal Service Reviews and Spheres of Influence; and all other matters presented as prescribed by law; and,

WHEREAS, at that time, an opportunity was given to all interested persons, organizations, and agencies to present oral or written testimony and other information concerning the proposal and all related matters; and,

WHEREAS, LAFCo received, heard, discussed, and considered all oral and written testimony related to the sphere update, including but not limited to protests and objections, the Executive Officer's report and recommendations, the environmental determinations and the service review.

NOW, THEREFORE, BE IT RESOLVED, DETERMINED AND ORDERED that the Yolo County Local Agency Formation Commission hereby:

1. Determines that the project is exempt from CEQA pursuant to CEQA Regulations Section 15262 which indicates that adopting planning studies that do not commit the agency to future actions are exempt from CEQA; finds that this resolution will have no environmental impacts; and directs the Executive Officer to file a Notice of Exemption with the County Recorder.
2. Adopts Resolution 2015-01 approving the MSR for the Yolo County Resource Conservation District (Exhibit A), and finds that no SOI Update is necessary, subject to the following findings and recommendations:

FINDINGS

1. Finding: The Resolution is exempt from CEQA in accordance with CEQA Guidelines Section 15262, which indicates that adopting planning studies that do not commit the agency to future actions are exempt from CEQA. Passage of the Resolution will have no environmental impacts. A Notice of Exemption will be filed with the County Recorder.

Evidence: The project includes adoption of a MSR, but finds that no SOI Update is necessary at this time. This study is simply a review of municipal services, the adoption of which will not commit the District, County, or LAFCo to changes in land use, construction, or other improvements.

2. Finding: Approval of the Municipal Service Review and finding that no Sphere of Influence Update is necessary is consistent with all applicable state laws and local LAFCo policies.

Evidence: The project was prepared consistent with the requirements in Cortese-Knox-Hertzberg for a MSR/SOI and all applicable Yolo LAFCo policies and adopted Standards for Evaluation. The MSR includes written determinations as required by Section 56430 of Cortese-Knox-Hertzberg.

RECOMMENDATIONS

1. The District should consider developing a vehicle replacement plan to ensure that adequate funding is available to replace its vehicles in a timely manner.
2. The District does not currently have a reserve policy, and may wish to adopt a formal reserve policy that consider the various scenarios in which it may need to rely on a reserve.
3. The District should consider expanding its financial polices to cover additional topics, such as budget preparation process, reserve and contingency funds, and debt management practices.
4. The District might benefit from sharing staff positions with partner agencies when appropriate. The District currently maintains several part-time positions, but it is often difficult to recruit and maintain employees in part-time positions. In circumstance where additional staff capacity is necessary but the District cannot afford a full-time position, the District may wish to explore opportunities to share a position with another local agency or district.
5. The District may wish to explore the possibility of using the County's pooled purchasing services for future vehicle purchases, if it proves to be more cost effective than purchasing separately.
6. The District should consider building a reserve specifically to help the organization maintain staff during periods of funding fluctuation, in order to increase staffing stability.
7. The District should consider expanding the content on its website to include adopted budgets and third party financial audits, to increase the district's financial transparency.
8. LAFCo encourages the District to continue discussions with the Dixon RCD regarding the possibility of transferring resource conservation work in the Yolo Bypass Wildlife Area from Dixon to Yolo, and to approach LAFCo if it would like to annex the territory at some point in the future.

PASSED AND ADOPTED by the Local Agency Formation Commission, County of Yolo, State of California, this 26th day of February, 2015, by the following vote:

Ayes:
Noes:
Abstentions:
Absent:

Olin Woods, Chair
Yolo County Local Agency Formation Commission

Attest:

Christine Crawford, Executive Officer
Yolo County Local Agency Formation Commission

Approved as to form:

By: _____
Eric May, Commission Counsel

2015

Attachment B

MUNICIPAL SERVICE REVIEW AND SPHERE OF INFLUENCE STUDY FOR THE

Yolo County Resource Conservation District





Project Name: MSR/SOI for the Yolo County Resource Conservation District

LAFCo Project No. S-043

Conducted By: Yolo Local Agency Formation Commission
625 Court Street, Suite 203
Woodland, CA 95695

Date: PUBLIC REVIEW DRAFT- January 26, 2015

Subject Agency: Yolo County Resource Conservation District (RCD)

Agency Address: 221 W. Court Street, #1
Woodland, CA 95695

Agency Contact Person: Heather Nichols (*Executive Director*)

Phone Number: (530) 662-2037

Date of Last MSR/SOI Adopted by LAFCo 5/12/2008

Contents

MSR/SOI BACKGROUND 1

 ROLE AND RESPONSIBILITY OF LAFCO 1

 PURPOSE OF A MUNICIPAL SERVICE REVIEW 1

 PURPOSE OF A SPHERE OF INFLUENCE 2

 DISADVANTAGED UNINCORPORATED COMMUNITIES 3

 ORGANIZATION OF MSR/SOI STUDY 3

AGENCY PROFILE..... 4

 Boundaries 4

 Structure and Governance..... 6

 Services and Projects 6

AFFECTED AGENCIES..... 8

MUNICIPAL SERVICE REVIEW 10

 POTENTIALLY SIGNFICANT MSR DETERMINATIONS 10

 1. GROWTH AND POPULATION 10

 2. DISADVANTAGED UNINCORPORATED COMMUNITIES 11

 3. CAPACITY AND ADEQUACY OF PUBLIC FACILITIES AND SERVICES 12

 4. FINANCIAL ABILITY 14

 5. SHARED SERVICES AND FACILITIES..... 17

 6. ACCOUNTABILITY, STRUCTURE AND EFFICIENCIES 19

 7. OTHER ISSUES 21

SPHERE OF INFLUENCE STUDY..... 23

 Existing Boundary and Sphere of Influence..... 23

REFERENCES 24

ATTACHMENTS **Error! Bookmark not defined.**

MSR/SOI BACKGROUND

ROLE AND RESPONSIBILITY OF LAFCO

The Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000, as amended (“CKH Act”) (California Government Code §§56000 et seq.), is LAFCo’s governing law and outlines the requirements for preparing Municipal Service Reviews (MSRs) for periodic Sphere of Influence (SOI) updates. MSRs and SOIs are tools created to empower LAFCo to satisfy its legislative charge of “discouraging urban sprawl, preserving open-space and prime agricultural lands, efficiently providing government services, and encouraging the orderly formation and development of local agencies based upon local conditions and circumstances (§56301). CKH Act Section 56301 further establishes that “one of the objects of the commission is to make studies and to obtain and furnish information which will contribute to the logical and reasonable development of local agencies in each county and to shape the development of local agencies so as to advantageously provide for the present and future needs of each county and its communities.”

Based on that legislative charge, LAFCo serves as an arm of the State; preparing and reviewing studies and analyzing independent data to make informed, quasi-legislative decisions that guide the physical and economic development of the state (including agricultural uses) and the efficient, cost-effective, and reliable delivery of services to residents, landowners, and businesses. While SOIs are required to be updated every five years, they are not time-bound as planning tools by the statute, but are meant to address the “probable physical boundaries and service area of a local agency” (§56076). SOIs therefore guide both the near-term and long-term physical and economic development of local agencies their broader county area, and MSRs provide the near-term and long-term time-relevant data to inform LAFCo’s SOI determinations.

PURPOSE OF A MUNICIPAL SERVICE REVIEW

As described above, MSRs are designed to equip LAFCo with relevant information and data necessary for the Commission to make informed decisions on SOIs. The CKH Act, however, gives LAFCo broad discretion in deciding how to conduct MSRs, including geographic focus, scope of study, and the identification of alternatives for improving the efficiency, cost-effectiveness, accountability, and reliability of public services. The purpose of a Municipal Services Review (MSR) in general is to provide a comprehensive inventory and analysis of the services provided by local municipalities, service areas, and special districts. A MSR evaluates the structure and operation of the local municipalities, service areas, and special districts and discusses possible areas for improvement and coordination. The MSR is intended to provide information and analysis to support a sphere of influence update. A written statement of the study’s determinations must be made in the following areas:

1. Growth and population projections for the affected area;
2. The location and characteristics of any disadvantaged unincorporated communities within or contiguous to the sphere of influence;

3. Present and planned capacity of public facilities, adequacy of public services, and infrastructure needs or deficiencies including needs or deficiencies related to sewers, municipal and industrial water, and structural fire protection in any disadvantaged, unincorporated communities within or contiguous to the sphere of influence;
4. Financial ability of agencies to provide services;
5. Status of, and opportunities for, shared facilities;
6. Accountability for community service needs, including governmental structure and operational efficiencies; and
7. Any other matter related to effective or efficient service delivery, as required by commission policy.

The MSR is organized according to these determinations listed above. Information regarding each of the above issue areas is provided in this document.

PURPOSE OF A SPHERE OF INFLUENCE

In 1972, LAFCos were given the power to establish SOIs for all local agencies under their jurisdiction. As defined by the CKH Act, "sphere of influence" means a plan for the probable physical boundaries and service area of a local agency, as determined by the commission" (§56076). SOIs are designed to both proactively guide and respond to the need for the extension of infrastructure and delivery of municipal services to areas of emerging growth and development. Likewise, they are also designed to discourage urban sprawl and the premature conversion of agricultural and open space resources to urbanized uses.

The role of SOIs in guiding the State's growth and development was validated and strengthened in 2000 when the Legislature passed Assembly Bill ("AB") 2838 (Chapter 761, Statutes of 2000), which was the result of two years of labor by the Commission on Local Governance for the 21st Century, which traveled up and down the State taking testimony from a variety of local government stakeholders and assembled an extensive set of recommendations to the Legislature to strengthen the powers and tools of LAFCos to promote logical and orderly growth and development, and the efficient, cost-effective, and reliable delivery of public services to California's residents, businesses, landowners, and visitors. The requirement for LAFCos to conduct MSRs was established by AB 2838 as an acknowledgment of the importance of SOIs and recognition that regular periodic updates of SOIs should be conducted on a five-year basis (§56425(g)) with the benefit of better information and data through MSRs (§56430(a)).

Pursuant to Yolo County LAFCo policy an SOI includes an area adjacent to a jurisdiction where development might be reasonably expected to occur in the next 20 years. A MSR is conducted prior to, or in conjunction with, the update of a SOI and provides the foundation for updating it. In Yolo County, a SOI generally has two planning lines. One is the 10-year boundary which includes the area that may likely be annexed within 10 years, while the 20-year boundary is anticipated to accommodate boundary expansions over a 20-year horizon.

LAFCo is required to make five written determinations when establishing, amending, or updating an SOI for any local agency that address the following (§56425(c)):

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

DISADVANTAGED UNINCORPORATED COMMUNITIES

SB 244 (Chapter 513, Statutes of 2011) made changes to the CKH Act related to “disadvantaged unincorporated communities,” including the addition of SOI determination #5 listed above. Disadvantaged unincorporated communities, or “DUCs,” are inhabited territories (containing 12 or more registered voters) where the annual median household income is less than 80 percent of the statewide annual median household income.

On March 26, 2012, LAFCo adopted a “Policy for the Definition of ‘Inhabited Territory’ for the Implementation of SB 244 Regarding Disadvantaged Unincorporated Communities”, which identified 21 inhabited unincorporated communities for purposes of implementing SB 244.

CKH Act Section 56375(a)(8)(A) prohibits LAFCo from approving a city annexation of more than 10 acres if a DUC is contiguous to the annexation territory but not included in the proposal, unless an application to annex the DUC has been filed with LAFCo. The legislative intent is to prohibit “cherry picking” by cities of tax-generating land uses while leaving out under-served, inhabited areas with infrastructure deficiencies and lack of access to reliable potable water and wastewater services. DUCs are recognized as social and economic communities of interest for purposes of recommending SOI determinations pursuant to Section 56425(c).

ORGANIZATION OF MSR/SOI STUDY

This report has been organized in a checklist format to focus the information and discussion on key issues that may be particularly relevant to the subject agency while providing required LAFCo’s MSR and SOI determinations. The checklist questions are based on the Cortese-Knox-Hertzberg Act, the LAFCo MSR Guidelines prepared by the Governor’s Office of Planning and Research and adopted Yolo LAFCo local policies and procedures. This report provides the following:

- Provides a description of the subject agency;
- Provides any new information since the last MSR and a determination regarding the need to update the SOI;

- Provides MSR and SOI draft determinations for public and Commission review; and
- Identifies any other issues that the Commission should consider in the MSR/SOI.

AGENCY PROFILE

The Yolo County Resource Conservation District (RCD) was formed in 1977 through the consolidation of the existing Soil Conservation Districts (SCD) in Yolo County, including the Capay Valley, Western Yolo, and Northern Yolo SCDs. The RCD is empowered by California Public Resources Code (Division 9, Chapter 3) to provide for the control of runoff, the prevention or control of soil erosion, the development and distribution of water, and the improvement of land capabilities, including:

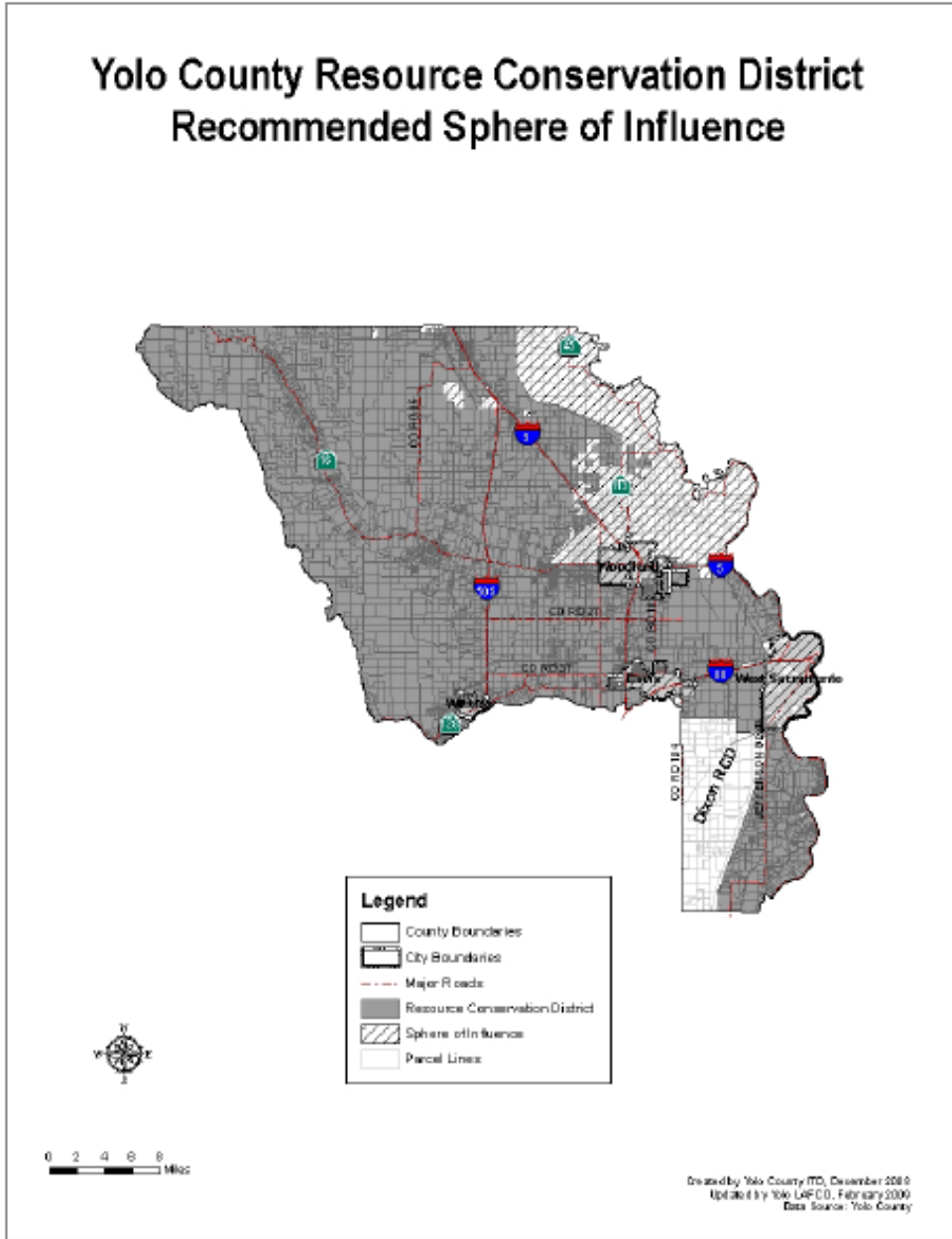
- Conducting surveys, investigations, and research
- Disseminating information relating to soil and water conservation and erosion stabilization
- Conducting demonstrational projects
- Providing technical assistance to private landowners
- Developing a district wide comprehensive annual and long-range work plan
- Managing soil conservation, water conservation, water distribution, flood control, erosion control, erosion prevention, and erosion stabilization projects
- Establishing standards of cropping and tillage operations and range practices
- Engaging in activities designed to promote a knowledge of the principles of resource conservation throughout the district, including educational programs for both children and adults

Boundaries

Prior to 1977 Yolo County had three soil conservation districts (Capay Valley, Western Yolo, and Northern Yolo), which covered much of unincorporated Yolo County and a portion of Colusa County. The three districts were merged to form the Yolo County RCD in 1977, which covered a total of 530,447 acres. The portion of the District that extended into Colusa County was detached in 1985 through efforts of the Colusa County LAFCo, leaving the Yolo County RCD with approximately 505,000 acres. The RCD covers approximately 77% of the County's total 653,549 acres.

The District's existing boundaries are generally bound by Napa County to the west, Colusa County to the north, and Solano County to the south. The District's eastern side is bound by the Colusa Basin Drain, the City of Woodland, Sacramento County, and the City of West Sacramento.

Generally, the District's boundary covers all territory in Yolo County, with the exception of the incorporated cities, a portion of the Yolo bypass area (which is served by Dixon RCD), and areas currently served by reclamation districts.



Historically, it was LAFCo’s policy to detach land from the RCD automatically upon annexation into one of the four cities. However, in 1995 LAFCo received a petition for an annexation of 425 acres into the City of Davis, and concurrent detachment from the RCD. The RCD contacted LAFCo expressing concern with these automatic detachments, emphasizing that the District provided services to both urban and rural areas. Ultimately, the Commission approved the annexation without detaching the land from the RCD’s boundaries. This effectively set a precedent that lands being annexed into incorporated cities in Yolo County would remain a part of the RCD service area.

The District's SOI was last updated during its most recent MSR/SOI study in 2008. At that time the Commission adopted a SOI for the RCD that covered all Yolo County property outside of the District's boundaries, with the exception of the territory served by the Dixon RCD. See the map for greater detail.

Structure and Governance

The Yolo County RCD is governed by a five member Board of Directors composed of local growers and landowners. The Board members are appointed to four-year terms by the Yolo County Board of Supervisors. The District is staffed by five employees, including one full-time Executive Director, one full-time Senior Program Manager, one part-time Administrative Assistant, one part-time Financial Manager, and one full-time Project Assistant. The District also works closely with the Natural Resources Conservation Service (NRCS), and draws on the skills and expertise of the NRCS staff as needed.

Services and Projects

The Resource Conservation District works to protect, improve and sustain the natural resources in Yolo County through collaboration with local partners. The District provides a variety of services related to resource conservation, including planning, management, project implementation, studies, monitoring, outreach and education. The District operates similar to a non-profit organization, in that it is primarily funded through grants and contracts. Many of its services and projects are driven by the availability of funding. Currently, the District has a wide variety of active projects, as listed below:

- **Cottonwood Slough Restoration and Enhancement:** The project is a riparian revegetation project on a partially straightened section of Cottonwood Slough starting approximately 1 mile south of the town of Madison in Western Yolo County.
 - **Funding Source:** US Partners for Fish and Wildlife
 - **Timeline:** Award ends 8/15/2018; Agreement ends 8/15/2024
- **Downtown Davis Parkway Greening:** The RCD is leading the revegetation planning, implementation and maintenance for the Putah Creek Parkway.
 - **Funding Source:** California Department of Urban Greening, Strategic Growth Council, Proposition 84
 - **Partners:** City of Davis, UC Davis Arboretum
 - **Timeline:** 6/1/20016
- **East Regional Detention Pond:** Provides design, planting and maintenance services for the pond, located in the City of Woodland.
 - **Funding Source:** City of Woodland
- **Hedgerow Project:** Provides outreach and education for establishing hedgerows on farms in Sacramento Valley.
 - **Funding Source:** Regents of the University of California
 - **Partners:** UC Davis
 - **Timeline:** 3/31/2016
- **Mitigation Project:** Light and sound mitigation for traffic impacts of the Hotel and Casino Expansion Project. Project is a dense pollinator hedgerow between Hwy 16 and private camp at Capay Organic Farm in Capay Valley.

- **Funding Source:** Yocha Dehe Community Fund
- **Partners:** Center for Land- Based Learning SLEWS Program (Student and Landowner Education and Watershed Stewardship)
- **Timeline:** Completed by 12/31/2015
- **North Davis Riparian Greenbelt:** The project is creating approximately 17 acres of publicly accessible riparian habitat in an urban storm water channel, benefiting water quality, agriculture, local residents and wildlife.
 - **Funding Source:** California Department of Urban Greening, Strategic Growth Council, Proposition 84
 - **Partners:** Putah Creek Council
 - **Timeline:** 6/30/2017
- **Sagara Project:** Establishment activities for farm-friendly riparian restoration and pollinator hedgerow in Esparto.
 - **Funding Source:** Partners for Fish and Wildlife
 - **Partners:** Audubon California
 - **Timeline:** Ends 10/31/2015
- **Springlake Project:** Provides education and outreach funds for public workshops on water conservation for residents of the City of Woodland.
 - **Funding Source:** Mitigation funds paid by the City of Woodland to offset the environmental impacts of the Springlake development.
 - **Timeline:** Ends 1/1/2019
- **Storz Pond Project:** Maintenance of 19-acre perennial grassland for urban storm water filtration located east of Highway 113, south of the Springlake Fire Department.
 - **Funding Source:** City of Woodland
 - **Partners:** City of Woodland
 - **Timeline:** Under existing MOU, renews annually on July 1st
- **Union School Restoration and Enhancement:** Establishment activities for farm-friendly riparian restoration and pollinator hedgerow on County Road 95 between County Roads 29 and 27.
 - **Funding Source:** Partners for Fish and Wildlife
 - **Partners:** Audubon California
 - **Timeline:** Ends 10/31/2015
- **Westside Sacramento Integrated Regional Water Management (IRWM) Plan Implementation Assistance:** The RCD assists in administering the Westside IRWM with meeting coordination, data management and outreach services.
 - **Funding Source:** Solano County Water Agency
 - **Partners:** Westside Sacramento IRWM Coordinating Committee
 - **Timeline:** Ends 6/30/2016
- **Working Waterways:** The primary goal was to get conservation projects on the ground, specifically riparian restoration plantings; native vegetation of canal banks and uplands; and installation of ponds designed to support Sacramento perch, a native fish previously found throughout the great valley but now relegated to isolated California lakes not previously within its native range. Additionally,

Audubon monitored wildlife use of the project areas- specifically birds; Solano Land Trust led a study on Local Markets for Farm Edge Conservation; and all of the partners worked closely with the YCFCWCD to assemble a canal vegetation management manual to guide them in converting weedy vegetation into native plants that are compatible with their water delivery and management practices.

- **Funding Source:** California Department of Fish and Game
- **Partners:** Audubon Landowner Stewardship Program, Solano RCD and Solano Land Trust
- **Timeline:** Ended 12/31/2014

- **Yolo Creek and Community Partnership:** The project supports habitat restoration projects along Yolo County waterways to benefit wildlife, support agricultural values, and foster community cooperation in the region.
 - **Funding Source:** Yocha Dehe Community Fund
 - **Partners:** Center for Land-Based Learning
 - **Timeline:** Ends 12/31/2015

AFFECTED AGENCIES

Per Government Code Section 56427, a public hearing is required to adopt, amend, or revise a sphere of influence. Notice shall be provided at least 21 days in advance and mailed notice shall be provided to each affected local agency or affected County, and to any interested party who has filed a written request for notice with the executive officer. Per Government Code Section 56014, an affected local agency means any local agency that overlaps with any portion of the subject agency boundary or SOI (included proposed changes to the SOI).

The affected local agencies for this MSR/SOI are:

County/Cities:

- City of Davis
- City of West Sacramento
- City of Winters
- City of Woodland
- County of Yolo

County Service Areas (CSAs)

- Dunnigan, El Macero, Garcia Bend, Madison-Esparto Regional CSA (MERCESA), North Davis Meadows, Snowball, Wild Wings, and Willowbank

School Districts:

- Davis Joint Unified
- Esparto Unified
- Pierce Joint Unified
- River Delta Unified

- Washington Unified
- Winters Joint Unified
- Woodland Joint Unified
- Los Rios Community College District
- Solano Community College District
- Yuba Community College District

Special Districts:

- Cemetery Districts – Capay, Cottonwood, Davis, Knight’s Landing, Mary’s, Winters
- Community Service Districts – Cacheville, Esparto, Knight’s Landing, Madison
- Fire Protection Districts – Capay, Clarksburg, Dunnigan, East Davis, Elkhorn, Esparto, Knights Landing, Madison, No Man’s Land, Springlake, West Plainfield, Willow Oak, Winters, Yolo, Zamora
- Sacramento-Yolo Port District
- Reclamation District – 150, 307, 537, 730, 765, 785, 787, 827, 900, 999, 1600, 2035
- Yolo County Resource Conservation District
- Water District – Dunnigan, Knight’s Landing Ridge Drainage, Yolo County Flood Control & Water Conservation

Multi-County Districts:

- Reclamation District – 108 (Colusa), 2068 (Solano), 2093 (Solano)
- Water District – Colusa Basin Drainage
- Sacramento-Yolo Mosquito and Vector Control District

MUNICIPAL SERVICE REVIEW

POTENTIALLY SIGNIFICANT MSR DETERMINATIONS

The MSR determinations checked below are potentially significant, as indicated by “yes” or “maybe” answers to the key policy questions in the checklist and corresponding discussion on the following pages. If most or all of the determinations are not significant, as indicated by “no” answers, the Commission may find that a MSR update is not warranted.

- Growth and Population
- Disadvantaged Unincorporated Communities
- Capacity, Adequacy & Infrastructure to Provide Services
- Financial Ability
- Shared Services
- Accountability
- Other

1. GROWTH AND POPULATION

Growth and population projections for the affected area.	YES	MAYBE	NO
a) Is the agency’s territory or surrounding area expected to experience any significant population change or development over the next 5-10 years?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Will population changes have an impact on the subject agency’s service needs and demands?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Will projected growth require a change in the agency’s service boundary?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Discussion:

a-c) According to the U.S. Census Bureau (2010) the projected population in Yolo County for 2013 was 204,593, of which 87.3% (178,578 residents) was projected to live within the County’s four incorporated cities. This leaves approximately 26,015 residents living in unincorporated Yolo County. The District’s territory is primarily within this unincorporated area.

When the Yolo County 2030 Countywide General Plan was written (in 2009), there existed 7,263 residential units in the unincorporated areas of Yolo County. The General Plan allows for significant growth in the area, permitting development of an additional 14,798 units over a 20 year period.

If/when significant development does occur in the future, the RCD has expressed that this will make their work more critical and challenging, as they conduct work in both rural and urban communities. Particularly, the RCD expects that increased development (especially of agricultural lands) may create more demand from farmers to engage in conservation programs that decrease costs (such as irrigation efficiency measures), increase production (such as pollinator hedgerows), or pay ecosystems services (such as NRCS's Agricultural Conservation Easement Program).

However, staff believes that achieving a significant level of development in the next 5-10 years is unlikely, given that the California Department of Finance (2013) projects a population growth of only 1.04 percent between 2010 and 2015 for unincorporated Yolo, with an additional 1.06 percent between 2015 and 2020. Therefore, staff does not expect that the RCD's territory will experience any significant population change or development over the next 5-10 years that will impact its service needs and demands.

Growth and Population MSR Determination

At this time the RCD's territory, which includes most of the unincorporated areas of Yolo County, is not projected to experience any significant development or population growth that might impact the District's ability to deliver resource conservation services. The most likely areas of near-term development in Yolo County will be contained to the incorporated cities, which are not currently within the RCDs boundaries.

2. DISADVANTAGED UNINCORPORATED COMMUNITIES

The location and characteristics of any disadvantaged unincorporated communities within or contiguous to the sphere of influence.

	YES	MAYBE	NO
a) Does the subject agency provide public services related to sewers, municipal and industrial water, or structural fire protection?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Are there any "inhabited unincorporated communities" (per adopted Commission policy) within or adjacent to the subject agency's sphere of influence that are considered "disadvantaged" (80% or less of the statewide median household income)?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) If "yes" to both a) and b), it is feasible for the agency to be reorganized such that it can extend service to the disadvantaged unincorporated community (if "no" to either a) or b), this question may be skipped)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Discussion:

- a) The Yolo County Resource Conservation District provides resource conservation services to the majority of unincorporated Yolo County, as well as a few small urban areas. The District does not provide any other municipal services, and resource conservation is not a service that triggers the provisions of SB 244.
- b) The term "Inhabited Unincorporated Communities" is defined per Commission adopted policy as those areas on the County of Yolo 2030 General Plan Land Use Map (see Figures LU-1B through LU-1H) that contain land use designations that are categorized as Residential by Table LU-6. The communities of Rumsey and West Kentucky are also included in this definition (even though the current land use designations are Agriculture (AG) and Commercial Local (CL) respectively) because their existing uses are residential. These communities are as follows:

Binning Farms	Guinda	Rumsey
Capay	Knights Landing	West Kentucky
Clarksburg	Madison	West Plainfield
Dunnigan	Monument Hills	Willow Oak
El Macero	North Davis Meadows	Willowbank
El Rio Villa	Patwin Road	Yolo
Esparto	Royal Oak	Zamora

The RCD's boundary covers most of unincorporated Yolo County, which means that many of the inhabited unincorporated communities listed above are within its boundaries, and several of them are disadvantaged. However, given that the RCD does not provide water, sewer or structural fire protection services, the provisions of SB 244 do not apply.

Disadvantaged Unincorporated Communities MSR Determination

The RCD does not provide water, sewer or structural fire protection services, therefore the provisions of SB 244 do not apply and Disadvantaged Unincorporated Communities are not an issue.

3. CAPACITY AND ADEQUACY OF PUBLIC FACILITIES AND SERVICES

Present and planned capacity of public facilities, adequacy of public services, and infrastructure needs or deficiencies including needs or deficiencies related to sewers, municipal and industrial water, and structural fire protection in any disadvantaged, unincorporated communities within or contiguous to the sphere of influence.

	YES	MAYBE	NO
a) Are there any deficiencies in agency capacity to meet service needs of existing development within its existing territory?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Are there any issues regarding the agency's capacity to meet the service demand of reasonably foreseeable future growth?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

c) Are there any concerns regarding public services provided by the agency being considered adequate?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d) Are there any significant infrastructure needs or deficiencies to be addressed?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
e) Are there changes in state regulations on the horizon that will require significant facility and/or infrastructure upgrades?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
f) Are there any service needs or deficiencies for disadvantaged unincorporated communities related to sewers, municipal and industrial water, and structural fire protection within or contiguous to the agency's sphere of influence?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Discussion:

- a-b) LAFCo staff is not aware of any issues with the RCD's existing or future capacity to provide services. District staff reports that its current staffing level is adequate to keep up with its current projects, and the District is not experiencing a backlog of projects. The District operates much like a non-profit because it relies heavily on grant funding from local, state and federal agencies. This allows the District to easily adjust its staffing capacity to reflect its current funding level and need.
- c) LAFCo staff is not aware of any adequacy issues with the services provided by the RCD. The RCD does not have any violations or compliance issues with regulatory agencies. Additionally, the majority of the District's services are funded through grants or contracts, which generally include standards of service and reporting requirements. Grantors and contractors would have the option of terminating their relationship with the District if they were unhappy with the services provided.
- d) The District does not maintain any property, machinery or infrastructure, and does not have any needs related to these items. The District does own several vehicles (as listed below), but does not see any near-term need for replacements or upgrades.
 - o Ford F-150, 2001
 - o Ford F-250, 2006
 - o Honda Prius, 2000
 - o Honda #620, 4-trax, 2001
 - o Trailer, 2011
 - o Water tank trailer, 2006
- e) Staff is not aware of any state legislation on the horizon that will impact the District's ability to provide services.
- f) As discussed in the Disadvantaged Unincorporated Communities section (determination # 2), the RCD provides resource conservation services to the majority of unincorporated Yolo County. Many inhabited unincorporated communities lie within the boundaries of the RCD, of which some are disadvantaged. However, the RCD does not provide sewer, water or fire protection services, and is not involved in providing these municipal services for disadvantaged communities.

Capacity and Adequacy of Public Facilities and Services MSR Determination

The Resource Conservation District provides natural resource conservation services throughout Yolo County. LAFCo staff has no concerns regarding the District’s capacity to provide services, or the adequacy of its services. Additionally, the District has no near-term infrastructure or equipment needs that may impact its ability to provide services.

4. FINANCIAL ABILITY

Financial ability of agencies to provide services.

	YES	MAYBE	NO
a) Does the organization routinely engage in budgeting practices that may indicate poor financial management, such as overspending its revenues, failing to commission independent audits, or adopting its budget late?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b) Is the organization lacking adequate reserve to protect against unexpected events or upcoming significant costs?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Is the organization’s rate/fee schedule insufficient to fund an adequate level of service, and/or is the fee inconsistent with the schedules of similar service organizations?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d) Is the organization unable to fund necessary infrastructure maintenance, replacement and/or any needed expansion?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
e) Is the organization lacking financial policies that ensure its continued financial accountability and stability?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f) Is the organization’s debt at an unmanageable level?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Discussion:

a) The Resource Conservation District routinely adopts and operates an annual budget with a budget cycle of July 1 through June 30. The annual budget is prepared by the Executive Director, and then presented to the Board of Directors for adoption. Mid-year adjustments to the budget or spending in excess of the budgeted amount must be approved by the Board of Directors. The District’s funds are held in the County Treasury.

The District receives annual independent audits, with the most recent audit being completed on October 2, 2014. The audit revealed no instances of non-compliance or material weakness in internal controls.

The table below provides a summary of the District’s budgets from fiscal year (FY) 09/10 to 13/14. The District maintained a positive balance in three of the previous five years. The District did overspend its

revenues in FY 10/11 and 12/13 due to unanticipated payroll and other expenses that were not covered by grant or fee-for-service revenues.

Resource Conservation District Budget Summary					
	2009-10	2010-11	2011-12	2012-13	2013-14
Revenues:					
Intergovernmental Transfers	1,007,866.89	811,400.08	978,572.67	455,228.51	663,361.13
Taxes	13,933.92	14,193.32	13,970.43	14,113.61	14,758.52
Other	28,271.86	45,714.51	30,087.06	8,269.40	12,411.07
TOTAL REVENUES	1,050,072.67	871,307.91	1,022,630.16	477,611.52	690,530.72
Expenditures:					
Salaries and Benefits	463,089.96	428,772.37	377,308.13	317,736.31	340,155.87
Services and Supplies	95,516.94	212,041.19	234,200.04	77,495.83	70,937.95
Other	211,247.90	488,974.31	197,922.37	126,948.65	218,997.15
TOTAL EXPENDITURES	769,854.80	1,129,787.87	809,430.54	522,180.79	630,090.97
<i>Revenues Less Expenditures</i>	<i>280,217.87</i>	<i>-258,479.96</i>	<i>213,199.62</i>	<i>-44,569.27</i>	<i>60,439.75</i>
SOURCE: County of Yolo Budget and Revenue Status Reports					

The District's revenues come primarily from grants or contracts with public agencies, which are labeled as intergovernmental transfers in the budget summary below. Grants and contracts are generally not very stable and reliable, which leaves the District with budgets that may fluctuate significantly from year to year. Additionally, grants and contracts generally come with very specific requirements regarding how the money can be spent, which means that the District has little flexibility in how and when it expends its budget. The District's only stable and general purpose funding sources is property taxes, of which it receives approximately \$14,000 annually. Having a lack of stable funding sources may cause difficulty in staying on track with adopted budgets, and may cause fluctuations in the District's ability to pay for staffing and administrative functions.

- b) The District currently has a reserve of \$70,614, which is approximately 11% of its budgeted costs for FY 13/14. Best practices regarding an appropriate level of reserve often vary based on the agency and services it provides, but generally range from 5-20% of total budget. The existing reserve amount may be sufficient for the District, given that it does not maintain any significant infrastructure.

However, the District may wish to consider that its budgets have decreased significantly in recent years, and if it is expecting to increase its revenues in the coming years it may also need to proportionally increase its reserve. Additionally, given that the majority of the District's revenues are relatively unstable, maintaining a strong reserve will improve the District's ability to maintain staff during years with fewer revenues. The District does not currently have a reserve policy to guide its practices on this issue, and may wish to adopt a formal reserve policy that consider the various scenarios in which it may need to rely on a reserve.

- c) The RCD does not have a traditional fee or rate structure, due to the nature of its work. Rather, when the RCD is asked to take on a project its staff develops an expected budget based on the direct and indirect costs of completing the project. The entity or person requesting the project is then

responsible for paying for the full costs of the project. This appears to be a fair rate system, as project funders are charged for the actual costs of completing the project.

The RCD also has a billable rate for each staff position, which gets incorporated into the project budgets as they are developed. The billable rates are updated at the beginning of each fiscal year, and the current rates are listed in the table below.

Position	Hourly Rate
Executive Director	\$90
Administrative Assistant	\$49
Financial Manager	\$64
Project Assistant	\$52
Senior Program Manager	\$83
Program Manager	\$60
Field Technician	\$37
Intern	\$32

- d) The District does not maintain any property, machinery or infrastructure, but does own several vehicles. The District staff has indicated that they do not have any significant near-term needs related to infrastructure or equipment. The District maintains a reserve that would be sufficient to replace one of its vehicles in the event of an unexpected breakdown or accident. However, the District does not maintain any replacement schedule for its vehicles, to aid with planning for the regular replacement of vehicles due to aging. The District should consider developing a vehicle replacement plan to ensure that adequate funding is available to replace its vehicles in a timely manner.
- e) The District has adopted three financial policies, including:
 - Policy for Contract and Invoice Approvals (2007)
 - Policy and Procedures for Reimbursement of Employee Expenses (2006)
 - Compensation Policy (2012)

It may be helpful for the District to expand its financial polices to cover additional topics, such as budget preparation process, reserve and contingency funds, and debt management practices. Financial policies help to ensure the financial stability of an organization, and the District should work towards documenting all of its financial management practices.

- f) According to District staff, the RCD has no debt.

Financial Ability MSR Determination

Overall, the Yolo County Resource Conservation District appears to engage in sound financial management practices, including adopting an annual budget, commissioning independent audits, maintaining a sufficient level of reserve, maintaining an appropriate level of debt, and charging a fair rate for its services. The District has struggled with overspending its revenues in two of the previous five fiscal years, which LAFCo staff suspects is a result of the relatively unstable nature of its revenues (which are mostly grants and contracts). This issue with unstable revenues is unlikely to change given the nature of its services, and the District can better equip itself to deal with fluctuations in revenues by implementing some of the recommendations below.

Recommendations:

- The District should consider developing a vehicle replacement plan to ensure that adequate funding is available to replace its vehicles in a timely manner.
- The District does not currently have a reserve policy, and may wish to adopt a formal reserve policy that consider the various scenarios in which it may need to rely on a reserve.
- The District should consider expanding its financial polices to cover additional topics, such as budget preparation process, reserve and contingency funds, and debt management practices.

5. SHARED SERVICES AND FACILITIES

Status of, and opportunities for, shared facilities.

	YES	MAYBE	NO
a) Is the agency currently sharing services or facilities with other organizations? If so, describe the status of such efforts.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) Are there any opportunities for the organization to share services or facilities with neighboring or overlapping organizations that are not currently being utilized?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Are there any governance options that may produce economies of scale and/or improve buying power in order to reduce costs?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d) Are there governance options to allow appropriate facilities and/or resources to be shared, or making excess capacity available to others, and avoid construction of extra or unnecessary infrastructure or eliminate duplicative resources?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Discussion:

- a) The District maintains strong partnerships with a variety of private individuals, businesses, farmers, ranchers, non-profits and special districts. The District also works with public partners, including federal, state, county and city governments. The District works primarily within Yolo County, but also occasionally provides services in areas outside the District boundaries in cooperation with the associated special districts.
- In particular, the District maintains a strong partnership with the local service center of the USDA Natural Resource Conservation Service (NRCS), including a shared office space, partnerships on projects, and shared staff expertise. NRCS has a similar mission to the RCD, providing farmers and ranchers with financial and technical assistance to voluntarily engage in conservation practices.
 - The RCD has a small storage area at the Yolo County Flood Control and Water Conservation District (YCFCWC) for storage of vehicles and equipment. The area is a secured corner of the YCFCWCD equipment yard on Highway 16, which they use to store vehicles and moisture sensitive items. The RCD also uses the space to store a couple of trailers and an array of plants. In

exchange for use of the space the RCD paid for improvement to the fence in the storage yard. Otherwise, the RCD pays no rent.

- The RCD also has a shared service agreement with the YCFCWCD that allows them to share a part-time Project Manager.
- The District uses the County Treasury and payroll. Both of these services are provided by the County to special districts free of charge.

b) The District maintains strong partnerships with many local organizations, and is always pursuing new partnerships. The District might wish to consider the following opportunities for additional shared services, when appropriate:

- The District might benefit from expanding the use of shared staff positions with partner agencies when appropriate, much like its existing agreement to share a part-time Project Manager with the YCFCWCD. The District currently maintains several part-time positions, but it is often difficult to recruit and maintain employees in part-time positions. In circumstance where additional staff capacity is necessary, but the District cannot afford a full-time position, the District may wish to explore opportunities to share a position with another local agency or district.
- The District may also wish to explore the possibility of using the County's pooled purchasing services for future vehicle purchases, if it proves to be more cost effective than purchasing separately.

c-d) The RCD is the only special district providing resource conservation services in Yolo County. The District takes advantage of several opportunities to increase efficiencies and produce economies of scale through the use of shared workspace and resources with partner agencies, and LAFCo staff is not aware of any governance options that would increase efficiencies or opportunities for shared service.

Shared Services MSR Determination

The Yolo County Resource Conservation District currently maintains a multitude of partnerships (with private individuals, businesses, farmers, ranchers, non-profit organizations, special districts, and government agencies) in order to share services, facilities, resources and expertise as appropriate. LAFCo staff is not aware of any governance restructure options that will increase efficiencies, but has identified several additional opportunities for shared services.

Recommendations:

- The District might benefit from sharing staff positions with partner agencies when appropriate. The District currently maintains several part-time positions, but it is often difficult to recruit and maintain employees in part-time positions. In circumstance where additional staff capacity is necessary, but the District cannot afford a full-time position, the District may wish to explore opportunities to share a position with another local agency or district.
- The District may also wish to explore the possibility of using the County's pooled purchasing services for future vehicle purchases, if it proves to be more cost effective than purchasing separately.

6. ACCOUNTABILITY, STRUCTURE AND EFFICIENCIES

Accountability for community service needs, including governmental structure and operational efficiencies.

	YES	MAYBE	NO
a) Are there any issues with meetings being accessible and well publicized? Any failures to comply with disclosure laws and the Brown Act?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Are there any issues with filling board vacancies and maintaining board members?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c) Are there any issues with staff turnover or operational efficiencies?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
d) Is there a lack of regular audits, adopted budgets and public access to these documents?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
e) Are there any recommended changes to the organization's governance structure that will increase accountability and efficiency?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
f) Are there any governance restructure options to enhance services and/or eliminate deficiencies or redundancies?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
g) Are there any opportunities to eliminate overlapping boundaries that confuse the public, cause service inefficiencies, unnecessarily increase the cost of infrastructure, exacerbate rate issues and/or undermine good planning practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Discussion:

- a) The Resource Conservation District is governed by a five member Board of Directors composed of local growers and landowners. The Board members are selected based on their experience as active conservation partners in the community, and are appointed to four-year terms by the Yolo County Board of Supervisors. Board composition is intended to represent a broad spectrum of conservation interests and expertise.

In addition to a five member Board, the District has seven non-voting Associate Directors to provide information and expertise to the Board and attend functions on the Board's behalf. When Board positions become available, the District generally recruits from its existing pool of Associate Directors.

The Board meets on the second Wednesday of every month at 5pm at the Resource Conservation District Office. The District complies with all Brown Act requirements in publicly noticing its meetings.

- b) The District has had difficulty in recent years with recruiting and maintaining Board members. In 2008 the RCD expanded its Board membership from 5 to 7 in order to expand the range of expertise available on the Board. However, some turnover occurred in the following years, and the District had difficulty recruiting new members. Recognizing the ongoing challenges with Board recruitment, in July 2013 the Board chose to reduce its membership from 7 back to 5, which was confirmed by the Board of Supervisors in October 2013.

At this time the five-member Board is full, and the District uses a promising recruitment strategy that involves recruiting for new Board members from its existing pool of Associate Directors. The District has not had any issues with establishing a quorum in the past year.

- c) District staff has indicated that they currently have an adequate staffing level to handle the workload, and would hire additional project managers if the need arose.

However, the District did indicate that they have previously experienced some challenges with maintaining a stable staffing level, given the fluid nature of their funding sources. Because much of the District's work and funding is project based, the need for administrative and project staff fluctuates frequently. Issues with staffing stability can impact an organization's ability to recruit and maintain qualified and dedicated staff, cause the loss of valuable expertise or institutional knowledge, and may be harmful to partner relationships. The District may wish to explore creative opportunities to maintain or share staff, such as the recommendation in Section 5 (above) to pursue opportunities to share staff with partner agencies. Additionally, the District may wish to build a reserve specifically to help the organization maintain staff during periods of funding and project fluctuation.

- d) The District works to maintain transparency by receiving annual independent audits, and producing annual adopted budgets. Many of the District's work products are made available on its website, and more information on the District can be requested through email, post, or in-person at the office. The District also produces monthly newsletters for interested parties, which provides additional information on District activities.

The District may also wish to consider expanding the content on its website to include adopted budgets and third party financial audits. This would make the District's financial information more accessible to interested parties, and increase its overall transparency.

- e-f) LAFCo staff is not aware of any possible changes to the RCD's governance structure that will increase accountability, enhance services or eliminate deficiencies. The RCD is the only special district providing resource conservation services within its boundaries.

- g) The RCD boundaries do not overlap with any other district's providing resource conservation services.

Accountability, Structure and Efficiencies MSR Determination

The RCD has frequent and publicly accessible meetings that are publicized in accordance with the Brown Act. The District adopts annual budgets, completes annual independent audits, and currently has a full and stable Board of Directors. LAFCo staff is not aware of any potential changes to the District's governance structure or boundaries that will increase accountability, enhance services or eliminate deficiencies. However, LAFCo staff did identify several opportunities for the RCD to increase transparency, efficiency and organizational stability, as discussed in the recommendations below.

Recommendations:

- The District should consider building a reserve specifically to help the organization maintain staff during periods of funding fluctuation, in order to increase staffing stability.
- The District should consider expanding the content on its website to include adopted budgets and third party financial audits, to increase the district’s financial transparency.

7. OTHER ISSUES

Any other matter related to effective or efficient service delivery, as required by commission policy.

	YES	MAYBE	NO
a) Are there any other service delivery issues that can be resolved by the MSR/SOI process?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Discussion:

- a) LAFCo staff conducted outreach to several RCD stakeholders while researching this MSR, including RCD staff, Clerk of the Board, the County Administrator’s Office, and all of the Board of Supervisor’s Offices. During the outreach process two additional issues were identified, that are not discussed in the previous 6 MSR determinations.

Annexation of Cities into RCD Boundaries: Prior to LAFCo beginning this MSR the RCD contacted LAFCo to explore the possibility of annexing Yolo’s four cities (Davis, West Sacramento, Winters and Woodland) into its boundaries. The cities are currently in the District’s sphere of influence, and the District frequently provides resource conservation services inside city boundaries, as well as in the rural areas.

Presently, the District receives \$0.00035 for every property tax dollar collected within its boundaries, which generally amounts to approximately \$14,000 per year. However, the RCD would receive a significant increase in property taxes if the cities were annexed into the RCD’s boundaries at a similar property tax rate as it currently receives in the unincorporated areas.

The table below provides a projection of the potential property tax shares the District could receive. The District will likely only receive approximately \$14,000 this year from its territory in the unincorporated county, while it would receive approximately \$76,000 if its boundaries covered all of Yolo County. These additional funds would be available to the RCD for general use, and would be very valuable to the RCD because it has very few flexible funding sources.

Projected Property Tax Shares for the RCD			
Community	Assessed Value	1% of Assessment	Potential RCD Share (\$0.00035/\$1)
Davis	6,916,245,900	69,162,459	\$24,207
Winters	454,959,237	459,592	\$1,592
Woodland	4,741,038,491	47,410,385	\$16,593
West Sacramento	5,653,302,904	56,533,029	\$19,786
Unincorporated Areas	4,050,554,446	40,505,544	\$14,176
Total County	21,818,600,599	218,186,006	\$76,365

Methodology: The calculations are based on the assumption that a rate of 1% (the maximum assessment rate in California) would be collected on all assessed value, and the RCD would receive the same share of property taxes (\$0.00035/\$1) in all areas that it currently receives in the unincorporated areas.

Source: County of Yolo (2014). Assessment Roll Summary.

While annexing the cities into the RCD boundaries would result in positive financial impacts, the RCD also acknowledged the difficulties associated with pursuing this annexation. Specifically, annexation would require extensive negotiations with each city to determine the tax share, which would be costly and time consuming. If the RCD and cities could not come to an agreement then the annexation could not proceed.

Due to the complexities of the annexation process, the RCD has chosen not to pursue annexation of the cities at this time. The RCD may choose to pursue this topic further at a later date.

Possible Transfer of Yolo Bypass area from Dixon RCD to Yolo RCD: There is a small area of land in Yolo County (the Yolo Bypass Wildlife Area) that is currently provided resource conservation services by the Dixon RCD, rather than the Yolo RCD. Dixon RCD has been serving the area for many years, and there has previously been no reason to transfer the lands. However, Dixon RCD recently approached the Yolo RCD and requested that Yolo take over the work Dixon is doing in Yolo County. If the RCDs reach an agreement on this issue, they may wish to change their boundaries to appropriately reflect this change at some point in the future. LAFCo encourages the District to continue pursuing this opportunity, and to approach LAFCo when it is prepared to annex the Yolo Bypass area. At that time, Yolo LAFCo would work with Solano LAFCo to detach the territory from the Dixon RCD and annex it into the Yolo RCD.

Other Issues MSR Determination

During the MSR process LAFCo staff identified two potential issues that were not settled in a previous MSR determination. The RCD staff expressed some interest in annexing Yolo's four cities into its boundaries, in order to increase the RCD's share of property taxes. The RCD often provides services in Yolo's urban areas, but does not currently receive any property taxes to fund this work. Upon further exploration of this topic, the RCD chose not to pursue annexation at this time, given the cost and time demands of the annexation process.

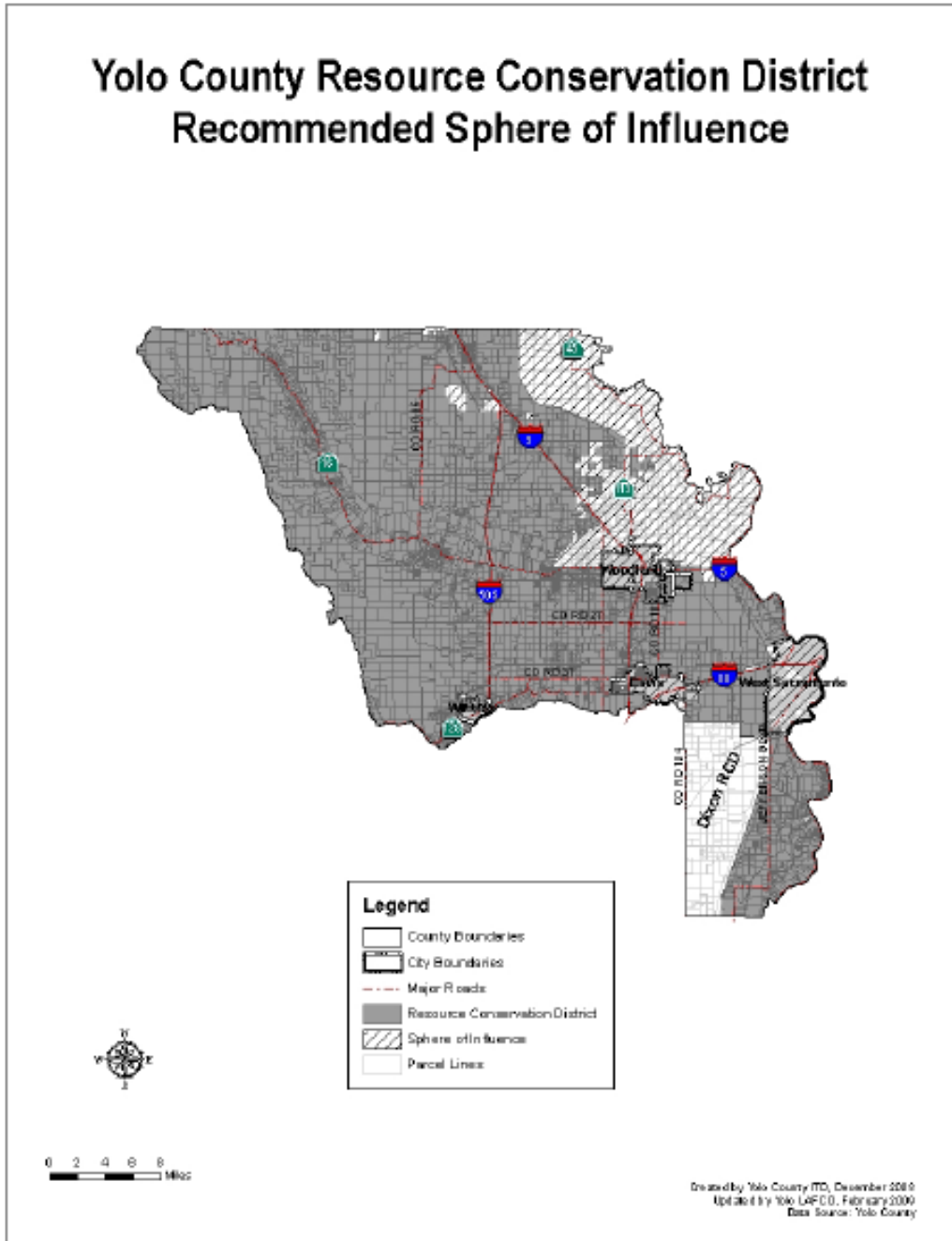
Recommendations:

- LAFCo encourages the District to continue discussions with the Dixon RCD regarding the possibility of transferring resource conservation work in the Yolo Bypass Wildlife Area from Dixon to Yolo, and to approach LAFCo if it would like to annex the territory at some point in the future.

SPHERE OF INFLUENCE STUDY

Existing Boundary and Sphere of Influence

The current boundary and sphere of influence for the Yolo County Resource Conservation District are as reflected in the map below. No sphere of influence update is recommended with this review. The District's sphere already covers all of Yolo County, with the exception of the small territory that is served by Dixon RCD.



On the basis of the Municipal Service Review:

- Staff has reviewed the agency's Sphere of Influence and recommends that a SOI Update is NOT NECESSARY in accordance with Government Code Section 56425(g). Therefore, NO CHANGE to the agency's SOI is recommended and SOI determinations HAVE NOT been made.
- Staff has reviewed the agency's Sphere of Influence and recommends that a SOI Update IS NECESSARY in accordance with Government Code Section 56425(g). Therefore, A CHANGE to the agency's SOI is recommended and SOI determinations HAVE been made and are included in this MSR/SOI study.

REFERENCES

- California Department of Finance. (2013). Report P-1 (County): State and County Total Population Projections, 2010-2060. <http://www.dof.ca.gov/research/demographic/reports/projections/P-1/>
- California Public Resources Code. *Division 9, Chapter 3*. <http://www.leginfo.ca.gov/cgi-bin/calawquery?codesection=prc>
- Dachtler, J. (2014). Clerk of the Board, County of Yolo. *Personal Communication*.
- Nichols, H. (2014). Executive Director, Yolo County Resource Conservation District. *Personal Communication*.
- Yolo LAFCo. (2008). Yolo County Resource Conservation District Municipal Service Review and Sphere of Influence. <http://www.yolocounty.org/home/showdocument?id=8576>



LAFCO

Meeting Date: 02/26/2015

Information

SUBJECT

Authorize the Chair to sign Agreement 2015-02 for Services between Yolo LAFCo and Policy Consulting Associates, LLC not to exceed \$38,425 (plus a 10% contingency subject to Executive Officer approval) for the preparation of the City of Davis and Associated County Service Areas Combined Municipal Service Review and Sphere of Influence Study

RECOMMENDED ACTION

Authorize the Chair to sign Agreement 2015-02 for Services between Yolo LAFCo and Policy Consulting Associates, LLC not to exceed \$38,425 (plus a 10% contingency subject to Executive Officer approval) for the preparation of the City of Davis and Associated County Service Areas Combined Municipal Service Review and Sphere of Influence Study.

FISCAL IMPACT

The fiscal year 2014/15 LAFCo budget appropriated a total of \$100,000 in Account 86-2429 for Professional and Specialized Services with \$20,000 for Shared Services and \$80,000 for LAFCo related services. The \$80,000 budget assumed the cost of two MSR's at \$40,000 each. The contract is not to exceed \$38,425, and allows for an additional 10% contingency in the event there is a need for additional meetings or products outside the scope (subject to approval by the Executive Officer). Therefore, sufficient funds were budgeted for this contract and no fiscal impacts are anticipated.

REASONS FOR RECOMMENDED ACTION

The LAFCo Commission must authorize and execute contracts greater than \$5,000 in accordance with LAFCo's Administrative Policies and Procedures Section 5.11.

BACKGROUND

LAFCo's Fiscal Year 14/15 budget anticipated contracting out two MSR's this year. A Request for Proposals was issued in November 2014 for the preparation of the City of Davis and Associated CSAs Combined Municipal Service Review and Sphere of Influence Study. In December, two proposals were received from Policy Consulting Associates, LLC (Elk Grove, CA) (\$38,425) and Quad Knopf (Roseville, CA) (\$55,942). Both firms were invited to interview on February 3rd, 2015. The interview panel included:

- Mike Webb, Community Development and Sustainability Director, City of Davis
- Taro Echiburu, Director of Planning, Public Works, and Environmental Services, County of Yolo
- Christine Crawford, Executive Officer, LAFCo
- Tracey Dickinson, Associate Management Analyst, LAFCo

The interview panel unanimously selected PCA because their proposal was most responsive to LAFCo's Request for Proposals, they interviewed well and were flexible yet committed to producing a quality product.

Attachments

[ATT A-Agreement 2015-02](#)

[ATT B-PCA Proposal](#)

[ATT C-LAFCo RFP-Davis/Assoc CSAs](#)

Form Review

Inbox

Tracey Dickinson LAFCO
Christine Crawford
Tracey Dickinson LAFCO
Form Started By: Christine Crawford

Reviewed By

Tracey Dickinson
Christine Crawford
Tracey Dickinson

Date

02/12/2015 10:32 AM
02/12/2015 10:34 AM
02/12/2015 01:27 PM
Started On: 02/10/2015 02:21 PM

AGREEMENT NO. 2015-02
(Agreement for Professional Services for Preparation of the MSR/SOI for the City of Davis and Associated County Service Areas)

THIS AGREEMENT is made this 26th day of February, 2015, by and between the Local Agency Formation Commission of Yolo County ("LAFCo") and Policy Consulting Associates LLC. ("PCA"), who agree as follows:

TERMS

- 1) PCA will provide professional services related to the preparation of the Municipal Service Review (MSR) and Sphere of Influence (SOI) update for the City of Davis and Associated County Service Areas (CSAs) as identified in LAFCo's Request for Proposals dated November 5, 2014 and PCA's proposal dated December 19, 2014.
- 2) PCA shall perform said services between February 26, 2015 and completion of the scope of work.
- 3) The complete contract shall include the following Exhibits attached hereto and incorporated herin: Exhibit A: Insurance Requirements, Exhibit B: LAFCo's Request for Proposals dated November 5, 2014, and Exhibit C: PCA's proposal dated December 19, 2014.
- 4) Subject to PCA's satisfactory and complete performance of all the terms and conditions of this Agreement, and upon PCA's submission of an appropriate claim, LAFCo shall pay PCA no more than a total amount of \$38,425 as identified in Exhibit C (PCAs proposal dated December 19, 2014). The Executive Officer may authorize additional payments for changes to the scope of work not to exceed \$3,842.50 or 10% of the total contract amount.
- 5) PCA, at its sole cost and expense, shall obtain and maintain throughout the entire term of this Contract, the insurance set forth in Exhibit A attached hereto.
- 6) To the extent allowed by law, PCA shall defend, indemnify, and hold harmless the LAFCo, its officers, officials, employees, and agents from any and all claims, demands, liability, damages, cost or expenses (including but not limited to attorney fees) in law or equity that may at any time arise or be asserted based in whole or in part upon any negligent or other wrongful act or omission of PCA, its officers, agents, or employees.
- 7) PCA shall comply with all applicable laws and regulations, including but not limited to any that are promulgated to protect the public health, welfare, and safety or prevent conflicts of interest. PCA shall defend LAFCo and reimburse it for any fines, damages or costs (including attorney fees) that might be incurred or assessed based upon a claim or determination that PCA has violated any applicable law or regulation.
- 8) This Agreement is subject to LAFCo approving sufficient funds for the activities required of the PCA pursuant to this Agreement. If LAFCo's adopted budget does not contain sufficient funds for this Agreement, LAFCo may terminate this Agreement by giving ten (10) days advance written notice thereof to PCA, in which event LAFCo shall have no obligation to pay PCA any further funds or provide other consideration and the PCA shall have no obligation to provide any further services under this Agreement.
- 9) If PCA fails to perform any part of this Agreement, LAFCo may notify PCA of the default and PCA shall remedy the default. If PCA fails to do so within 30 days, then, in addition to any other remedy that LAFCo may have, LAFCo may terminate this Agreement and withhold any or all payments otherwise owed to PCA pursuant to this Agreement.

10) PCA understands that any person associated with PCA is not an employee of LAFCo and is not eligible for any employee benefits, including but not limited to unemployment, health/dental insurance, worker's compensation, vacation or sick leave.

11) PCA will hold in confidence all information disclosed to or obtained by PCA which relates to activities under this Agreement and/or to LAFCo plans or activities. All documents and information developed under this Agreement and all work products, reports, and related data and materials shall become the property of LAFCo. PCA shall deliver all of the foregoing to LAFCo upon completion of the services hereunder, or upon earlier termination of this Agreement. In addition, PCA shall retain all of its own records regarding this Agreement and the services provided hereunder for a period of not less than four (4) years, and shall make them available to LAFCo for audit and discovery purposes.

12) This Agreement constitutes the entire agreement of the parties, and no other agreements or representations, oral or written, have been made or relied upon by either party. This Agreement may only be amended in writing signed by both parties, and any other purported amendment shall be of no force or effect. This Agreement, including all attachments, shall be subject to disclosure pursuant to the California Public Records Act.

13) This Agreement shall be deemed to be executed within the State of California and construed in accordance with and governed by laws of the State of California. Any action or proceeding arising out of this Agreement shall be filed and resolved in a California State court located in Woodland, California.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement on the date first written above by affixing their signatures hereafter.

CONTRACTOR:

Jennifer Stephenson, Principal
Policy Consulting Associates LLC
5050 Laguna Blvd., Suite 112-711
Elk Grove, CA 95758
Jennifer@pcateam.com
EIN: 27-2523069

LOCAL AGENCY FORMATION COMMISSION:

Olin Woods, Chair

ATTEST:

Christine M. Crawford, LAFCo Executive Officer
625 Court Street, Suite 203
Woodland CA 95695
(530) 666-8048
christine.crawford@yolocounty.org

APPROVED AS TO FORM:

Eric May, Counsel

December 19, 2014

Attachment B

**Yolo County Fire Protection Districts
Municipal Service Review and Sphere of
Influence Study
and
City of Davis and Associated County
Service Areas Municipal Service Review
and Sphere of Influence Study**

PROPOSALS TO
YOLO LOCAL AGENCY FORMATION COMMISSION



Submitted by
Policy Consulting Associates, LLC



December 19, 2014

Christine M. Crawford AICP, Executive Officer
Yolo LAFCo
625 Court Street, Suite 203
Woodland, CA 95695

RE: Yolo County Fire Protection Districts Combined Municipal Service Review and Sphere of Influence Study and City of Davis and Associated County Service Areas Municipal Service Review and Sphere of Influence Study

Dear Christine and Selection Committee,

Thank you for giving us an opportunity to submit these two proposals for the municipal service reviews (MSRs) and sphere of influence (SOI) studies for the 15 fire protection districts and the City of Davis and associated county service areas (CSAs). Policy Consulting Associates (PCA) proposes to deliver to Yolo LAFCo two well-researched, thoroughly analyzed and constructive assessments of the fire services, as well as the City of Davis and the CSAs. The two accompanying proposals (combined into a single document) contain information relevant to both MSRs included in the overview, and information specific to each of the MSRs discussed in their respective sections.

PCA is committed to delivering a clear and concise product at the lowest possible cost, which will inform LAFCo of the issues that are most pressing for the agencies in the County. Our firm possesses extensive LAFCo experience, a diverse Municipal Service Review portfolio, expertise in conducting in-depth analysis of various governance structure options, including consolidations and dissolutions, and a proven record of project innovation, adaptability, and fiscal oversight. The experience gathered as a result of having produced over 200 municipal service reviews will be critical in completing a pointed examination of the agencies, which will provide the Commission with information vital to make effective policy decisions and provide guidance to the agencies under review.

The Policy Consulting Associates Team includes Oxana Wolfson and Jennifer Stephenson. As a cohesive and tightly organized team we are able to guarantee on-time deliverables, which are essential to the review process. We assert that we are free from conflicts of interest and will approach this MSR independently and neutrally. We invite and encourage a thorough review of our qualifications, and look forward to further discussing our experience, expertise and inventive approaches to a wide array of issues with the LAFCo staff and Selection Committee.

Sincerely,

Jennifer Stephenson, Principal
Policy Consulting Associates, LLC.
310-936-2639

TABLE OF CONTENTS

Summary.....	3
Overview.....	4
Qualifications.....	4
Policy Consulting Associates.....	4
Jennifer Stephenson.....	5
Oxana Wolfson	6
Experience and References.....	7
General Project Approach.....	10
Fire MSR.....	11
Proposed Scope.....	11
Estimated Costs.....	13
Schedule.....	14
City of Davis and CSAs MSR.....	15
Proposed Scope.....	15
Estimated Costs.....	17
Schedule.....	18

SUMMARY

The Policy Consulting Associates Team (PCA Team) proposes to prepare Municipal Service Reviews (MSRs) for 15 fire protection districts for Yolo County LAFCo. Sphere of Influence updates for each of the districts will likely not be prepared as LAFCo expects no changes to the SOIs will be necessary. Additionally, PCA proposes to prepare a combined MSR and SOI study for the City of Davis and its three associated CSAs.

The prepared reviews will build upon the past MSRs prepared for each of the agencies and will be based on the Project Scope as outlined in the Requests for Proposals.

As indicated by our firm's extensive municipal service review (MSR) experience, we excel at functional analysis organized in a format that is easily interpretable. Much of our data collection relies on our ability to easily and efficiently garner essential information from agency documents. In addition, we also have proven practical experience coordinating large review projects with input from numerous agencies, and simultaneously fostering inter-agency communication and arbitrating cooperation on often contentious issues.

As part of our regular MSR work, PCA has conducted multiple reviews for various LAFCos. Each MSR contained in-depth analysis and determinations covering financial ability of the agencies to provide adequate levels of service and capacity and service adequacy based on multiple service adequacy indicators. The MSRs in Amador, Calaveras, Yuba, Santa Clara, Fresno, Solano, Plumas, Mendocino, and Alameda Counties, included comprehensive reviews of governance structure alternatives, including consolidation, functional consolidation, other forms of regional collaboration, dissolutions, elimination of overlapping providers, and annexation of extraterritorial service areas. Many of the MSRs included Sphere of Influence Studies; a majority of the MSRs also contained in-depth financial analysis.

PCA will clearly summarize its findings and offer forward-thinking, value-added, comparative and policy analysis as part of these projects. The estimated overall cost of the Fire MSR project is \$39,813. PCA intends to deliver the public review draft by July 17, 2015, and the Final MSR will be delivered on September 30, 2015. The City of Davis and CSAs MSR is anticipated to cost \$38,425. The public review draft will be delivered by May 29, 2015, and the Final MSR on July 30, 2015. If chosen to conduct both projects, PCA will complete both MSRs for a discounted price of \$76,000.

We submit that we are free of conflicts of interest and will be able to meet LAFCo's requirements outlined in the request for proposal, including but not limited to the insurance requirements and deadlines.

OVERVIEW

QUALIFICATIONS

POLICY CONSULTING ASSOCIATES, LLC

The Policy Consulting Associates Team offers excellent credentials. The team members have advanced degrees in related disciplines, high-level skills in economics, as well as experience working for many California agencies. PCA endeavors to offer depth, breadth, and an efficient approach, which will provide Yolo LAFCo with an on time and useful MSR at minimal cost.

PCA prepares interdisciplinary research studies for LAFCOs, councils of government, counties, cities, states, elected representatives and candidates. Policy Consulting Associates, LLC was founded by Jennifer Stephenson and Oxana Wolfson in 2009. Their prior consulting experience was earned as employees at Burr Consulting. While working there, they acquired expertise in economics, public finance, planning, spatial analysis, performance evaluation, and statistics. In addition, they conducted applied research on the performance, financing, growth, and optimal boundaries of government agencies. Wolfson and Stephenson conducted impartial studies that helped policymakers make well-informed policy decisions on complex, and often high-profile, issues.

Wolfson and Stephenson offer expertise and experience in municipal analysis. They are experienced in providing consulting services to Local Agency Formation Commissions. Stephenson and Wolfson's LAFCo experience covers the spectrum of government structure options: incorporation, annexation, detachment, consolidation, and dissolution. Together, they have contributed to MSRs for Amador, Contra Costa, Butte, Calaveras, Plumas, Yuba, Lassen, Colusa, Lake, Alameda, Fresno, Mendocino, Solano, and Santa Clara LAFCOs, which were completed at varying depths, covering the gamut of services under LAFCo jurisdiction, including fire, water, wastewater, police, road, park and recreation, cemetery, resource conservation, lighting, vector control, transportation, sanitation and solid waste services, to name a few.

PCA has an extensive understanding of fire-related services, having reviewed multiple fire service providers, including volunteer districts, around the State. The firm recently wrapped up an in-depth review of fire protection districts in Solano County and all fire service providers in Calaveras County, which are now the precursors to several potential consolidations. PCA has also completed a review of fire providers in Plumas County, which is being used as a tool to update first responder dispatch areas and to prompt annexations of unserved areas throughout the County, as well as multiple consolidations. Additionally, PCA is in the process of completing a fire service review in Western Placer County. Stephenson and Wolfson have also contributed to reviews that covered fire service providers, among other services, in Yuba, Amador, Colusa, Mendocino, and Alameda Counties, as well as the City of Gridley. Several of these reviews have been contentious in nature, and have required innovative ideas and extensive liaising between the stakeholders.

Additionally, our firm has been involved in the in-depth review of cities in the counties of Fresno, Plumas, and Amador; CSAs and their relationships to other agencies were reviewed in detail in Alameda and Santa Clara MSRs. Wolfson and Stephenson have conducted benchmarking and performance evaluation studies comparing hundreds of cities throughout Southern California for the Southern California Association of Governments.

JENNIFER STEPHENSON, MPP

Jennifer Stephenson will provide overall project management and the day-to-day internal coordination of the consultant team members. She will provide fiscal and policy analysis of the agencies, meet with agency representatives, review internal drafts, and oversee data accumulation. As Project Manager, Ms. Stephenson will coordinate closely with Yolo LAFCo Staff and insure that the project adheres to established timelines.

Ms. Stephenson is a co-founder and principal of PCA, where she is responsible for regional and municipal research analysis. She has technical expertise in benchmarking, performance evaluation, municipal budgeting, survey design, statistics, and economic modeling. As research associate at Burr Consulting she conducted performance evaluation studies of various service providers in Amador, Butte, and Yuba counties. As part of PCA, Jennifer has been involved in review studies for Santa Clara, Alameda, Plumas, Lake, Colusa, Lassen, Calaveras and Fresno counties. She has co-authored incorporation studies, annexation studies, and infrastructure needs assessments. She earned her Master's degree in Public Policy from Pepperdine University, where she was a Forstmann Scholar. Related experience includes:

- ❖ Co-author of Solano Fire MSR, Placer Fire MSR, and Solano RCD MSR.
- ❖ Served as project manager for Fresno, Santa Clara, Mendocino, and Alameda County special districts MSRs, which include water, healthcare, fire, and wastewater services, to name a few.
- ❖ Co-author on water and wastewater services for Calaveras County Water and Wastewater MSR, Plumas County MSRs, and water and wastewater reviews in Lassen County.
- ❖ Instructor and moderator at CALAFCO University and staff workshops.
- ❖ Performed in-depth review of water providers in Santa Clara County, conducted comparative and policy analysis and presented findings to the Commission.
- ❖ Served as project manager for the Amador countywide MSR, was lead author for review of fire and EMS services and water services there, and presented findings to the Commission.
- ❖ As a performance evaluator, she reviewed fire and EMS and water providers in high-growth Yuba County for the Yuba LAFCo countywide MSR, and drafted policy recommendations for the fire and water districts.
- ❖ She reviewed fire and EMS and wastewater services for the City of Gridley MSR and SOI update, among other municipal services.
- ❖ For a regional infrastructure needs assessment for the Southern California Association of Governments, Stephenson analyzed transportation, air quality, water quality, open space, and parks in the 187-city SCAG region.
- ❖ Assisted with fiscal analysis and budget projections for economic and fiscal studies for the City of Beverly Hills.
- ❖ Stephenson assisted with fiscal analysis and analysis of service levels for governance studies conducted by Burr Consulting of annexation and cityhood in north Los Angeles County and in east Los Angeles.

OXANA WOLFSON, MPP

Oxana Wolfson will be responsible for survey design, data collection and analysis, and preparation and revision of the agency profiles. She will also be available for review, public hearings and public outreach services in the event that the project manager is unavailable.

Ms. Wolfson is a co-founder and principal of PCA, where she specializes in service benchmarking studies, economic and growth analysis, and data collection coordination. She has technical expertise in data discovery, regulatory agency research, and review of agency documents, including general plans, financial reports, bond statements and master plans. As a research analyst at Burr Consulting, Wolfson reviewed fire protection, solid waste, park and cemetery and other service levels for MSR. Within PCA, she has been working on review studies for Santa Clara, Alameda, Amador, Mendocino, Plumas, Lake, Colusa, Lassen, Calaveras and Fresno counties. Oxana earned her Master's degree in Public Policy from Pepperdine University where she was a Forstmann Scholar. She received her B.A. summa cum laude from University of Nebraska. Related experience includes:

- ❖ Serving as a project manager for Placer Fire MSR and Solano RCD MSR.
- ❖ Served as a project manager for Solano Fire MSR, Calaveras County Fire MSR, Lassen MSR review of water and wastewater services, and Plumas County MSR.
- ❖ Co-author for the Alameda and Mendocino County special districts MSR, which include water, fire, healthcare, and wastewater services to name a few.
- ❖ Serving as co-author for Fresno County MSR.
- ❖ Co-authored the Countywide Water Service Review in Santa Clara County; conducted data analysis and presented findings.
- ❖ Instructor and moderator at CALAFCO University and staff workshops.
- ❖ Co-authored the Yuba countywide MSR on park and cemetery services, coordinated data collection for all services, including fire and EMS, and conducted data analysis.
- ❖ Contributed to the Contra Costa Fire MSR, by providing geographic analysis of boundaries and service areas.
- ❖ Co-authored a service evaluation and infrastructure needs assessment project on emergency services covering the entirety of Southern California for the Southern California Association of Governments.
- ❖ Coordinated databases for the regional infrastructure needs assessment project covering 187 cities and a multitude of special districts.
- ❖ Conducted analysis of the financial impact of defined benefit pension plans on municipalities.
- ❖ Served as an executive director to a Los Angeles-based nonprofit organization.
- ❖ Assisted with the HIV/AIDS Finance and Cost Effectiveness Study at the Results for Development Institute in Washington, DC.
- ❖ Consulted for the Civil Society team at the World Bank on policy sessions at the 2008 Annual Meetings.
- ❖ Participated in campaign strategizing and voter response evaluation in California election campaigns.

EXPERIENCE AND REFERENCES

PCA has an abundance of experience relevant to the review of fire services, cities, CSAs, governance structure options, financial condition, and complex policy issues. The examples include the following:

SOLANO LAFCO

PCA recently completed the fire district MSR in Solano County. The review included a detailed comparative analysis chapter comprised of agency benchmarking on various service adequacy indicators, as well as capacity of each agency to provide adequate services. Additionally, the MSR discussed in detail government structure options, including consolidation and functional consolidation.

Contact: Elliot Mulberg, Executive Officer
 Address: 3700 Hilborn, Ste. 600, Fairfield, CA 94534
 Phone: 707-439-3897

SANTA CLARA LAFCo

PCA performed the Phase II second-tier update for the districts providing wastewater and open space services in Santa Clara County. The review was performed at an in-depth level with an analysis of changes since the last MSR including the status of recommended improvements, major policy issues, and governance and planning options for the future. The project was completed in Spring 2013.

Contact: Neelima Palacherla, Executive Officer
 Address: 70 West Hedding Street, 11th Floor, San Jose, CA 95110
 Phone: 408-299-6415

AMADOR LAFCO

PCA conducted second round MSR updates for all the districts and cities in Amador County, which among other services provide fire and emergency medical services. The MSR update was completed in Summer 2014.

Contact: Roseanne Chamberlain, Executive Officer
 Address: 810 Court Street, Jackson, CA 95642
 Phone: 209-418-9377

FRESNO LAFCO

PCA has been contracted to complete the review of the two districts and the City of Fresno. The reviews for the districts that provide mosquito abatement and recreation services have been completed and adopted. The in-depth review of City of Fresno, will be completed by January 2015 and will include an extensive fiscal analysis and coordination with the general plan update.

Contact: David Fey, Executive Officer
 Address: 2607 Fresno Street, Suite B, Fresno, CA 93721
 Phone: 559-600-0604

EXPERIENCE AND REFERENCES (CONT.)

ALAMEDA LAFCo

PCA is in the process of working on multiple special district service reviews as part of a larger Alameda countywide municipal service review project. The services covered by PCA include fire, water, wastewater, police, EMS, park and recreation, street maintenance, street lighting, mosquito and vector control, cemetery, library and other services offered by 34 districts. The MSR is anticipated to be completed in Fall 2014.

Contact: Mona Palacios, Executive Officer
 Address: 1221 Oak Street, Room 555, Oakland, CA 94612
 Phone: 510-271-5142

MENDOCINO LAFCo

PCA reviewed healthcare, harbor, fire, park and recreation, lighting, airport, and resource conservation services for Mendocino LAFCo. The project was completed in phases throughout 2012, 2013 and 2014.

Contact: Bruce Baracco, Executive Officer
 Address: 200 S. School Street, Ukiah, CA
 Phone: 209-304-0028

LASSEN LAFCo

PCA was hired to complete an in-depth review of services offered in the Herlong area of Lassen County, including water, wastewater, fire, and library services. The MSR and SOI plan was adopted in Summer 2014.

Contact: John Benoit, Executive Officer
 Address: 891 Mountain Ranch Road, San Andreas, CA 95249
 Phone: 707-592-7528

LASSEN LAFCo

PCA completed a thorough municipal service review and SOI plan for the Susanville Sanitary District. The MSR was adopted in Fall 2012.

Contact: John Benoit, Executive Officer
 Address: P.O. Box 2694, Granite Bay, CA 95746
 Phone: 707-592-7528

CALAVERAS LAFCo

PCA recently completed the countywide fire specific MSR in Calaveras County. This MSR is the precursor to several potential consolidations. The review includes a detailed comparative analysis chapter comprised of agency benchmarking on various service adequacy indicators. Controversies that arose as a result of this review required PCA to work cooperatively with divergent interests and be flexible and creative in resolving policy and accountability issues.

Contact: John Benoit, Executive Officer
 Address: 891 Mountain Ranch Road, San Andreas, CA 95249
 Phone: 707-592-7528

EXPERIENCE AND REFERENCES (CONT.)

PLUMAS LAFCo

PCA prepared four municipal service reviews that covered water, wastewater, fire, park and recreation, and cemetery services offered by 48 districts and a city in the eastern and northern regions of Plumas County. These MSR were completed in October 2011, October 2012, December 2013, and December 2014. The firm is in the process of the fifth review that includes. This review is anticipated to be completed in October 2015.

Contact: John Benoit, Executive Officer
Address: P.O. Box 2694, Granite Bay, CA 95746
Phone: 707-592-7528

SANTA CLARA LAFCo

A countywide water MSR was completed in 2011 for LAFCo of Santa Clara County in conjunction with Baracco and Associates. Policy Consulting Associates acted as the day-to-day project manager and the authors of the special district reviews and SOI recommendations. As part of this review, LAFCo was able to identify certain districts that were failing to comply with State legal requirements and those districts in need of assistance to address aging infrastructure with significant capital needs.

Contact: Neelima Palacherla, Executive Officer
Address: 70 West Hedding Street, 11th Floor, San Jose, CA 95110
Phone: 408-299-6415

CALAVERAS LAFCo

PCA contributed to a countywide water and wastewater specific MSR, which was recently completed in Calaveras County. The water and wastewater agencies have faced challenges with regionalized planning and cooperative working relationships. The MSR process has opened channels of communication between many of the agencies and promoted enhanced accountability and transparency in struggling districts.

Contact: John Benoit, Executive Officer
Address: 891 Mountain Ranch Road, San Andreas, CA 95249
Phone: 707-592-7528

BURR CONSULTING

While employees at Burr Consulting, between August 2006 and May 2010, Ms. Stephenson and Ms. Wolfson, contributed to MSRs for Amador, Contra Costa, Butte, Calaveras, and Yuba LAFCOs.

Contact: Beverly Burr, President
Address: 30941 Agoura Rd. Suite 110, Westlake Village, CA 91361
Phone: 310-889-7022

GENERAL PROJECT APPROACH

PCA's primary objective on these projects is to prepare impartial MSR reports that do not only meet the requirements of the Cortese-Knox-Hertzberg Act, but also address the unique needs of the Commission and is beneficial to agencies as a planning tool.

DATA DISCOVERY APPROACH

As your project consultant, we aim to be respectful of the agencies under review and other stakeholders and to be efficient given the use of public funds for the project. We will provide accurate, consistent, comprehensive, and meaningful reports the agencies in question.

Our recommended data collection process involves first reviewing the MSRs previously done for the agencies, archival material, and maps, as well as online information about the agencies and other regional providers. Our next step is to field agency-wide questionnaires with tailored requests for documents (e.g. budget, financial statements, rate schedule, capital improvement plan) not available online and with questions about contract service provision, growth projections, major service-related issues, capacity and service adequacy criteria, financial ability indicators, recommendations regarding the governance structure options or other potential LAFCo actions, and additional questions aimed at addressing the required seven evaluation categories.

After reviewing the agencies' responses and available documents, PCA will interview the agencies to gather additional missing information not found in reviewed materials, fill in missing data/information gaps from the previous efforts, and follow up on current issues and regulatory changes. There are a number of indicators that we have found that are not typically available in public documents or in central data sources. Our recommended approach is to prepare service-specific and issue-specific lists of the indicators that are not available through central data sources, to review available agency documents in search of these indicators, and then to interview the agency to request the missing items.

We have found, for several reasons, this collaborative approach to be more efficient than submitting multiple formal written questionnaires to the agencies. First, many agencies will have already provided much of the needed information in their documents. Second, some agencies, owing to staff availability constraints, have difficulty providing information in a timely manner, particularly where long questionnaires are used. Upon completion of data gathering, an administrative draft will be created and sent to LAFCo staff, the agencies and other stakeholders for review to ensure accuracy of the information prior to releasing the report for public review. This is important in order to avoid propagating erroneous information throughout the document and to circumvent comments before the public review process.

FIRE MSR

PROPOSED SCOPE

TASKs 1, 2 and 3: DATA COLLECTION AND REVIEW

As previously noted, PCA will review related documents and send out a questionnaire to request additional documents and any information typically not available in these documents and central data sources. After reviewing the agency's response and documents, we will conduct outreach to fire protection districts and relevant stakeholders to gather additional information and ensure that everyone's opinions are heard; specific emphasis will be placed on understanding needs, opportunities and concerns regarding shared service or consolidation of districts. Upon completion of data gathering, a profile and a municipal service review will be created for each of the districts and sent to the respective districts for review to ensure accuracy of the information prior to drafting the report findings. Seeking early buy-off from the participating agencies will also help reduce the number of potentially contentious comments and avoid surprises before the public review process commences.

Per the Yolo LAFCo MSR/SOI checklist template, an agency's profile will contain a description of the agency, map of the agency's existing service boundary and sphere of influence, location of the agency, history of the agency, description of organizational structure and staffing, and description of services provided by the agency. Additionally, each agency's chapter will contain discussion on each of the seven determinations with a primary focus on capacity and adequacy, financial ability to provide services, potential for enhanced shared services, and governance restructure options. The discussion will include appropriate recommendations for improvements in each of the categories.

In preparing the agency description, we propose to incorporate a variety of meaningful indicators of capacity and services adequacy, including staffing levels, response times, number of service calls, and facility conditions to name a few.

A Sphere of Influence Update Report will likely not be necessary for the fire protection districts per LAFCo's comment in the Request for Proposal.

TASK 4: ADMINISTRATIVE DRAFT SERVICE REVIEW REPORT

Following assembly of the agency chapters, PCA will have identified the key issues requiring focused attention during this MSR effort. This will enable the dedication of prioritized analytical time and detailed investigation on those issues of paramount concern. Drawing upon our experience reviewing fire services, we would analyze adequacy and capacity based on rich statistical resources and sensitivity to the unique conditions under which each service provider operates. Additionally, we propose a chapter on governance structure options that will discuss various restructuring alternatives and address the political and administrative feasibility, the impact on budgets and resources, and impacts on adequacy and capacity of service delivery for each affected district. Each of the agency chapters and the governance structure options chapter will reflect Yolo LAFCo policies where applicable.

Deliverable: Electronic PDF and Word version documents, as well as a copy of all reference materials.

TASK 5: DRAFT SERVICE REVIEW REPORT

Based on comments received from LAFCo on the administrative MSR draft, PCA will make applicable changes to the document to ensure accuracy and LAFCo satisfaction. Upon completion of the necessary modifications, the Public Review Draft MSR will be prepared and released for the required public review period, during which time PCA will create and update a detailed log of comments received.

Deliverable: PDF and Word versions of the report.

TASKS 6 and 8: FINAL SERVICE REVIEW REPORT

During the public review period PCA will create and update a detailed log of comments received. After the conclusion of the public review and comment period, our team will address each comment received and make appropriate edits to the document or provide a response to the comment (as part of the comment log) satisfactory to the LAFCo staff and Commission. Changes to the document will be tracked and shown in the final draft versions of the MSR. After the adoption of the report, PCA will prepare the Final MSR. Attendance at one LAFCo meeting is budgeted for this task.

Deliverable: Electronic PDF and Word versions of final draft MSR. Electronic PDF and Word versions of the Final MSR.

ESTIMATED COSTS

PCA estimates the cost of preparing the Municipal Service Review will not exceed \$39,813. This proposal includes one public hearing. Refer to the table for a breakdown of the costs by task.

Task	Total Cost
Tasks 1, 2 & 3: Data Collection and Review	
Subtask 1a: Data Collection	\$5,550
Subtask 1b: Review and Interpretation	\$20,813
Subtask 1d: Release of profiles to agencies for review	\$2,775
Task 1 Subtotal	\$29,138
Task 4: Administrative Draft Service Review Report	
Subtask 4a: Data Analysis and Preliminary Findings	\$4,625
Subtask 4b: Prepare administrative draft	\$463
Task 4 Subtotal	\$5,088
Task 5: Draft Service Review Report	
Subtask 5a: Address comments on admin draft	\$1,388
Subtask 5b: Release of Public Review Draft	\$925
Task 5 Subtotal	\$2,313
Tasks 6 & 8: Final Service Review Report	
Subtask 6a: Address comments and revise the report	\$1,388
Subtask 6b: Present the final review to LAFCo for adoption	\$1,425
Subtask 8c: Prepare final review (clean, print, PDF, etc.)	\$463
Task 6 Subtotal	\$3,275
Total Not To Exceed	\$39,813

Policy Consulting Associates will submit monthly invoices for payment to LAFCo. The current billing rates for key personnel are:

Principal: \$95

Jennifer Stephenson will serve as project manager. She will meet with agency representatives, review internal drafts, and provide outreach and public presentation services for the project. Ms. Stephenson will be available full-time until the completion of the project.

Principal: \$90

Oxana Wolfson will be responsible for survey design, data collection and analysis, and preparation of the MSR. Oxana will also be available for public hearings and public outreach services. Ms. Wolfson will be available will be available full-time until the completion of the project.

SCHEDULE

Policy Consulting Associates team will start work in January 2015. We anticipate releasing the public review draft MSR no later than July 17, 2015, leaving enough time for LAFCo to complete its work and adopt the Service Review on September 24, 2015. Please refer to the table below for projected milestone completion dates.

Milestone	Date
Tasks 1, 2 & 3: Data Collection and Review	
Subtask 1a: Data Collection	2/27/2015
Subtask 1b: Review and Interpretation	5/1/2015
Subtask 1d: Release of profiles to agencies for review	5/1/2015
Task 4: Administrative Draft Service Review Report	
Subtask 4a: Data Analysis and Preliminary Findings	6/19/2015
Subtask 4b: Prepare administrative draft	6/19/2015
Task 5: Draft Service Review Report	
Subtask 5a: Address comments on admin draft	7/17/2015
Subtask 5b: Release of Public Review Draft	7/17/2015
Tasks 6 & 8: Final Service Review Report	
Subtask 6a: Address comments and revise the report	9/10/2015
Subtask 6b: Present the final review to LAFCo for adoption	9/24/2015
Subtask 8c: Prepare final review (clean, print, PDF, etc.)	9/30/2015

CITY OF DAVIS AND CSAs MSR

PROPOSED SCOPE

TASKs 1, 2 and 3: DATA COLLECTION AND REVIEW

Similar to the process described in the Fire MSR proposal, PCA will review related documents and send out a questionnaire to request additional documents and any information typically not available in these documents and central data sources. After reviewing the agency's response and documents, we will conduct outreach to the agencies under review and relevant stakeholders to gather additional information and ensure that everyone's opinions are heard; specific emphasis will be placed on water quality issues, recent legislation changes and the financial situation of the CSAs. Upon completion of data gathering, a profile and a municipal service review will be created for each of the districts and the City and sent to the respective agencies for review to ensure accuracy of the information prior to drafting the report findings. Seeking early buy-off from the participating agencies will also help reduce the number of potentially contentious comments and avoid surprises before the public review process commences.

Per the Yolo LAFCo MSR/SOI checklist template, an agency's profile will contain a description of the agency, map of the agency's existing service boundary and sphere of influence, location of the agency, history of the agency, description of organizational structure and staffing, and description of services provided by the agency. Additionally, each agency's chapter will contain the discussion of each of the seven determinations with main focus on capacity and adequacy, financial ability to provide services and the relationship between the City of Davis and the CSAs.

Additionally, PCA will prepare a Sphere of Influence study for the City of Davis, which will likely focus on one site. An SOI study for the CSAs is not expected to be needed.

TASK 4: ADMINISTRATIVE DRAFT SERVICE REVIEW REPORT

Following assembly of the agency chapters, PCA will have identified the key issues requiring focused attention during this MSR effort. This will enable the dedication of prioritized analytical time and detailed investigation on those issues of paramount concern. We would analyze adequacy and capacity based on rich statistical resources and sensitivity to the unique conditions under which each service provider operates. Each of the agency chapters and the SOI study will reflect LAFCo policies where applicable.

Deliverable: Electronic PDF and Word version documents, as well as a copy of all reference materials.

TASK 5: DRAFT SERVICE REVIEW REPORT

Based on comments received from LAFCo on the administrative MSR draft, PCA will make applicable changes to the documents to ensure accuracy and LAFCo satisfaction. Upon completion of the necessary modifications, the Public Review Draft MSR will be prepared and released for the required public review period, during which time PCA will create and update a detailed log of comments received.

Deliverable: PDF and Word versions of the report.

TASKS 6 and 8: FINAL SERVICE REVIEW REPORT

During the public review period PCA will create and update a detailed log of comments received. After the conclusion of the public review and comment period, our team will address each comment received and make appropriate edits to the document or provide a response to the comment (as part of the comment log) satisfactory to the LAFCo staff and Commission. Changes to the document will be tracked and shown in the final draft versions of the MSR. After the adoption of the report, PCA will prepare the Final MSR. Attendance at one LAFCo meeting is budgeted for this task.

Deliverable: Electronic PDF and Word versions of final draft MSR. Electronic PDF and Word versions of the Final MSR.

ESTIMATED COSTS

PCA estimates the cost of preparing the Municipal Service Review will not exceed \$38,425. This proposal includes one public hearing. Refer to the table for a breakdown of the costs by task.

Task	Total Cost
Tasks 1, 2 & 3: Data Collection and Review	
Subtask 1a: Data Collection	\$5,550
Subtask 1b: Review and Interpretation	\$16,650
Subtask 1d: Release of profiles to agencies for review	\$1,850
Task 1 Subtotal	\$24,050
Task 4: Administrative Draft Service Review Report	
Subtask 4a: Data Analysis and Preliminary Findings	\$8,325
Subtask 4b: Prepare administrative draft	\$463
Task 4 Subtotal	\$8,788
Task 5: Draft Service Review Report	
Subtask 5a: Address comments on admin draft	\$1,388
Subtask 5b: Release of Public Review Draft	\$925
Task 5 Subtotal	\$2,313
Tasks 6 & 8: Final Service Review Report	
Subtask 6a: Address comments and revise the report	\$1,388
Subtask 6b: Present the final review to LAFCo for adoption	\$1,425
Subtask 8c: Prepare final review (clean, print, PDF, etc.)	\$463
Task 6 Subtotal	\$3,275
Total Not To Exceed	\$38,425

Policy Consulting Associates will submit monthly invoices for payment to LAFCo. The current billing rates for key personnel are:

Principal: \$95

Jennifer Stephenson will serve as project manager. She will meet with agency representatives, review internal drafts, and provide outreach and public presentation services for the project. Ms. Stephenson will be available full-time until the completion of the project.

Principal: \$90

Oxana Wolfson will be responsible for survey design, data collection and analysis, and preparation of the MSR. Oxana will also be available for public hearings and public outreach services. Ms. Wolfson will be available will be available full-time until the completion of the project.

SCHEDULE

Policy Consulting Associates team will start work in January 2015. We anticipate releasing the public review draft MSR no later than May 29, 2015, leaving enough time for LAFCo to complete its work and adopt the Service Review on July 23, 2015. Please refer to the table below for projected milestone completion dates.

Milestone	Date
Tasks 1, 2 & 3: Data Collection and Review	
Subtask 1a: Data Collection	2/27/2015
Subtask 1b: Review and Interpretation	4/10/2015
Subtask 1d: Release of profiles to agencies for review	4/10/2015
Task 4: Administrative Draft Service Review Report	
Subtask 4a: Data Analysis and Preliminary Findings	5/8/2015
Subtask 4b: Prepare administrative draft	5/8/2015
Task 5: Draft Service Review Report	
Subtask 5a: Address comments on admin draft	5/29/2015
Subtask 5b: Release of Public Review Draft	5/29/2015
Tasks 6 & 8: Final Service Review Report	
Subtask 6a: Address comments and revise the report	7/9/2015
Subtask 6b: Present the final review to LAFCo for adoption	7/23/2015
Subtask 8c: Prepare final review (clean, print, PDF, etc.)	7/30/2015

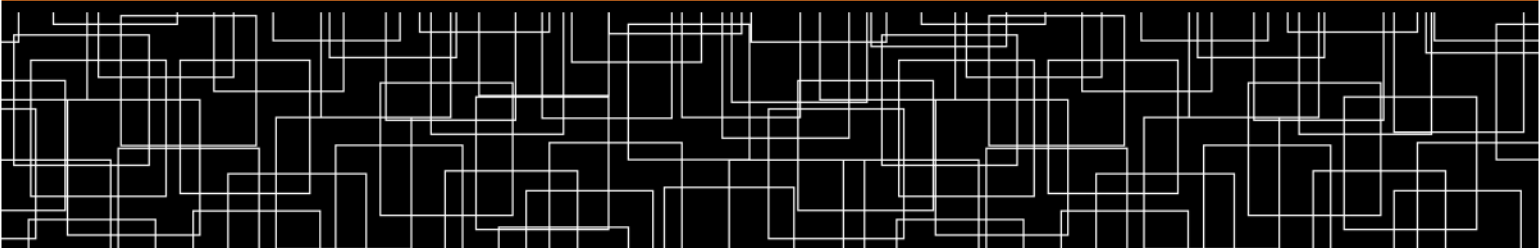


Policy Consulting Associates, LLC

1775 E Palm Canyon Drive #110-117

Palm Springs, CA 92264

424-250-9384



Yolo Local Agency Formation Commission
Request for Proposals

Attachment C



To prepare the:

Yolo County Combined Municipal Service Review
(MSR) and Sphere of Influence (SOI) Study
for the City of Davis and Associated County Service Areas (CSAs)

Including:

City of Davis
El Macero CSA
Willowbank CSA
North Davis Meadows CSA

Response due by Friday, December 19, 2014 at 4:00 pm
Issued November 5, 2014

YOLO LOCAL AGENCY FORMATION COMMISSION

REQUEST FOR PROPOSAL

The Yolo County Local Agency Formation Commission (LAFCo) is seeking qualified candidates to prepare a combined Municipal Service Review (MSR) and Sphere of Influence (SOI) study for the City of Davis and its associated county service areas (including El Macero CSA, Willowbank CSA, and North Davis Meadows CSA) (See Exhibit A for agency boundaries).

Municipal Service Review (MSR) Guidelines

The Cortese-Knox-Hertzberg Act (California Government Code Section 56430) requires that LAFCo complete a municipal service review (MSR) to develop baseline information for updating spheres of influence (SOI). The MSR must be done before or in conjunction with the SOI. The statute sets forth the form and content of the municipal service review, which must inform the Commission on the following seven issues:

1. Growth and population projections for the area.
2. The location and characteristics of any disadvantaged unincorporated communities within or contiguous to the sphere of influence.
3. Capacity of public facilities, adequacy of public service and infrastructure needs or deficiencies.
4. Financial ability of agencies to provide services.
5. Status of, and opportunities for, shared services.
6. Accountability for community service needs, including governmental structure and operation efficiencies.
7. Any other matter related to effective of efficient service delivery.

Yolo County LAFCo has methodology guidelines for preparation of municipal service review and sphere of influence studies on its website (www.yololafco.org) under “LAFCo policies”. The Governor’s Office of Planning and Research has additional information for preparing service reviews as well as any other sections by reference in Government Code sections relating to the MSR studies.

Sphere of Influence (SOI) Guidelines

In determining the sphere of influence of each local agency, the SOI study should consider and prepare a written statement of determinations with respect to each of the following:

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

influence (Yolo LAFCo has adopted a list of unincorporated communities in accordance with SB 244 that is available online).

Yolo LAFCo MSR/SOI Checklist Template

Yolo County LAFCo has developed a MSR/SOI checklist template to streamline the MSR process and ensure consistency across reports. Consultants will be expected to use the template when completing the report. Examples of the completed template can be viewed on the Yolo LAFCo website (www.yololafco.org) under “LAFCo Studies”. Please review the completed MSRs for Cacheville CSD, Wild Wings CSA and/or Dunnigan CSA.

Scope of the Project

Yolo LAFCo has developed a project scope to guide the candidates in developing proposals. (See Exhibit A for the Combined City of Davis and Associated CSAs MSR/SOI Project Scope). Yolo LAFCo does not expect (nor want) equal treatment of all seven areas of determination. The attached scope highlights the focus issues we expect the consultant to focus on. We are not interested in restating information from past MSRs. The successful candidate will develop a proposal that is aligned with the Project Scope.

Expectations of the Consultant

In addition to developing a proposal that aligns with the Project Scope, the successful firm or individual(s) will accomplish the following:

1. Consultants should develop a report that is aligned with the expectations expressed in the Project Scope.
2. The report should use any and all available information relevant to both the MSR and SOI including interviews, surveys, previous research, reports, engineering reports, adopted district budgets, audit reports, state department reports, local health department reports, county general plans, previous MSR/SOI studies, authorities under the law, etc. Sufficient data and information should be collected to construct a clear, concise and comprehensive report.
3. The report should reflect local LAFCo policies where applicable, which include agricultural conservation, affordable housing policies, water policies, sphere of influence methodology, standards of evaluation, and proposal policies and procedures. Specific information can be found on the Yolo LAFCo website (www.yololafco.org).
4. Development of the report should be conducted in a fair, accurate and objective manner. The intent is to provide valuable and practical conclusions for improvements to service provision where possible.
5. Development of the report should provide effective and meaningful opportunities for public participation in the review process.

MSR/SOI Process and Deliverables

Preparation of the report will include the following steps:

1. Data collection: including but not limited to soliciting districts for information, interviews, research of existing information and documents available.

2. Conduct outreach to agencies and relevant stakeholders to ensure that all parties have an opportunity to voice their opinions during the MSR process.
3. Review, interpretation and analysis: review and analysis of all the information collected, including engineering reports and financial data.
4. Produce Administrative Draft MSR/SOI including maps for the city and each district, appropriate findings, determinations and recommendations for LAFCo staff review (electronic PDF and Word version). A copy of all reference materials should also be provided.
5. Incorporate comments, edits and corrections and submit Draft MSR/SOI to Yolo LAFCo for distribution to the Commission and affected and interested agencies for comment (electronic PDF and Word versions).
6. Preparation of final draft addressing comments from LAFCo Commission, LAFCo staff, affected and interested agencies and the public, including findings, determinations and recommendations (electronic PDF and Word versions). Attendance at the Commission meeting(s) approving the final MSR/SOI is required.
7. Yolo LAFCo will be responsible for determining the appropriate level of environmental review and preparing all CEQA documentation for the MSR/SOI. CEQA analysis should not be included in the proposal.
8. Following Commission approval of the MSR/SOI, please provide LAFCo with a final electronic version (both PDF and Word versions) for distribution.

Contents of Proposal

The proposal shall be specifically responsive to this request and shall include, but not necessarily be limited to, the following:

1. General statement by the firm or individual about the proposal including an understanding and general approach to accomplishing the work as outlined. The statement should demonstrate the experience and qualifications to perform the required duties.
2. Specifically substantiated statement of the firm or individual's qualifications to perform the work, ability to stay within budget, and meet deadlines.
3. Identification and designation of the individual(s) who would perform the work, including resumes documenting their experience and competence to perform that work. Note that any subsequent changes in staff performing the work will require prior approval by LAFCo.
4. General time line and scope of work required to complete the documents in the most efficient and timely manner. The timeline should identify numerous check-in meetings with LAFCo staff as appropriate.
5. General proposal costs and identification of basic work tasks including a list of the firm's hours/rate structure for completing the scope of work. The costs should specify deliverables and number of meetings/presentations included in the fee.

6. List of references.
7. Sample of comparable study or report prepared by your firm.

Proposal deadline is Friday, December 19, 2014 at 4:00 pm.

Evaluation Process

Yolo LAFCo staff will review each proposal and evaluate the ability of each individual or firm to meet the expectations defined herein. References will be contacted. The proposals will be ranked and the top firms will be invited to an interview with LAFCo staff, LAFCo Commission representative(s) and potentially representatives from the subject agencies. A consultant will then be selected and the contract approval process will begin. LAFCo may modify this evaluation process as appropriate.

Consultant Selection

The following attributes will be considered in determining the award of the contract:

1. Understanding of the project and commitment to meet the expectations outlined in this Request for Proposal and the attached Scope of Work
2. Ability to work well with LAFCo and subject agency staff
3. Expertise with writing MSR/SOIs
4. Ability to produce a clear, well-researched and definitive product
5. Provide clear and reasonable outline of cost estimates and past performance with staying within budget

Additional Information

Insurance:

The form of contract includes standard form insurance requirements and standard form insurance certificates, which are utilized by the Yolo County Public Agency Risk Management Insurance Authority (YCPARMIA), a self-insurance joint powers agency, of which Yolo LAFCo is a member. A copy of YCPARMIA's "Insurance Requirements Guidelines" is attached (Exhibit B), as is a draft contract (Exhibit C).

Contract Provisions:

Yolo LAFCo reserves the right to reject any and all proposals, waive any irregularity in the proposals and/or to conduct negotiations with any firms, whether or not they have submitted a proposal. The Commission's initial draft of the contract form to be used for agreements is attached to this RFP. Although the attached draft is subject to revision before execution by the parties, by submission of a proposal or statement of qualification the potential contractor indicates that except as specifically and expressly noted in its submission, it has no objection to the attached draft contract or any of its provisions, and if selected will enter into a final agreement based substantially upon the attached draft contract.

Consultants:

During the preparation phases, Yolo LAFCo reserves the right to hire consultants as necessary, in its discretion, to represent Yolo LAFCo in this project.

Submittal

Any questions regarding this proposal shall be submitted in writing to lafco@yolocounty.org.

Proposals shall be submitted electronically at lafco@yolocounty.org, or on paper at:

Yolo Local Agency Formation Commission
625 Court Street, Suite 203
Woodland CA 95695

Proposal deadline:

Friday, December 19, 2014, 4:00 pm

Respectfully requested,
Christine M. Crawford AICP, Executive Officer

Exhibits

- A. Combined City of Davis and Associated CSAs MSR/SOI Project Scope
- B. Insurance Requirement Guidelines
- C. Sample Contract

Municipal Service Review (MSR) and Sphere of Influence (SOI) Scoping Tool City of Davis, El Macero CSA, Willowbank CSA and North Davis Meadows CSA

This MSR will review the City of Davis and its three associated county service areas (CSAs), including El Macero CSA, Willowbank CSA and North Davis Meadows CSA.

The three CSAs are included in this MSR because they are adjacent to the City of Davis, and connect with the City's water and/or wastewater system.

- **El Macero CSA** is responsible for providing water, wastewater and fire protection services to El Macero residents. The CSA contracts for both water and wastewater services with the City.
- **Willowbank CSA** provides water services to Willowbank residents. The CSA contracts for water service with the City, but residents use septic tanks rather than connecting to the City's wastewater system.
- **North Davis Meadows CSA** provides water, wastewater, recreation and parks, street lighting, median and landscape maintenance, and storm drainage control services to North Davis Meadows residents. The CSA connects to the City's wastewater system. The community uses well water for its water needs, but contracts with the City for maintenance of the water system.

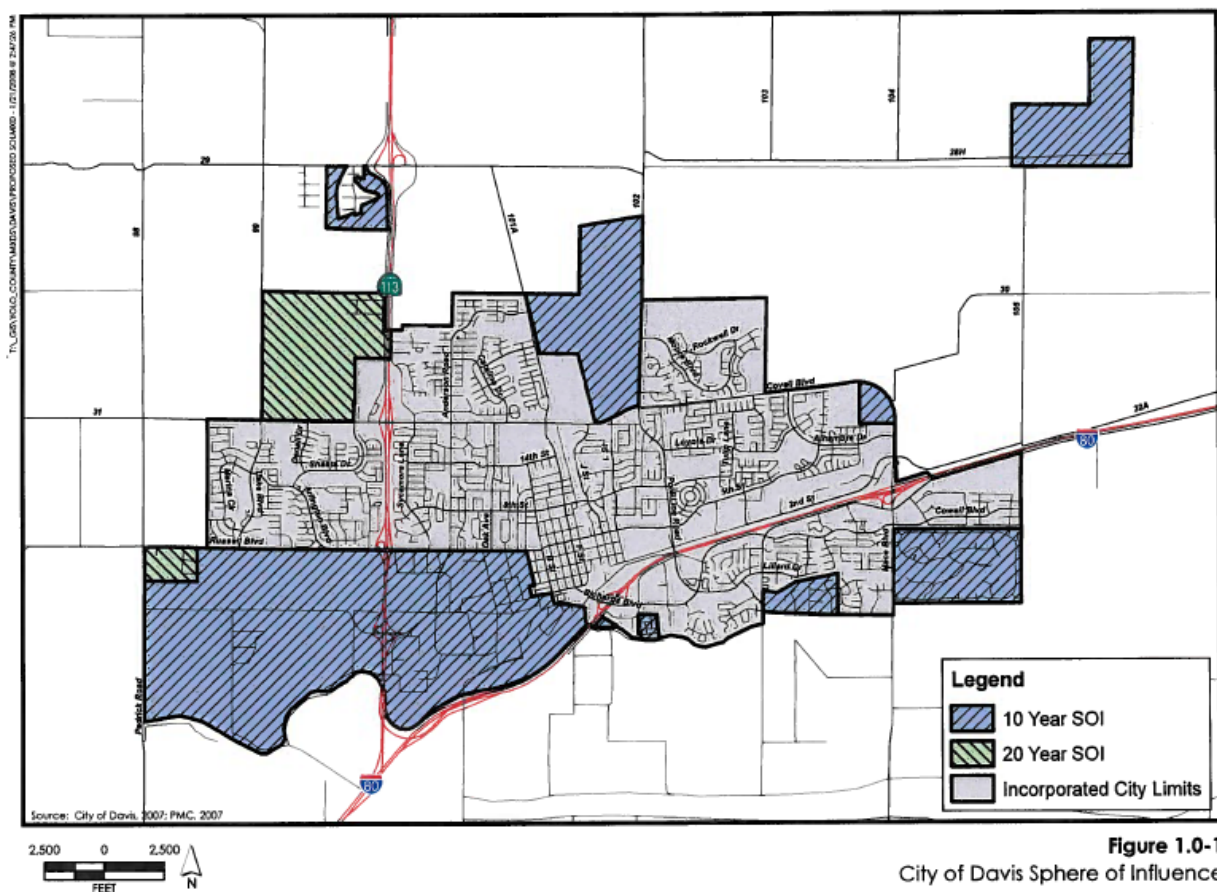
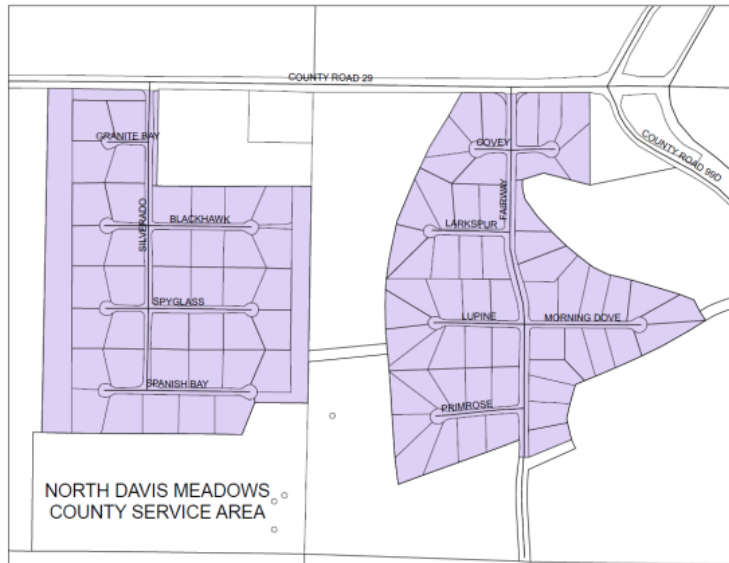
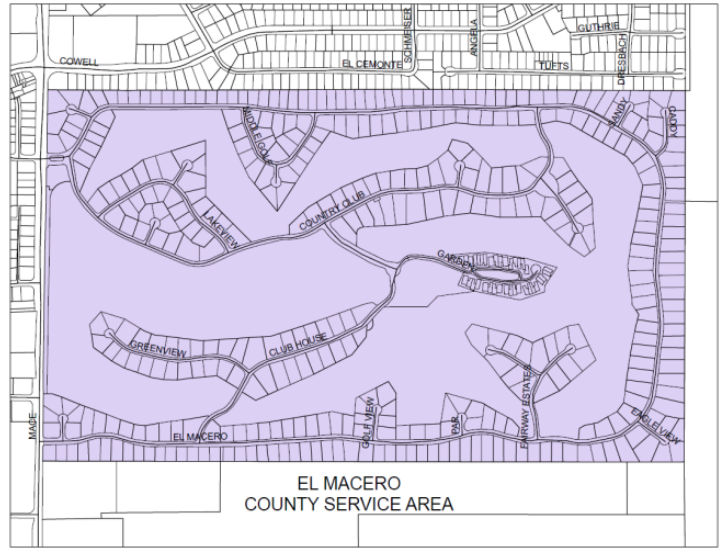
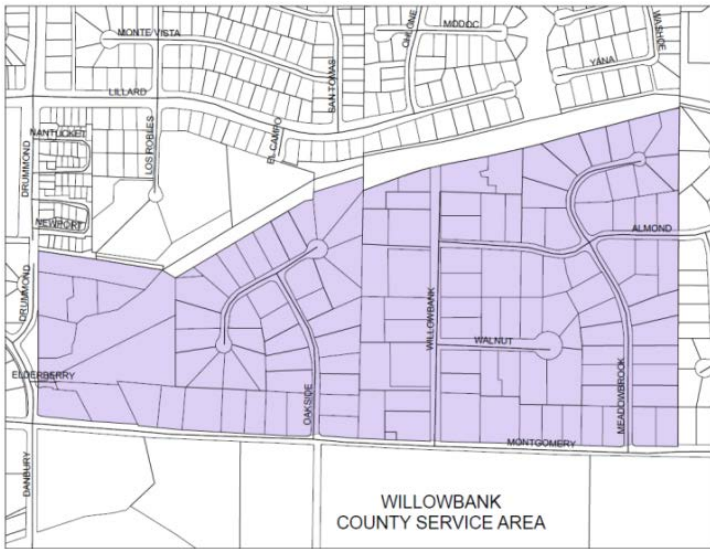


Figure 1.0-1
 City of Davis Sphere of Influence
 PMC



AGENCY PROFILES

This MSR will require a 1-2 page agency profile on each of the four agencies being reviewed. Each agency profile should include (at a minimum):

- Description of the agency and services provided
- Map of the agency's existing service boundary and sphere of influence
- Location of the agency
- History of the agency
- Description of organizational structure

- Description of services provided by the agency

FOCUS ISSUES

This MSR will need to satisfy all MSR and SOI requirements as mandated by California law. However, Yolo LAFCo hopes to focus the majority of analysis on a few important areas:

- **Capacity and Adequacy:** This MSR should provide extensive analysis on each agency's ability to provide adequate services to customers. In particular, LAFCo is aware of upcoming issues with hexavalent chromium levels due to recent legislation from the State. Additionally, North Davis Meadows has significant water quality issues (including high levels of nitrates, arsenic and hexavalent chromium) within its existing well water system.
- **Financial Ability:** This MSR should focus its financial analysis predominantly on the CSAs, while also providing a high level analysis of the City of Davis. An in depth review of the City's financial circumstances is unlikely to yield any recommendations that the City is not already aware of. However, Yolo LAFCo believes that there is significantly more to be gained from an in depth review of the financial situation of the three CSAs and their financial relationships with the City of Davis, as small districts in Yolo often struggle with insufficient resources, difficulty in raising fees through a Proposition 218 election, oversight and financial management best practices.
- **Relationship between the City of Davis and CSAs:** The City of Davis provides water and/or wastewater services to the three CSAs. However, LAFCo is aware of several upcoming or ongoing issues that have developed as a result of this relationship, which should be considered in this MSR.
 - **El Macero:** The El Macero CSA and City are engaged in ongoing legal issues which have developed as a result of disagreement over rates.
 - **Willowbank:** The residents of Willowbank have expressed the concern that the water they receive from the City of Davis is expensive for irrigation purposes, as properties in Willowbank are relatively large. The residents are evaluating the option of continuing to use the Davis water system for their domestic water purposes, but drilling a well for irrigation. The CSA is actively pursuing this option through a Proposition 218 election, which if passed, would fund the feasibility study. A subsequent Proposition 218 election would be required to fund actual project construction/ If this option moves forward, Willowbank will likely still require the City or a private contractor to provide maintenance for the irrigation system, as the CSA staffing levels are not sufficient to take on this responsibility.
 - **North Davis Meadows:** The existing well water system in North Davis Meadows is inadequate due to high chemical levels in the ground water. The CSA is currently working with the City to determine the cost of connecting North Davis Meadows to the City's water system.

MUNICIPAL SERVICE REVIEW

GROWTH AND POPULATION:

Growth and population projections for the affected area

1. Is the agency's territory or surrounding area expected to experience any significant population change or development over the next 5-10 years?
2. Will population changes have an impact on the subject agency's service needs and demands?
3. Will projected growth require a change in the agency's service boundary?

This MSR is not likely to require more than a cursory analysis on the issue of growth and population change.

DISADVANTAGED UNINCORPORATED COMMUNITIES:

The location and characteristics of any disadvantaged unincorporated communities within or contiguous to the sphere of influence.

1. Does the subject agency provide public services related to sewers, municipal and industrial water, or structural fire protection?
2. Are there any "inhabited unincorporated communities" (per adopted Commission policy) within or adjacent to the subject agency's sphere of influence that are considered "disadvantaged" (80% or less of the statewide median household income)?
3. If "yes" to both a) and b), it is feasible for the agency to be reorganized such that it can extend service to the disadvantaged unincorporated community (if "no" to either a) or b), this question may be skipped)?

This MSR is expected to require only minimal analysis on the issue of disadvantaged unincorporated communities. There are six inhabited unincorporated communities adjacent to the City of Davis (per adopted Yolo LAFCo policy for the purposes of implementing SB 244), including Binning Farms, El Macero, North Davis Meadows, Royal Oak, Patwin Road and Willowbank. Three of these communities are already served by CSAs (El Macero, North Davis Meadows and Willowbank) and all have median income levels that will preclude them from qualifying as disadvantaged unincorporated communities (DUCs). Binning Farms and Patwin Road are not CSAs and although we do not anticipate their income levels will qualify as disadvantages, it will need to be verified. Royal Oak is a mobile home park located on the south edge of Davis, and may qualify as a DUC. However, LAFCo's understanding is that the community is fully served with water, wastewater and fire protection services through the City of Davis, despite not being included in the City boundaries. Therefore, the provisions of SB 244 are not expected to apply to this MSR. Royal Oak Mobile Home Park is already included in the City's SOI and LAFCo's understanding is that historically the property owner has been unwilling to annex to the City, although there is renewed interest in this effort.

CAPACITY AND ADEQUACY OF PUBLIC FACILITIES AND SERVICES:

Present and planned capacity of public facilities, adequacy of public services, and infrastructure needs or deficiencies including needs or deficiencies related to sewers, municipal and industrial water, and structural fire protection in any disadvantaged, unincorporated communities within or contiguous to the sphere of influence.

1. Are there any deficiencies in agency capacity to meet service needs of existing development within its

existing territory?

This MSR should provide an overview of each agency's capacity to meet its existing service demand, for any services that might be affected by capacity issues. If capacity issues are identified, the report should provide workable recommendations for how the issues can be addressed.

2. Are there any issues regarding the agency's capacity to meet the service demand of reasonably foreseeable future growth?

This MSR will likely project that minimal growth is expected in Davis or its surrounding communities on the 5-year MSR horizon, and is not likely to require extensive analysis on this issue.

3. Are there any concerns regarding public services provided by the agency being considered adequate?

This MSR should provide extensive analysis on the adequacy of services provided by the City and CSAs. In particular, LAFCo staff is aware of several adequacy issues that might be addressed in this MSR, including:

- High nitrate and arsenic levels in the well water for North Davis Meadows
- Hexavalent chromium levels significantly above the recently implemented state allowable maximum contamination level (MCL) in both City and CSA water systems

This MSR should also identify any other adequacy issues that may exist, and provide workable recommendations for addressing the issues.

4. Are there any significant infrastructure needs or deficiencies to be addressed?

This MSR will require detailed analysis on the infrastructure and any significant equipment needs of the City or CSAs. This section should include analysis of the near term (within 5-years) and long term (within 20-years) infrastructure needs/upgrades and any anticipated significant equipment costs for each agency. The report will need to include discussion of the new Woodland-Davis Water Project under construction, and its new rate structure.

5. Are there changes in state regulations on the horizon that will require significant facility and/or infrastructure upgrades?

This MSR will require basic research and analysis on upcoming state legislative initiative that may impact the facility/infrastructure needs of each agency. In particular, LAFCo is aware that all agencies included in this MSR will be affected by California's recent adoption of a hexavalent chromium MCL, which is far below the existing levels in the Davis/CSA water supply.

6. Are there any service needs or deficiencies for disadvantaged unincorporated communities related to sewers, municipal and industrial water, and structural fire protection within or contiguous to the agency's SOI?

See previous section on Disadvantaged Unincorporated Communities.

FINANCIAL ABILITY:

Financial ability of agencies to provide services.

LAFCo is aware that the City of Davis has had some financial challenges in recent years, as with many cities throughout the state, which should be discussed in this MSR. However, an in depth review of the City's financial circumstances is unlikely to yield any recommendations that the City is not already aware of, and

this MSR should keep its review of the City's financial ability at a high level.

However, Yolo LAFCo believes there is significantly more to be gained from an in depth review of the financial situation of the three CSAs included in this MSR, as small districts in Yolo County often struggle with insufficient resources, oversight and financial management best practices.

1. Does the organization routinely engage in budgeting practices that may indicate poor financial management, such as overspending its revenues, failing to commission independent audits, or adopting its budget late?

This section should include a 5-year budget snapshot for each agency, along with analysis regarding the overall budgeting and financial practices of each district.

2. Is the organization lacking adequate reserve to protect against unexpected events or upcoming significant costs?

This section should provide a description of the reserve and contingency practices of each agency, as well as an inventory of each agency's existing reserve dollars. The section should provide some analysis regarding the sufficiency of existing reserve. When problems are identified, the section should make recommendations for resolving the issues. Focus areas should include:

- Unfunded OPEB liability for City of Davis
- Complete lack of reserve for Willowbank CSA

3. Is the organization's rate/fee schedule insufficient to fund an adequate level of service, and/or is the fee inconsistent with the schedules of similar service organizations?

This MSR should provide in-depth analysis of the appropriateness of the rates of each agency. In particular, this MSR should focus on the rates the City charges for each CSA. LAFCo is aware of ongoing legal issues between El Macero CSA and the City regarding the rates that are charged, which should be discussed in the MSR. This MSR should also discuss whether rates include a charge based on volume/use per connection, and make recommendations for moving to a metered rate system if not already in place at all agencies.

4. Is the organization unable to fund necessary infrastructure maintenance, replacement and/or any needed expansion?

This section should discuss funding opportunities for any necessary infrastructure changes that were identified in the Capacity and Adequacy portion of this MSR. The report should specifically identify any near term improvements (within 5-years) that agencies are not able to fund, and make recommendations for potential funding solutions.

5. Is the organization lacking financial policies that ensure its continued financial accountability and stability?

This section should require minimal analysis, as the City and County both have relatively comprehensive financial policies. The CSAs are a function of the County, and are responsible to the same financial policies as the County. The section may provide a brief inventory of existing City and County policies, and identify and important financial policies that may be missing or outdated.

6. Is the organization's debt at an unmanageable level?

This section should include a brief description of each agencies debt. The section should provide

some analysis on the organization's practices for taking out and repaying debt, and should indicate any agencies that have potential issues with repaying their outstanding debt.

SHARED SERVICES AND FACILITIES:

Status of, and opportunities for, shared facilities.

1. Is the agency currently sharing services or facilities with other organizations? If so, describe the status of such efforts.
2. Are there any opportunities for the organization to share services or facilities with neighboring or overlapping organizations that are not currently being utilized?
3. Are there any governance options that may produce economies of scale and/or improve buying power in order to reduce costs?
4. Are there governance options to allow appropriate facilities and/or resources to be shared, or making excess capacity available to others, and avoid construction of extra or unnecessary infrastructure or eliminate duplicative resources?

This MSR should consider this issue, but it will not likely require any in depth analysis. The City already shares many of its services and facilities with the neighboring CSAs, and LAFCo staff believe additional opportunities to expand shared services may be limited. The MSR should identify instances where shared service is already occurring, and then discuss any potential opportunities that exist to expand shared services to the CSAs or build shared service relationships with other neighboring special districts.

ACCOUNTABILITY, STRUCTURE, AND EFFICIENCIES:

Accountability for community service needs, including governmental structure and operational efficiencies.

1. Are there any issues with meetings being accessible and well publicized? Any failures to comply with disclosure laws and the Brown Act?

This question should be considered for each agency, and the report should include a simple description of what each agency is doing to make meetings accessible and compliant with Brown Act. If any issues are identified, the report should make individual recommendations for how the issue can be resolved.

2. Are there any issues with filling board vacancies and maintaining board members?

This question should focus on the status of the CSA Advisory Committees. LAFCo has no concerns about the status of the City Council or Board of Supervisors, which are as stable as can be expected in an elected body.

3. Are there any issues with staff turnover or operational efficiencies?

This question should be considered for each agency, and the report should include a simple description of the agency structure and staffing levels. If any issues are identified, the report should make individual recommendations for how the issues can be resolved.

4. Is there a lack of regular audits, adopted budgets and public access to these documents?

This question should be considered for each agency, including a description of any actions on the part of the District to remain publicly accountable and accessible (such as operating a website or sending a newsletter). If any issues are identified, the report should make individual recommendations for how

the issues can be resolved.

5. Is the agency involved in any Joint Powers Agreements/Authorities (JPAs)? If so, please list them and their function. LAFCo is particularly interested in any JPAs that provide municipal services.

This question should be considered for each agency (will likely not apply to the CSAs).

6. Are there any recommended changes to the organization's governance structure that will increase accountability and efficiency?

This question should be considered for each agency. However, this MSR is only expected to require minimal analysis on this issue. The most obvious governance restructure would involve annexation of the CSAs into the City. However, LAFCo does not believe such an annexation would be politically feasible at this time, given the strong desire of Yolo's unincorporated communities to maintain their own community identities.

7. Are there any governance restructure options to enhance services and/or eliminate deficiencies or redundancies?

This question should be considered for each agency. The most obvious governance restructure would involve annexation of the CSAs into the City. However, annexation may not be politically feasible at this time

8. Are there any opportunities to eliminate overlapping boundaries that confuse the public, cause service inefficiencies, unnecessarily increase the cost of infrastructure, exacerbate rate issues and/or undermine good planning practices?

This MSR will not require any analysis on the issue of overlapping boundaries, as there are no overlapping boundaries of concern.

OTHER ISSUES:

Any other matter related to effective or efficient service delivery, as required by commission policy.

1. Are there any other service delivery issues that can be resolved in this MSR/SOI process?

LAFCo staff is not aware of any additional issues that are likely to be raised during the MSR, and expects this section to contain minimal to no analysis.

SPHERE OF INFLUENCE

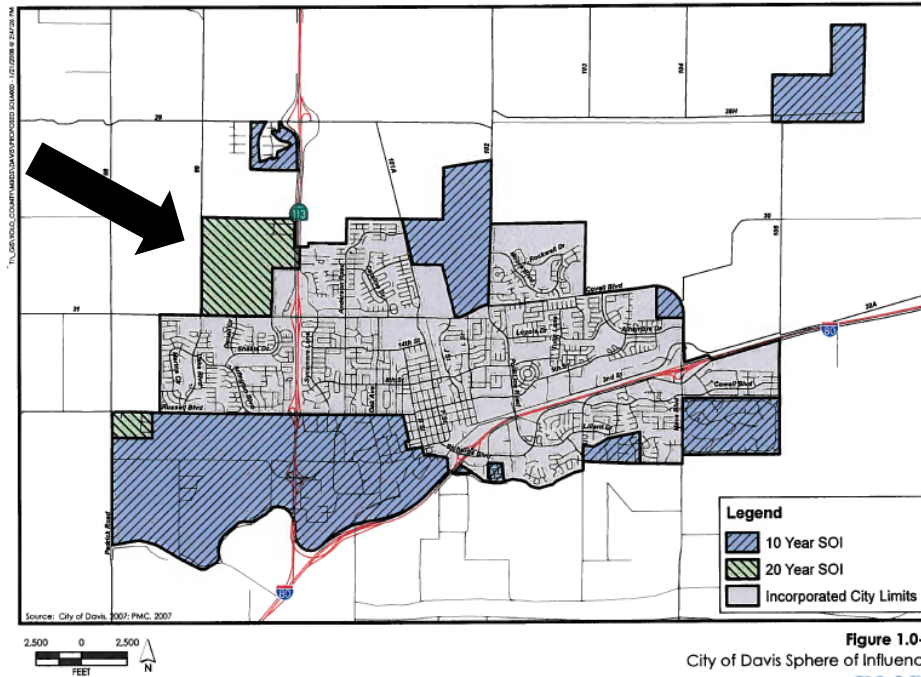
This report is expected to require a sphere of influence update for the City of Davis, but not the CSAs. The CSAs have SOIs that are coterminous to their boundaries, and there is no plan to expand.

The SOI update for the City of Davis is expected to focus on a single site. LAFCo conducted a very comprehensive SOI update for the City of Davis in 2008, and City staff has stated that they do not anticipate any near term changes to their SOI or boundaries, with the exception of several potential sites that they have identified for the Davis Innovation Centers.

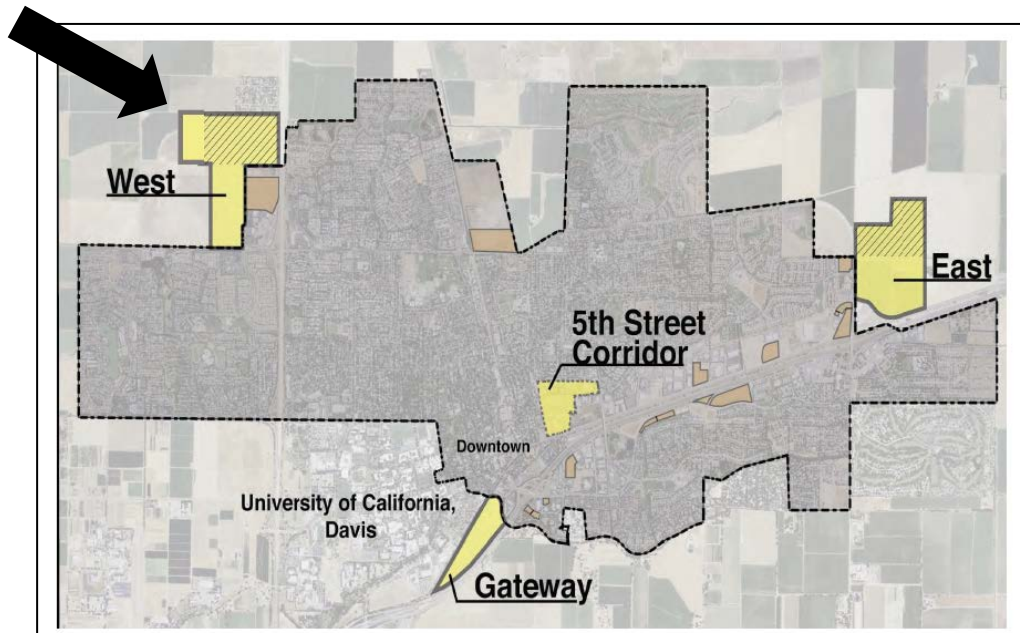
- The first site, called Mace Ranch Innovation Center, is outside of the City's existing SOI and boundary. The City expects to annex the site within the next five years. However, updating the sphere of influence to include the property would require environmental review under CEQA. LAFCo and City staff have agreed to conduct a concurrent annexation and sphere update when the property is being annexed, in order to eliminate the need for multiple environmental review processes. The City has already begun the application processing and CEQA review for this site.

- The second site, called Davis/West Innovation Center, is inside the City's existing sphere of influence, but is listed as a 20-year SOI. The location of the site is indicated by black arrows on the two maps below. This SOI update should merely re-classify the innovation center site as a 10-year SOI. The report should indicate how this re-classification is consistent with local LAFCo policies regarding 10 and 20 year SOI's, which are available on our website (www.yololaftco.org).

Map A: City of Davis Sphere of Influence



Map B: Davis Innovation Center Sites



PRESENT AND PLANNED LAND USES:

The present and planned land uses in the area, including agricultural and open-space lands.

1. Are there any present or planned land uses in the area that would create the need for an expanded service area?
2. Would the SOI conflict with planned, orderly and efficient patterns of urban development?
3. Is there a conflict with the adopted SACOG Metropolitan Transportation Plan/Sustainable Communities Strategy?
4. Would the SOI result in the loss of prime agricultural land or open space?
5. Would the SOI impact the identity of any existing communities; e.g. would it conflict with existing postal zones, school, library, sewer, water census, fire, parks and recreation boundaries?
6. Are there any natural or made-made obstructions that would impact where services can reasonably be extended or should otherwise be used as a logical SOI boundary?
7. Would the proposed SOI conflict with a Census boundary, such that it would compromise the ability to obtain discrete data?

This SOI update should consider the present and planned land uses of the site where the Davis/West Innovation Center is to be located. The report should provide answers to each of the questions above within the context that the territory is already within the SOI and LAFCo is merely changing the site from a 20-year SOI to a 10-year SOI and refer to any local LAFCo policies regarding SOI's as needed.

NEED FOR PUBLIC FACILITIES AND SERVICES:

The present and probable need for public facilities and services in the area.

1. Would the SOI conflict with the Commission's goal to increase efficiency and conservation of resources by providing essential services within a framework of controlled growth?
2. Would the SOI expand services that could be better provided by a city or another agency?
3. Does the SOI represent premature inducement of growth or facilitate conversion of agriculture or open space lands?
4. Does the SOI conflict with the Regional Housing Needs Analysis (RHNA) or other SACOG growth projections?
5. Are there any areas that should be removed from the SOI because existing circumstances make development unlikely, there is not sufficient demand to support it or important open space/prime agricultural land should be removed from urbanization?
6. Have any agency commitments been predicated on expanding the agency's SOI such as roadway projects, shopping centers, educational facilities, economic development or acquisition of parks and open space?

This report should consider the present and probable need for public facilities and services by answering each of the questions above regarding the Davis/West Innovation Center site.

CAPACITY AND ADEQUACY OF PROVIDED SERVICES:

The present capacity of public facilities and adequacy of public services that the agency provides or is authorized to provide.

1. Are there any issues regarding the agency's capacity to provide services in the proposed SOI territory?
2. Are there any issues regarding the agency's willingness and ability to extend services?

This SOI update should consider the City of Davis' ability to provide municipal services at the Davis/West Innovation Center site. Consideration should be given to whether the City has the capacity to extend all the necessary services into the area when it is developed, and whether the City is willing to do so.

SOCIAL OR ECONOMIC COMMUNITIES OF INTEREST:

The existence of any social or economic communities of interest in the area if the commission determines that they are relevant to the agency.

1. Are there any "inhabited unincorporated communities" (per adopted Commission policy) within or adjacent to the subject agency's sphere of influence that are considered "disadvantaged" (same as MSR checklist question 2b)?

This section should focus specifically on any inhabited unincorporated communities within or adjacent to the Davis/West Innovation Center site. This analysis will already have been completed during the MSR process, and this section should simply reiterate what was determined above, only as it relates to the site in question.

DISADVANTAGED UNINCORPORATED COMMUNITIES:

For an update of an SOI of a city or special district that provides public facilities or services related to sewers, municipal and industrial water, or structural fire protection, the present and probable need for those public facilities and services of any disadvantaged unincorporated communities within the existing sphere of influence.

1. Does the subject agency provide public services related to sewers, municipal and industrial water or structural fire protection (same as MSR checklist question 2a)?
2. If yes, does the proposed SOI exclude any disadvantaged unincorporated community (per MSR checklist question 2b) where it either may be feasible to extend services or it is required under SB 244 to be included?

This section should focus specifically on the existence of disadvantaged unincorporated communities within or adjacent to the area where the Davis/West Innovation Center will be located. This analysis will already have been completed during the MSR process, and this section should simply reiterate what was determined above, only as it relates to the site in question.

SERVICE CONTRACT INSURANCE REQUIREMENTS

- A. During the term of this Agreement, Contractor shall at all times maintain, at its expense, the following coverages and requirements. The comprehensive general liability insurance shall include broad form property damage insurance.
1. Minimum Coverages (as applicable) - Insurance coverage shall be with limits not less than the following:
 - a. **Comprehensive General Liability** – \$1,000,000/occurrence and \$2,000,000/aggregate
 - b. **Automobile Liability** – \$1,000,000/occurrence (general) and \$500,000/occurrence (property) [include coverage for Hired and Non-owned vehicles.]
 - c. **Professional Liability/Malpractice/Errors and Omissions** – \$1,000,000/occurrence and \$2,000,000/aggregate (If any engineer, architect, attorney, accountant, medical professional, psychologist, or other licensed professional performs work under a contract, the contractor must provide this insurance. If not, then this requirement automatically does not apply.)
 - d. **Workers' Compensation** – Statutory Limits/**Employers' Liability** - \$1,000,000/accident for bodily injury or disease (If no employees, this requirement automatically does not apply.)
 2. LAFCo, its officers, agents, employees and volunteers shall be named as additional insured on all but the workers' compensation and professional liability coverages. . [NOTE: Evidence of additional insured may be needed as a separate endorsement due to wording on the certificate negating any additional writing in the description box.] It shall be a requirement under this agreement that any available insurance proceeds broader than or in excess of the specified minimum Insurance coverage requirements and/or limits shall be available to the Additional Insured. Furthermore, the requirements for coverage and limits shall be (1) the minimum coverage and limits specified in this Agreement; or (2) the broader coverage and maximum limits of coverage of any Insurance policy or proceeds available to the named Insured; whichever is greater.
 - a. The Additional Insured coverage under the Contractor's policy shall be "primary and non-contributory" and will not seek contribution from LAFCo's insurance or self insurance and shall be at least as broad as CG 20 01 04 13.
 - b. The limits of Insurance required in this agreement may be satisfied by a combination of primary and umbrella or excess Insurance. Any umbrella or excess Insurance shall contain or be endorsed to contain a provision that such

coverage shall also apply on a primary and non contributory basis for the benefit of LAFCo (if agreed to in a written contract or agreement) before LAFCo's own Insurance or self insurance shall be called upon to protect it as a named insured.

3. Said policies shall remain in force through the life of this Agreement and, with the exception of professional liability coverage, shall be payable on a "per occurrence" basis unless LAFCo's Risk Manager specifically consents in writing to a "claims made" basis. For all "claims made" coverage, in the event that the Contractor changes insurance carriers Contractor shall purchase "tail" coverage covering the term of this Agreement and not less than three years thereafter. Proof of such "tail" coverage shall be required at any time that the Contractor changes to a new carrier prior to receipt of any payments due.
4. The Contractor shall declare all aggregate limits on the coverage before commencing performance of this Agreement, and LAFCo's Risk Manager reserves the right to require higher aggregate limits to ensure that the coverage limits required for this Agreement as set forth above are available throughout the performance of this Agreement.
5. Any deductibles or self-insured retentions must be declared to and are subject to the approval of LAFCo's Risk Manager. All self-insured retentions (SIR) must be disclosed to Risk Management for approval and shall not reduce the limits of liability. Policies containing any SIR provision shall provide or be endorsed to provide that the SIR may be satisfied either by the named Insured or Yolo LAFCo.
6. Each insurance policy shall be endorsed to state that coverage shall not be suspended, voided, canceled by either party, reduced in coverage or in limits except after thirty (30) days' prior written notice by certified mail, return receipt requested, has been given to the Director (ten (10) days for delinquent insurance premium payments).
7. Insurance is to be placed with insurers with a current A.M. Best's rating of no less than A:VII, unless otherwise approved by LAFCo's Risk Manager.
8. The policies shall cover all activities of Contractor, its officers, employees, agents and volunteers arising out of or in connection with this Agreement.
9. For any claims relating to this Agreement, the Contractor's insurance coverage shall be primary, including as respects LAFCo, its officers, agents, employees and volunteers. Any insurance maintained by LAFCo shall apply in excess of, and not contribute with, insurance provided by Contractor's liability insurance policy.
10. The insurer shall waive all rights of subrogation against LAFCo, its officers, employees, agents and volunteers.

- B.** Prior to commencing services pursuant to this Agreement, Contractor shall furnish LAFCo with original endorsements reflecting coverage required by this Agreement. The endorsements are to be signed by a person authorized by that insurer to bind coverage on its behalf. All endorsements are to be received by, and are subject to the approval of, LAFCo's Risk Manager before work commences. Upon LAFCo's request, Contractor shall provide complete, certified copies of all required insurance policies, including endorsements reflecting the coverage required by these specifications.
- C.** During the term of this Agreement, Contractor shall furnish LAFCo with original endorsements reflecting renewals, changes in insurance companies and any other documents reflecting the maintenance of the required coverage throughout the entire term of this Agreement. The endorsements are to be signed by a person authorized by that insurer to bind coverage on its behalf. Upon LAFCo's request, Contractor shall provide complete, certified copies of all required insurance policies, including endorsements reflecting the coverage required by these specifications. Yolo LAFCo reserves the right to obtain a full certified copy of any Insurance policy and endorsements. Failure to exercise this right shall not constitute a waiver of right to exercise later.
- D.** Contractor agrees to include with all Subcontractors in their subcontract the same requirements and provisions of this agreement including the indemnity and Insurance requirements to the extent they apply to the scope of the Subcontractor's work. Subcontractors hired by Contractor agree to be bound to Contractor and LAFCo in the same manner and to the same extent as Contractor is bound to LAFCo under the Contract Documents. Subcontractor further agrees to include these same provisions with any Sub-subcontractor. A copy of the Owner Contract Document Indemnity and Insurance provisions will be furnished to the Subcontractor upon request. The General Contractor/**and or Contractor** shall require all Subcontractors to provide a valid certificate of insurance and the required endorsements included in the agreement prior to commencement of any work and General Contractor/**and or Contractor** will provide proof of compliance to LAFCo.
- E.** Contractor shall maintain insurance as required by this contract to the fullest amount allowed by law and shall maintain insurance for a minimum of five years following the completion of this project. In the event Contractor fails to obtain or maintain completed operations coverage as required by this agreement, LAFCo at its sole discretion may purchase the coverage required and the cost will be paid by Contractor.

AGREEMENT NO. _____
(Short-Form Agreement)

THIS AGREEMENT is made this ____ day of _____, _____, by and between the Local Agency Formation Commission of Yolo County ("LAFCO"), and _____

("CONTRACTOR"), who agree as follows:

TERMS

1. CONTRACTOR shall perform the following personal services:

2. CONTRACTOR shall perform said services between _____, _____, and _____.

3. The complete contract shall include the following Exhibits attached hereto and incorporated herein: Exhibit A: Insurance Requirements, _____.

4. Subject to CONTRACTOR'S satisfactory and complete performance of all the terms and conditions of this Agreement, and upon CONTRACTOR'S submission of an appropriate claim, LAFCO shall pay CONTRACTOR no more than a total amount of \$ _____, as identified in _____.

5. CONTRACTOR, at his sole cost and expense, shall obtain and maintain throughout the entire term of this Contract, the insurance set forth in Exhibit A attached hereto.

6. CONTRACTOR shall defend, indemnify, and hold harmless the LAFCO, its officers, officials, employees and agents from any and all claims, demands, liability, damages, cost or expenses (including but not limited to attorney fees) in law or equity that may at any time arise or be asserted based in whole or in part upon any negligent or other wrongful act or omission of the CONTRACTOR, it's officers, agents, or employees.

7. CONTRACTOR shall comply with all applicable laws and regulations, including but not limited to any, which are promulgated to protect the public health, welfare and safety or prevent conflicts of interest. CONTRACTOR shall defend LAFCO and reimburse it for any fines, damages or costs (including attorney fees) that might be incurred or assessed based upon a claim or determination that CONTRACTOR has violated any applicable law or regulation.

8. This Agreement is subject to Yolo LAFCo approving sufficient funds for the activities required of the Contractor pursuant to this Agreement. If LAFCo's adopted budget does not contain sufficient funds for this Agreement, LAFCo may terminate this Agreement by giving ten (10) days advance written notice thereof to the Contractor, in which event LAFCo shall have no obligation to pay the Contractor any further funds or provide other consideration and the Contractor shall have no obligation to provide any further services under this Agreement.

9. If CONTRACTOR fails to perform any part of this Agreement, LAFCo may notify the CONTRACTOR of the default and CONTRACTOR shall remedy the default. If CONTRACTOR fails to do so, then, in addition to any other remedy that LAFCO may have, LAFCO may terminate this Agreement and withhold any or all payments otherwise owed to CONTRACTOR pursuant to this Agreement.

10. Attached are licenses &/or certificates required by CONTRACTOR's profession (Indicating type; No.; State; &

Expiration date), and CONTRACTOR certifies that he/she/it shall maintain them throughout this Agreement, and that CONTRACTOR's performance will meet the standards of licensure/certification.

11. CONTRACTOR understands that he/she is not an employee of LAFCO and is not eligible for any employee benefits, including but not limited to unemployment, health/dental insurance, worker's compensation, vacation or sick leave.

12. CONTRACTOR will hold in confidence all information disclosed to or obtained by CONTRACTOR which relates to activities under this Agreement and/or to LAFCO plans or activities. All documents and information developed under this Agreement and all work products, reports, and related data and materials shall become the property of LAFCO. CONTRACTOR shall deliver all of the foregoing to LAFCO upon completion of the services hereunder, or upon earlier termination of this Agreement. In addition, CONTRACTOR shall retain all of its own records regarding this Agreement and the services provided hereunder for a period of not less than four (4) years, and shall make them available to LAFCO for audit and discovery purposes.

13. This Agreement constitutes the entire agreement of the parties, and no other agreements or representations, oral or written, have been made or relied upon by either party. This Agreement may only be amended in writing signed by both parties, and any other purported amendment shall be of no force or effect. This Agreement, including all attachments, shall be subject to disclosure pursuant to the California Public Records Act.

14. This Agreement shall be deemed to be executed within the State of California and construed in accordance with and governed by laws of the State of California. Any action or proceeding arising out of this Agreement shall be filed and resolved in a California State court located in Woodland, California.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement on the date first written above by affixing their signatures hereafter.

CONTRACTOR:

LAFCO:

Contractor Signature

Executive Officer Signature

Printed Name

Street Address/PO Box

City/State/Zip

Phone

CERTIFICATION: I hereby certify under the penalty of perjury that all statements made in or incorporated into this Agreement are true and complete to the best of my knowledge. I understand and agree that the COUNTY may, in its sole discretion, terminate this Agreement if any such statements are false, incomplete, or incorrect.

Contractor Signature



Regular 10.

LAFCo

Meeting Date: 02/26/2015

Information

SUBJECT

Authorize the Chair to sign Agreement 2015-03 for Services between Yolo LAFCo and Citygate Associates, LLC not to exceed \$72,338 (plus a 10% contingency subject to Executive Officer approval) for the preparation of the Fire Protection Districts Combined Municipal Service Review and Sphere of Influence Study

RECOMMENDED ACTION

Authorize the Chair to sign Agreement 2015-03 for services between Yolo LAFCo and Citygate Associates, LLC not to exceed \$72,338 (plus a 10% contingency subject to Executive Officer approval) for the preparation of the Fire Protection Districts Combined Municipal Service Review and Sphere of Influence Study.

FISCAL IMPACT

The fiscal year (FY) 2014/15 LAFCo budget appropriated a total of \$100,000 in Account 86-2429 for Professional and Specialized Services with \$20,000 for Shared Services and \$80,000 for LAFCo related services. The \$80,000 budget assumed the cost of two MSRs at \$40,000 each. The contract is time and materials not to exceed \$72,338 (plus an additional 10% contingency in the event there is a need for additional meetings or products outside the scope, subject to approval by the Executive Officer) but staff expects this contract to last seven months, meaning that the full contract will not be expended in FY 14-15. Staff will budget additional funds for FY 15/16 to complete this contract. Staff expects that LAFCo will also have remaining funds in its professional services account that was earmarked for shared services (plus a contingency appropriation of \$22,672). Staff will look at next year's budget carefully to ensure the professional services budget stays in line and no fiscal impacts result.

REASONS FOR RECOMMENDED ACTION

The LAFCo Commission must authorize and execute contracts greater than \$5,000 in accordance with LAFCo's Administrative Policies and Procedures Section 5.11.

BACKGROUND

A Request for Proposals was issued last November for the preparation of the Combined Fire Protection Districts Municipal Service Review and Sphere of Influence Study. Three proposals were received from Citygate Associates, LLC (Folsom, CA- \$68,652), Policy Consulting Associates (Elk Grove, CA- \$39,813) and Braitman & Associates (Ventura, CA- \$15,000). LAFCo's Fiscal Year 14/15 budget anticipated contracting out two MSRs this year at \$40,000 each. However, when staff was developing assumptions for the budget, we did not consider the complexity of analyzing 15 Fire Protection Districts and simply used the cost of our last MSR we contracted out as a placeholder. In addition, the Commission provided feedback on staff's draft scope of work indicating that more was required than just a routine MSR.

Citygate Associates and Policy Consulting Associates were invited to interview on February 3rd, 2015. Braitman & Associates was not selected for an interview because their proposal failed to meet the minimum requirements of the Request for Proposals. The interview panel included: Gary Frederickson (Fire Chief, Yocha Dehe Fire Department), Barry Burns (Fire Chief, Esparto Fire Department), Chad Hawkins (Fire Chief, Dunnigan Fire Department), Ed Short (Building Official, County of Yolo), Christine Crawford (Executive Officer, LAFCo), and Tracey Dickinson (Management Analyst, LAFCo).

The interview panel unanimously selected Citygate Associates. The consultants performing the work are retired fire professionals themselves and have experience doing fire department related consolidation studies in Yolo County. Their experience and technical knowledge far exceeded that of their competitors. And since LAFCo is not looking for a "routine" MSR, staff recommends their qualifications are worth the additional cost. The interview panel also felt strongly that a consultant site visit including individual one on one meetings with each fire chief was essential to the success of the MSR. This is presented as an optional work item in the proposal for an additional \$3,686 (reflecting three days of onsite meetings) which is why the overall not to exceed contract amount totals \$72,338.

ATT A-Agreement 2015-03

ATT B-Citygate Proposal

ATT C-LAFCo RFP-Combined FPDs

Form Review

Inbox

Tracey Dickinson LAFCo
Christine Crawford
Form Started By: Christine Crawford
Final Approval Date: 02/18/2015

Reviewed By

Tracey Dickinson
Christine Crawford

Date

02/18/2015 12:40 PM
02/18/2015 12:54 PM
Started On: 02/11/2015 01:41 PM

AGREEMENT NO. 2015-03
(Agreement for Professional Services for Preparation of the MSR/SOI for the
Yolo County Fire Protection Districts)

THIS AGREEMENT is made this 26th day of February, 2015, by and between the Local Agency Formation Commission of Yolo County ("LAFCo") and Citygate Associates LLC. ("Citygate"), who agree as follows:

TERMS

1) Citygate will provide professional services related to the preparation of the Municipal Service Review (MSR) and Sphere of Influence (SOI) update for the Yolo County Fire Protection Districts as identified in LAFCo's Request for Proposals dated November 5, 2014 and Citygate's proposal dated January 9, 2015.

2) Citygate shall perform said services between February 26, 2015 and completion of the scope of work_.

3) The complete contract shall include the following exhibits attached hereto and incorporated herein: Exhibit A: Insurance Requirements, Exhibit B: LAFCo's Request for Proposals dated November 5, 2014, and Exhibit C: Citygate's proposal dated January 9, 2015.

4) Subject to Citygate's satisfactory and complete performance of all the terms and conditions of this Agreement, and upon Citygate's submission of an appropriate claim, LAFCo shall pay Citygate no more than a total amount of \$72,338 as identified in Exhibit C (including 4.1.1 Core Project Costs and Option 1 as described under 4.1.2 Work Plan Options). The Executive Officer may authorize additional payments for changes to the scope of work not to exceed \$7,233.80 or 10% of the total contract amount.

5) Citygate, at its sole cost and expense, shall obtain and maintain throughout the entire term of this Contract, the insurance set forth in Exhibit A attached hereto.

6) To the extent allowed by law, Citygate shall defend, indemnify, and hold harmless the LAFCo, its officers, officials, employees, and agents from any and all claims, demands, liability, damages, cost or expenses (including but not limited to attorney fees) in law or equity that may at any time arise or be asserted based in whole or in part upon any negligent or other wrongful act or omission of Citygate, it's officers, agents, or employees.

7) Citygate shall comply with all applicable laws and regulations, including but not limited to any that are promulgated to protect the public health, welfare, and safety or prevent conflicts of interest. Citygate shall defend LAFCo and reimburse it for any fines, damages or costs (including attorney fees) that might be incurred or assessed based upon a claim or determination that Citygate has violated any applicable law or regulation.

8) This Agreement is subject to LAFCo approving sufficient funds for the activities required of the Citygate pursuant to this Agreement. If LAFCo's adopted budget does not contain sufficient funds for this Agreement, LAFCo may terminate this Agreement by giving ten (10) days advance written notice thereof to Citygate, in which event LAFCo shall have no obligation to pay Citygate any further funds or provide other consideration and the Citygate shall have no obligation to provide any further services under this Agreement.

9) If Citygate fails to perform any part of this Agreement, LAFCo may notify Citygate of the default and Citygate shall remedy the default. If Citygate fails to do so within 30 days, then, in addition to

any other remedy that LAFCo may have, LAFCo may terminate this Agreement and withhold any or all payments otherwise owed to Citygate pursuant to this Agreement.

10) Citygate understands that any person associated with Citygate is not an employee of LAFCo and is not eligible for any employee benefits, including but not limited to unemployment, health/dental insurance, worker's compensation, vacation or sick leave.

11) Citygate will hold in confidence all information disclosed to or obtained by Citygate which relates to activities under this Agreement and/or to LAFCo plans or activities. All documents and information developed under this Agreement and all work products, reports, and related data and materials shall become the property of LAFCo. Citygate shall deliver all of the foregoing to LAFCo upon completion of the services hereunder, or upon earlier termination of this Agreement. In addition, Citygate shall retain all of its own records regarding this Agreement and the services provided hereunder for a period of not less than four (4) years, and shall make them available to LAFCo for audit and discovery purposes.

12) This Agreement constitutes the entire agreement of the parties, and no other agreements or representations, oral or written, have been made or relied upon by either party. This Agreement may only be amended in writing signed by both parties, and any other purported amendment shall be of no force or effect. This Agreement, including all attachments, shall be subject to disclosure pursuant to the California Public Records Act.

13) This Agreement shall be deemed to be executed within the State of California and construed in accordance with and governed by laws of the State of California. Any action or proceeding arising out of this Agreement shall be filed and resolved in a California State court located in Woodland, California.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement on the date first written above by affixing their signatures hereafter.

CONTRACTOR:

David C. DeRoos, President
Citygate Associates, LLC
2250 East Bidwell Street, Suite 100
Folsom, CA 95630
dderoos@citygateassociates.com
EIN: 68-0447080

LOCAL AGENCY FORMATION COMMISSION:

Olin Woods, Chair

ATTEST:

Christine M. Crawford, LAFCo Executive Officer
625 Court Street, Suite 203
Woodland CA 95695
(530) 666-8048
christine.crawford@yolocounty.org

APPROVED AS TO FORM:

Eric May, Counsel

Attachment B



**PROPOSAL TO CONDUCT A
YOLO COUNTY FIRE
PROTECTION DISTRICTS
COMBINED MSR/SOI
STUDY**

**YOLO LOCAL AGENCY
FORMATION
COMMISSION**

January 9, 2015



■ 2250 East Bidwell St., Ste #100 ■ Folsom, CA 95630
■ (916) 458-5100 ■ Fax: (916) 983-2090



2250 East Bidwell Street, Suite 100 ■ Folsom, CA 95630 ■ PH 916-458-5100 ■ FAX 916-983-2090

January 9, 2015

Ms. Christine M. Crawford, Executive Officer
Yolo Local Agency Formation Commission
625 Court Street, Suite 203
Woodland, CA 95695

RE: PROPOSAL TO CONDUCT A YOLO COUNTY FIRE PROTECTION DISTRICTS COMBINED MUNICIPAL SERVICES REVIEW AND SPHERE OF INFLUENCE STUDY

Dear Ms. Crawford:

Citygate Associates, LLC is pleased to present our proposal to conduct a Yolo County Fire Protection Districts Combined Municipal Services Review (MSR) and Sphere of Influence (SOI) Study. This introductory letter explains why Citygate is the most experienced fire and emergency services consultancy on the west coast, and why we are particularly experienced with fire service deployment, performance, governance, and fiscal analyses.

We understand that the goal of this study is to prepare a combined MSR and SOI study for Yolo County's fifteen fire protection districts in conformance with the Cortese-Knox-Hertzberg Act (Government Code Section 56430). While the study will include all of the elements required by the Government Code, it is intended to focus on the Districts' capacity, adequacy, and fiscal ability to provide fire protection services, as well as shared services and governance restructure options.

No other fire and emergency medical services consultancy knows more about the fire protection fact pattern in and around Yolo County than Citygate. Just a few years ago, Citygate worked with UC Davis, the Cities of Davis, West Sacramento, and Woodland to evaluate regional fire cooperation opportunities with Yolo County. In addition, Citygate has performed numerous fire protection projects in the Greater Sacramento

"We work with consultants, obviously, all the time, but the work that Citygate did on this report is some of the best I've seen in my tenure here."

-Former San Diego County CAO

Area, including the cities of Sacramento, West Sacramento, Davis, UC Davis, and Dixon,

including current projects for the Sacramento Metropolitan Fire District and the Cosumnes Fire Protection District.

Over the last 13 years, Citygate has performed over 200 public safety agency studies. Our fire service deployment, performance, governance, and cost analysis experience make us uniquely qualified to perform this study. Our experience is simply unmatched when it comes to public safety operations, governance, and financial analysis. We enjoy the challenging “Gordian Knot” projects where other firms might steer clear.

Citygate recently completed a Municipal Services and Sphere of Influence review of northeast Sonoma County fire agencies for the Sonoma Local Agency Formation Commission, and has also conducted a countywide fire and emergency services study for the El Dorado LAFCo involving deployment and fiscal assessment for 14 fire agencies.

Citygate has an outstanding track record with our clients. When Citygate commits to a client, we commit to that client’s long-term success, far beyond the scope of the initial project. We strongly encourage the Commission to call our key project references—they are golden. As the former County of San Diego CAO stated: “We work with consultants, obviously, all the time, but the work that Citygate did on this report is some of the best I’ve seen in my tenure here.” (Watch the video clip at this link: www.citygateassociates.com/sdcountyvideo)

CITYGATE ASSOCIATES KEY STRENGTHS FOR YOLO LAFCO

When you hire Citygate, you are not merely hiring a “firm.” You are hiring professional individuals who have the qualifications that match your unique needs. Our team members are the practice specialists in their fields, and Yolo LAFCo and Fire District staff will not work with less skilled, entry- or mid- level consultants. We submit that the consultant team you need should possess four critical attributes:

1. Exemplary Technical Skills. Our team has the operational experience and proven success conducting fire services and MSR studies, and we understand the complex issues surrounding rural fire protection services in Yolo County.
2. Deep Fire Service Knowledge. Our team of professionals not only understands fire service deployment, performance, finance, governance, and cooperative services, but also the changing technologies and regulations of that environment.
3. Exceptional Communication Skills. We have a proven record of building consensus on tough issues. When the technical details are completed, we can explain the results and options in terms all stakeholders can understand.

4. Trustworthiness. Our clients know we are neutral. We do not advocate what any one national organization prefers. We use data to help our clients advance their local policy goals.

The Citygate team *has* these attributes. The result of these four attributes is noticed when, time after time, executive management and elected officials say at our presentations, “This is one of the best studies we have ever received, and we now really understand the fire and emergency medical services issues before us.” Citygate will not present lofty ideas that have no practical chance of implementation or acceptance. What sets us apart is our ability to weave our experience with our clients’ facts and needs into recommendations that can positively move the agency’s service decisions ahead. We know the approaches needed and how to effectively communicate the results to stakeholders. This project, in particular, will require close cooperation with Yolo LAFCo and the fifteen Fire Districts.

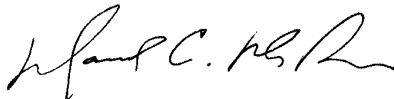
Citygate’s team of specialists would be honored to be of service to Yolo LAFCo in these challenging times for public safety providers. Citygate believes that, upon the Commission’s review of our proposal and unique qualifications, you will find that Citygate’s team of multi-disciplinary consultants will exceed your expectations!

* * *

If this proposal is acceptable, you can sign acceptance on the following page, or forward a standard consultant contract for us to complete.

As President of the firm, I am authorized to execute a binding contract on behalf of Citygate Associates, LLC. Please feel free to contact me at our headquarters office, located in Folsom, California at (916) 458-5100, extension 101 or via e-mail at dderoos@citygateassociates.com if you wish further information.

Sincerely,



DAVID C. DEROOS, MFA, CMC

President

cc: Proposal Team

Ms. Christine M. Crawford

January 9, 2015

Page 4

Acceptance of Citygate's proposal and terms:

Name

Signature

Title

Date

TABLE OF CONTENTS

<u>Section</u>	<u>Page</u>
Cover Letter	Precedes Table of Contents
Section 1—Work Plan and Scope of Work	1
1.1 Overview of Work Plan	1
1.2 Citygate’s Scope of Services	1
1.3 Project Work Plan	3
1.4 Final Report Components	8
1.5 Study Components With Which LAFCo Must Assist	8
1.6 Project Schedule.....	8
1.6.1 Managing the Project Schedule	9
1.7 Project/Site Visit Schedule	9
Section 2—Citygate Organization and Project Team	11
2.1 Citygate’s Project Team.....	11
2.2 Necessary Project Team Skills.....	11
2.3 Project Team / Project Roles.....	12
2.4 Project Team Organization Chart	14
Section 3—Related Experience	16
3.1 Citygate Associates Project Experience.....	16
3.2 Similar Completed Engagements.....	16
3.3 Citygate Client Summary.....	21
3.3.1 Master/Strategic Plans	22
3.3.2 Fire Standards of Coverage/Deployment Studies	22
3.3.3 Consolidations and Contract-for-Service Analyses	24
3.3.4 General Studies	25
3.4 Client References	27
3.5 Citygate’s Distinguishing Characteristics in the Marketplace.....	27

Section 4—Fees29

 4.1 Project Fees 29

 4.1.1 Core Project Costs..... 29

 4.1.2 Work Plan Options..... 29

 4.2 Standard Hourly Billing Rates 29

 4.3 Billing Schedule..... 30

Appendices

Appendix A Code of Ethics

Appendix B Project Team Resumes

Stewart W. Gary, MPA1

Samuel Mazza, CFC, CFO, EFO6

Stan Feathers, MPA9

Michael D. Fay.....13

David C. DeRoos, MPA, CMC.....15

SECTION 1—WORK PLAN AND SCOPE OF WORK

1.1 OVERVIEW OF WORK PLAN

Citygate’s Work Plan for conducting a Yolo County Fire Protection Districts Combined Municipal Services Review (MSR) and Sphere of Influence (SOI) Study is presented in this section. This analysis will fulfill the requested Municipal Services Review elements, as well as identify gaps—if any—in operations and resources; develop recommendations to maximize current fire protection service operations and resources; and identify “best practices” that may be appropriate for application in Yolo County. Additionally, Citygate’s Project Team will review projected population growth trends and develop fire service projections to look at future fire service deployment and emergency services delivery system alternatives.

Citygate’s Work Plan has been developed in a manner that is consistent with our Project Team members’ extensive experience in public sector fire administration. We utilize various National Fire Protection Association (NFPA) publications as best practice guidelines, the Insurance Service Office (ISO), along with the self-assessment criteria of the Commission on Fire Accreditation International (CFAI). We do not provide simplistic “cookie-cutter” solutions or one-size-fits-all approaches.

A review of this depth and breadth must include an analysis of multiple factors and diverse variables, and resultant findings are only as good as the professionals drawing the conclusions. This is what sets the Citygate team apart. As recent practicing professionals in public sector administration, LAFCo is, in effect, getting the expertise of an extensively well seasoned team of department heads, not the opinions of junior staff level consultants who have spent little time on the front lines managing in local government.

The strength of the Citygate team is that we develop specific recommendations tailored to the local situation that are thoughtful, practical, and useful in implementation. We will identify the specifics of the operations and services that are working well, where improvements are needed, and what new resources, if any, would be needed to implement the recommendations. Recommendations will also take into account LAFCo’s and fire agencies’ ability to implement them.

1.2 CITYGATE’S SCOPE OF SERVICES

To best understand the services provided by Yolo County fire districts and ensure conformance to government code requirements and Yolo County LAFCo’s expectations relative to this MSR, we will address all issues as identified in Exhibit A of the Request for Proposals (RFP) in our Work Plan and reporting as follows:

Yolo LAFCo

Proposal to Conduct a Yolo County Fire Protection Districts Combined MSR/SOI Study

- ◆ Review findings of the initial Municipal Service Review / Sphere of Influence Study (2003-2007) for each Fire District
- ◆ Examine population and growth projections for each Fire District's service area
- ◆ Identify and describe the characteristics of any disadvantaged unincorporated communities within or contiguous to each Fire District's service area
- ◆ Evaluate current and planned capacity and adequacy of facilities, services provided, and any infrastructure or equipment needs or deficiencies for each Fire District
- ◆ Evaluate the financial ability of each Fire District to provide services
- ◆ Evaluate the status of, and opportunities for, shared services and facilities
- ◆ Evaluate accountability for community service needs, including governance structure and operational efficiencies
- ◆ Provide determinations for each District, including recommendation(s) as appropriate.

We will also examine:

- ◆ Current and planned land uses within each District
- ◆ Current and probable need for public structural fire protection facilities and services within each District
- ◆ Current capacity of public structural fire protection facilities and adequacy of fire protection services within each District.

We will work closely with LAFCo staff and Fire District representatives to complete the necessary studies to address the required determinations.

In addition, Citygate will focus its evaluation and analysis on the following key areas:

- ◆ Capacity and adequacy of each District's ability to provide fire protection services
- ◆ Financial ability of each District to provide services
- ◆ Shared services and governance options.

Our Work Plan will include:

- ◆ A collaborative process that includes opportunities for input and review by each District, LAFCo staff, and any other relevant stakeholders

- ◆ Opportunities for public participation at LAFCo meetings
- ◆ Utilization of existing information wherever available
- ◆ Address comments from the LAFCo Commission, LAFCo staff, affected and interested agencies, and the public
- ◆ Report elements that will be: useful to the Commission in reviewing and updating relevant Spheres of Influence and future proposals for changes of organization; beneficial to the participating agencies as a planning tool; and readily accessible and easily understood by the general public.

1.3 PROJECT WORK PLAN

Our Work Plan is comprised of six tasks and includes all items identified in the Commission’s Request for Proposal. The presentation of our Work Plan describes each of the tasks in more detail including:

- ◆ Number and name of the task
- ◆ Sub-tasks
- ◆ Description of the work to be accomplished in the task.

We will review our Work Plan and schedule with LAFCo staff prior to beginning work. After obtaining additional input, we will finalize our Work Plan and the accompanying project schedule.

Task 1: Initiate and Manage the Project

Sub-tasks:

- ◆ Obtain and review documentation.
 - Citygate will develop and submit a comprehensive list of requested documentation relevant to this study, including the County’s General Plan, growth forecasts, any appropriate prior studies, fire agency documentation including (as available) dispatch data, fleet inventory, facility condition assessments, current personnel, equipment and other operating costs and a myriad of other information. We will also review the prior Municipal Services Reviews to establish areas of focus for the current study. Once we receive the requested documentation from LAFCo and the participating agencies, we will review it prior to conducting our interviews

in the following sub-task. We have found that reviewing this information prior to our interviews improves the effectiveness and value of the interviews we conduct, since it results in more specific questions and more definitive information.

- ◆ Meet with LAFCo staff to initiate the study.
 - A key to a successful consulting engagement is a mutual understanding of the project's scope and objectives. The senior members of our team will meet with designated LAFCo staff to correlate our understanding of the study's scope, and ensure that our Work Plan and project schedule are mutually agreeable. In our experience, this early effort to clearly define expectations, roles and lines of communication results in a better focus on substantive issues as the engagement progresses.
 - During this meeting, we will also collaborate with LAFCo staff to identify the criteria to be utilized to evaluate each District's capacity and adequacy of services provided.
- ◆ Finalize the detailed Work Plan and schedule for the project.
 - We will establish a final detailed Work Plan and project schedule in collaboration with LAFCo staff. These tools will assist both the consultants and LAFCo staff to monitor the progress of the study.
- ◆ Conduct a stakeholder briefing/listening meeting.
 - To help ensure that all parties have an opportunity to understand the MSR process and to voice their concerns and opinions, Citygate will, in collaboration with LAFCo staff, conduct an initial stakeholder briefing/listening meeting. This meeting will include a discussion of needs, opportunities, and concerns regarding shared services, facilities, and/or consolidation of Districts.
- ◆ Ongoing Project Management.
 - Throughout the entire project duration, we will monitor engagement progress and completion of tasks, including providing monthly written status reports and oral communications, as needed.

Task 2: Basic Municipal Services Review and Analysis

Sub-tasks:

- ◆ Review and analyze information and documentation provided by each District to make determinations relative to:
 - Service area location and description
 - History
 - Organizational structure
 - Services provided.
 - Review and evaluate the demographics, land use, and growth projections for each District.

Task 3: Service Capacity and Adequacy Analysis

Sub-tasks:

- ◆ Citygate will utilize a survey instrument to gather infrastructure, response performance, staffing, and other data from each District in order to evaluate each District's capacity and adequacy to provide fire protection services including:
 - Current and planned capacity of public facilities and equipment to provide fire protection services within its service area
 - Any deficiencies in District capacity or adequacy in meeting fire protection service needs of existing development within its service area as measured by the criteria established in Task #1
 - Any current infrastructure needs or deficiencies
 - Pending changes in state or federal regulations that will require significant facility and/or infrastructure upgrades
 - Current shared services and/or facilities
 - Opportunities for shared services and/or facilities.

- ◆ If sufficient data cannot be obtained from the survey instrument, or as desired by LAFCo, Citygate will *optionally* conduct a site visit of each District in order to obtain the information required to complete this task.
- ◆ If a statistical analysis of response performance and/or staffing per call is desired as a measure of adequacy of services provided, Citygate will *optionally* conduct this analysis to include call volume by type, fractile response time, fractile turnout time, and staffing per call. This analysis would be performed conditionally upon the availability and quality of the requisite base data for each District.

Task 4: Fiscal Analysis

Sub-tasks:

- ◆ Citygate will utilize information and documentation provided to examine and evaluate each District's financial ability to provide fire protection services including:
 - Budgeting practices
 - Fiscal reserves
 - Ability to fund needed facility/equipment maintenance and/or replacement or expansion
 - Financial policies
 - Debt service.

Task 5: Accountability, Structure, and Efficiency Analysis

Sub-tasks:

- ◆ Citygate will utilize information and documentation provided to examine and evaluate each District's accountability for community service needs, including governance structure and operational efficiencies including:
 - Meeting accessibility
 - Brown Act compliance
 - Governance structure and status
 - Organizational structure and staffing levels

- Fiscal policies and procedures
- Public accessibility to policy decisions/documents
- Joint Powers Agreement/Authority participation.
- ◆ Provide recommendation(s) relating to governance structure that would eliminate deficiencies or redundancies, and/or enhance accountability and efficiency.

Task 6: Final Report

Sub-tasks:

- ◆ The entire Citygate Project Team will prepare a comprehensive Draft Report, including exhibits as appropriate. The Draft Report will address all of the elements identified in Exhibit A of the RFP, and will also conform to the Yolo LAFCo MSR template format.
- ◆ Upon completion of the Draft Report elements, an electronic version in MS-Word will be sent to the LAFCo Executive Director for comments using the “track changes” and “insert comments” tools in MS-Word. We will also include a copy of any referenced material. Our normal practice is to review a draft of our report with management staff to ensure that the factual basis for our recommendations is correct and to allow time for a thorough review. In addition, we take time to discuss any areas that require further clarification or amplification. It is during this time that understandings beyond the written text can be communicated.
- ◆ The process of final work product preparation is an important one. Implicit in this process is the need for a sound understanding of how our review was conducted, what issues were identified, why our recommendations were made and how implementation should be accomplished.
 - Based on the results of the Draft Report review process, we will prepare a Final Report. We also will make an oral presentation to the Commission using Microsoft PowerPoint.
 - We will deliver one (1) bound copy of the Final Report to the LAFCo Executive Director. An electronic version of the Final Report will also be provided.

1.4 FINAL REPORT COMPONENTS

Our final work product will include:

1. An evaluation of current and likely future need for public fire protection facilities and services within each District.
2. Community needs and growth predictions that will drive future fire protection service needs.
3. A summary of the nature and adequacy of current structural fire protection facilities and services within each District, and opportunities for improvement.
4. A summary of the financial ability of each District to provide continued service.
5. A summary of viable alternative service delivery models and their impacts.
6. Supporting data and rationale for all recommendations.
7. Supporting exhibits and other visual data to fully illustrate the current situation and consultant recommendations in both hard copy and electronic format.

1.5 STUDY COMPONENTS WITH WHICH LAFCO MUST ASSIST

Both Citygate and LAFCo understand the economic constraints related to this study. LAFCo and participating Fire Districts have the best capability to collect much of the required data that can assist the Citygate study. Therefore, LAFCo and the participating Districts will assist Citygate with:

- ◆ Providing information and documents in the format requested by Citygate.
- ◆ Providing background documentation as requested by Citygate describing existing organization, services, budgets, expenses and performance measures, if any.
- ◆ Coordinating and facilitating meetings with appropriate Districts' leadership as requested by Citygate.
- ◆ Ensuring that all information, documentation, and data as necessary to complete this study are made available to Citygate as requested.

1.6 PROJECT SCHEDULE

Citygate anticipates the duration of this project to be seven months and is available to start immediately upon execution of a Professional Services Agreement or contract for services. A summary of the proposed project schedule is presented below:

Project Schedule

Task	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7
1 Initiate & Manage Project	○						
2 Basic MSR Analysis							
3 Service Capacity/Adequacy		●					
4 Fiscal Analysis							
5 Accountability, Structure & Efficiency							
6 Final Report						○	○

- Project / site meeting
- Optional site meeting

1.6.1 Managing the Project Schedule

One of the key components to ensuring successful completion of the project according to the schedule is providing monthly status reports to LAFCo. These status reports provide specific details as to what work was performed in the current reporting period, what work will be performed in the next reporting period, any project schedule and study issues, and whether the project is on-budget. By communicating all of this information to LAFCo on a monthly basis, Citygate can work closely to ensure that at every step of this project, we are complying with the Scope of Work and that our quality is meeting or exceeding LAFCo’s expectations. The Project Manager will also be available via phone and email to answer questions, provide information and make inquiries as needed for the flow of the project.

1.7 PROJECT/SITE VISIT SCHEDULE

Following is our schedule of on-site meetings to facilitate the gathering of information and understanding for the project, and to explain/present the project’s findings:

- ◆ Task 1 – One day to initiate the project and conduct the initial stakeholder briefing/listening meeting.
- ◆ Task 6 – One partial day to brief and review the Draft Report with LAFCo staff; one partial day to present a summary of the Final Report to the Commission.

Yolo LAFCo

Proposal to Conduct a Yolo County Fire Protection Districts Combined MSR/SOI Study

- ◆ Task 3 (Optional) – Three days to conduct an on-site review and evaluation of each District’s facilities, equipment, and services.

SECTION 2—CITYGATE ORGANIZATION AND PROJECT TEAM

2.1 CITYGATE'S PROJECT TEAM

Citygate's capabilities for this service can be simply stated: the experience and talents of our Project Team members! We know that successful analysis and review results come from the consultants being able to handle, as necessary, six critical roles in cooperation with LAFCo: (1) champion for the agency's mission; (2) stakeholder listener; (3) subject matter expert; (4) meeting facilitator; (5) coaching for agency staff and content expert; and (6) final strategist/advisor.

Citygate's team members, in their agency and consulting careers, *have successfully walked the talk* on fire department review efforts by focusing on the inclusion of culture and communications with rigorous analytic methods to build a business case that elected officials and agency employees can both understand.

The Citygate team has a multi-disciplinary approach that includes the full range of skills required to execute this project.

2.2 NECESSARY PROJECT TEAM SKILLS

Our Project Team possesses a number of the skills necessary to successfully complete this project, including:

1. Fire department deployment principles and practices
2. Fire department staffing
3. Fire services command and organizational structure
4. Fire department performance measurement
5. Fire prevention, urban-wildland interface, and community risk reduction
6. Dispatch and communications
7. Field operations for fire and emergency medical services
8. Operating and capital budgeting
9. Management and fiscal analysis
10. CHK Act
11. Roles and functions of LAFCo and MSR process
12. Fire Code Adoptions

13. Fire facilities
14. Fleet management
15. Workers' compensation
16. Fire services technology
17. Safety and training
18. Land use planning
19. Strategic, master, and business planning.

2.3 PROJECT TEAM / PROJECT ROLES

The qualifications of the Project Team are critical, as it is the expertise and the capabilities of the consultants involved in the project that ultimately determine the success of the project. We have carefully assembled the team members to provide the knowledge, depth, judgment, and sensitivity required to perform this engagement. Please note that the role of each team member is described in *italics* at the end of his biographical paragraph. Full resumes for each consultant are presented in **Appendix B**. Primary members of our Project Team include the following experienced consultants:

Chief Stewart W. Gary, MPA, Fire Practice Principal



Chief Gary is the Fire Practice Principal for Citygate Associates and is the retired Fire Chief of the Livermore-Pleasanton Fire Department in Alameda County, California. For the past fourteen years, he has been a lead instructor, program content developer and consultant for the Standards of Response Coverage process. For many years he annually taught a 40-hour course on this systems approach for fire deployment at the California Fire Academy and he teaches and consults across the United States and Canada on the Standards of Response Coverage process. Over the last fourteen years, he has performed over 200 organizational and deployment studies on departments ranging in size from Minneapolis, Minnesota to San Diego, California, San Diego County, the Sacramento Metropolitan Fire District and Los Angeles County. He has also led two LAFCo fire services studies.

Significant to this fire department review effort, he successfully used planning, team building, culture development and process re-design tools to successfully design, lead and manage the award winning Livermore-Pleasanton Fire Department Consolidation. Chief Gary also conducts team building and team coaching workshops for executive fire management teams.

Chief Gary will attend on-site meetings, oversee the technical work, and review the Draft and Final Report elements.

Samuel Mazza, CFC, CFO, EFO, Project Manager and Fire Services Specialist



Chief Mazza is a Senior Fire and Emergency Services Specialist with over 40 years of fire service experience. He is the retired Fire Chief of the City of Monterey, California where he oversaw a successful consolidation of fire services with the City of Pacific Grove. Prior to his service with Monterey, Chief Mazza spent over 30 years with CAL FIRE in numerous assignments spanning state, county, and fire and special district services. He has extensive collaborative and command experience, including appointment as the Incident Commander of a statewide Type-1 Incident Command Team. Chief Mazza is a California state Certified Fire Chief, CPSE Chief Fire Officer, Executive Fire Officer and National Fire Academy instructor.

Chief Mazza will facilitate on-site information and data gathering, stakeholder meetings and interviews, conduct information evaluation and data analysis, and prepare the Draft and Final Report and presentation.

Stan Feathers, MPA, Senior Associate and Fiscal Specialist



Mr. Stanley E. Feathers has served as City Manager, Assistant City Manager, Finance Director, Budget Manager and has served extended duty as interim Community Development Director. He has over 25 years of management experience in both county and city government. His experience includes governmental finance, budget, business systems, human resources, labor relations, contract management, planning and community development, public safety, information and business technology, risk management, legislative advocacy, public works, major capital projects, and a wide variety of other areas.

Mr. Feathers recently retired, joined Citygate and additionally since retirement, assisted Central Valley Cities in dealing with financial, budget and organizational issues related to the impact of the housing and economic meltdown. He just completed serving as interim City Manager for the City of Oakdale, a full-service city in the central valley.

Mr. Feathers will assist with the fiscal analysis as required.

Michael D. Fay, Statistical Specialist



Mr. Fay has over 30 years of experience and has served as a firefighter, EMS director, educator, consultant, and publisher. As President of Animated Data, Inc., he is the designer and publisher of StatsFD™ (formerly NFIRS 5 Alive). Using standard StatsFD datasets, StatsFD quickly performs diagnostic analysis of fire department operations.

Michael Fay will provide optional statistical analysis of incident response times and staffing as desired.

David C. DeRoos, MPA, CMC, Citygate President



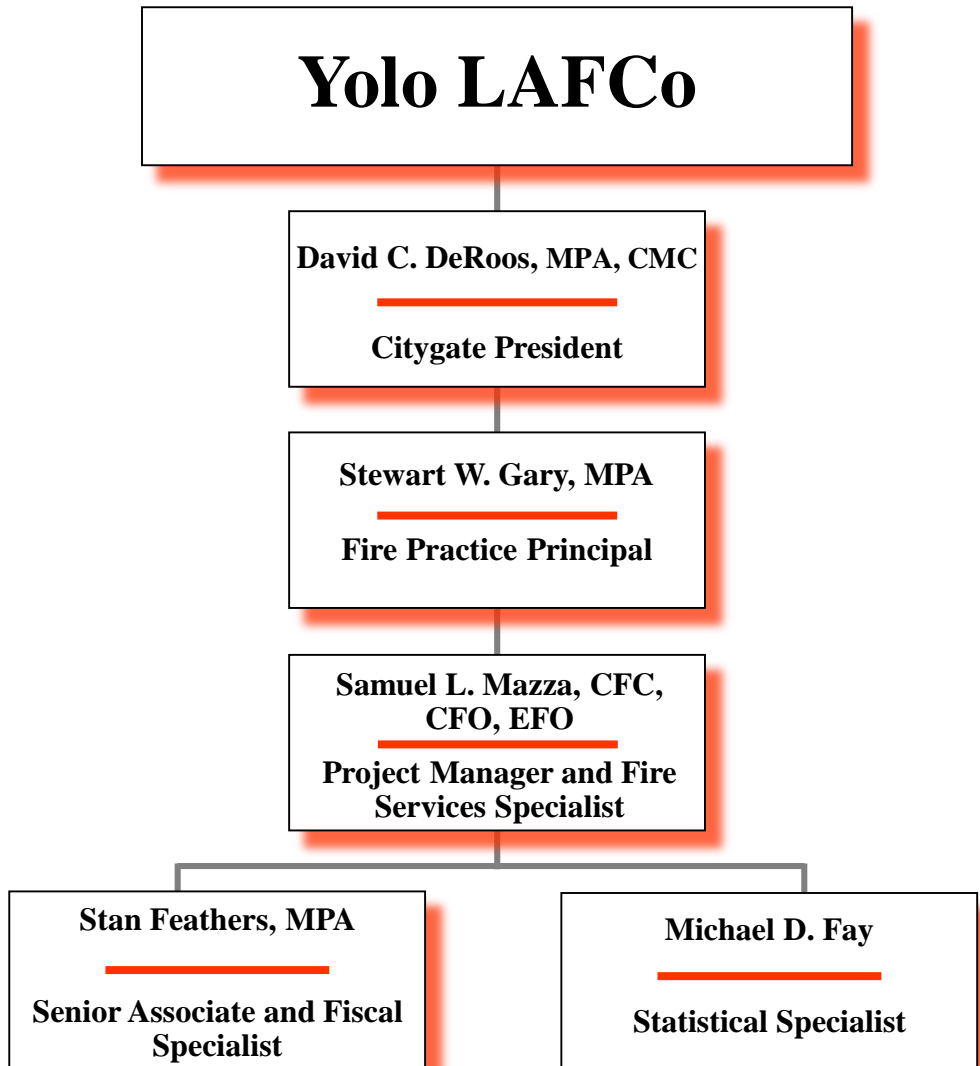
Mr. DeRoos has nearly 30 years experience as a consultant to local government, preceded by 5 years as an assistant to the City Administrator. He earned his undergraduate degree in Political Science/Public Service (Phi Beta Kappa) from the University of California, Davis and holds a Master of Public Administration degree from the University of Southern California. Prior to becoming a Principal in Citygate in 1991, he was a Senior Manager in the local government consulting division of Ernst & Young.

Mr. DeRoos is responsible for ensuring the project is conducted smoothly and efficiently within the schedule and budget allocated, and that project deliverables meet the highest quality standards.

2.4 PROJECT TEAM ORGANIZATION CHART

The following is a Project Team organization chart. Citygate’s consultants adhere to the Code of Ethics found in **Appendix A**.

Project Team Organization Chart



SECTION 3—RELATED EXPERIENCE

3.1 CITYGATE ASSOCIATES PROJECT EXPERIENCE

Citygate Associates, LLC, founded in 1990, is dedicated to assisting public sector agencies to improve services. Citygate’s Fire Protection and Emergency Medical Services practice area conducts deployment and station location analyses, master and strategic plans, consolidation feasibility analyses, organizational efficiency studies, risk assessment studies, performance audits, staffing studies, and GIS for districts, cities, and counties throughout the United States.

Citygate has completed many recent projects that are very similar to the deployment, operational, and financial work requested in this study. Below Citygate provides a description of our previous related fire services engagements. We first describe projects completed within the Greater Sacramento Area, and then describe related fire projects including our previous LAFCo work. Following the description of our related studies, we provide a summary listing of other related completed fire services engagements, and finally, a list of references. For a more detailed list of Citygate’s Fire Services projects, please visit our website at www.citygateassociates.com and then select “Fire Protection and Emergency Medical Services Consulting.”

3.2 SIMILAR COMPLETED ENGAGEMENTS

3.2.1 Projects in the Greater Sacramento Area

Cosumnes Fire Department – *Standards of Cover Study and Strategic Plan*

Citygate is currently performing a Standards of Cover (SOC) Study, Management/Administrative Assessment, and Strategic Plan for the Cosumnes Fire Department. This study will include all facets of an extensive SOC, and an in-depth facilitation of the Applied Strategic Planning method.

Sacramento Metropolitan Fire District – *Standards of Response Coverage study and a Services Reduction (Brownout) Study*

Citygate performed a Standards of Response Coverage study that was commissioned to: analyze the effectiveness of the current deployment system; evaluate the need for additional fire stations; recommend criteria for the placement and timing of these stations; and develop the criteria for deployment reductions of 3-5 fire stations to meet the fiscal needs of the District’s declining revenues.

The study exceeded all of the District’s expectations and was very well received by the elected officials and stakeholders in May 2009. The District adopted and implemented Citygate’s brownout service reduction plan. Citygate was retained by the District to perform an update to

the Standards of Response Coverage study in 2011/2012 and has since been retained for additional fire services consulting.

Sacramento Metropolitan Fire District, CA – Fire Station Location Assessment Boundary Area Study

The Sacramento Metropolitan Fire District retained Citygate Associates to prepare a geographic coverage analysis, maps and road mile measurements, and shared service boundaries between the District and the City of Sacramento Fire Department.

Sacramento Metropolitan Fire District, CA – Structural Firefighting, EMS, and Aircraft Rescue and Firefighting Services Review

Citygate Associates, LLC was retained by the Sacramento Metropolitan Fire District and the Sacramento County Department of Airports to review the operational and economic issues associated with the consolidation of Metro Fire with the Natomas Fire District surrounding the Sacramento International Airport.

Sacramento Metropolitan Fire District and City of Sacramento, CA – Fire Deployment Growth Analysis

The Sacramento Metropolitan Fire District commissioned Citygate Associates to update the District's fire station, apparatus, and crew needs to account for expected growth proposals post-recession being processed by the Sacramento County Department of Community Development and the City of Rancho Cordova Planning Department.

City of Sacramento, CA – Consultant Services Regarding Fire Prevention's Best Practices

Citygate provided consulting services to improve performance and accountability within the Fire Prevention Bureau for the City of Sacramento. Citygate provided technical work products, process re-design facilitation, inter-departmental agreements, fiscal and software reform advice and project reports to executive management over the course of this one-year, \$150,000 engagement. To better understand the workflow and integrated processes within the Bureau, Citygate worked with the client team to develop clear logic models identifying not only the various steps within the Bureau's programs, but also their relationships with each other. The creation of job checklists, which were drafted with an engaged staff team, were most helpful to the client for building sustainable improved effectiveness and efficiency.

Sacramento Regional Fire/EMS Communications Center, CA – Analysis of Client EMS Response Incident Data

Citygate is performing an in-depth data analysis for the Sacramento Regional Fire/EMS Communications Center. This is utilizing the most recent 36 months of CAD data, and will result

in a system-wide aggregate and incident specific report of sufficient thoroughness and quality to be used in legal proceedings.

City of Davis, CA – Abbreviated Fire Department Operations and Management Review

Citygate performed a review of previous recommendations related to the organizational structure and staffing levels of the City of Davis Fire Department. This study was conducted in two phases: Phase One was a Feasibility Analysis and Phase Two was a detailed analysis and report preparation.

University of California, Davis – Fire Services Audit and Strategic Plan with Pre-Accreditation Review

Citygate completed a Fire Department Strategic Plan and a campus-specific Standards of Cover (Deployment) plan including a risk assessment for the UC Davis campus and outlying facilities. We also used and built upon the December 2011 UC system-wide Hazard Mitigation Progress Report. Previous to that, Citygate performed a Fire Services Consolidation Feasibility Assessment for UC Davis with three nearby cities.

The strategic plan involved all steps of the planning process from developing values, vision, and mission statements to integrated action plans with timelines. The plan was developed by the Department Work Group, which was comprised of members from each aspect of operations. It provided the Department with a road map to guide its future rather than reacting to challenges and opportunities as they occur.

City of Dixon and Dixon Fire Protection District, CA – Standards of Response Coverage Deployment study and Master Plan

Citygate performed a Standards of Response Coverage Deployment study and Master Plan for the City of Dixon and the Dixon Fire Protection District. This project included facilitation of community focus groups to determine community needs and expectations; outreach and focus group meetings with Fire Department staff related to training, equipment and staffing; and finally the development of a written long-range plan for the City of Dixon and the Dixon Fire Protection District.

3.2.2 Additional Related Fire Services Projects

El Dorado LAFCo, CA – Countywide Fire and Emergency Services Study

Citygate performed a fire and emergency services study to evaluate fire services countywide and to provide actionable recommendations on how to ensure sustainable, adequate and cost-effective coverage. This study was undertaken because eight of the fourteen agencies providing fire and emergency services to El Dorado County had insufficient revenue streams and had been relying on supplemental funding from the County; without these funds, some agencies would not

be able to meet service demands. The study exceeded LAFCo's and the stakeholders' expectations.

Sonoma LAFCo, CA – Municipal Service Review and Sphere of Influence Review

Citygate conducted a Northeast Sonoma County Fire Municipal Service Review and Sphere of Influence Review, required by the CKH Act, for Sonoma LAFCo. This review consisted of all elements required by the CKH Act, including, but not limited to, demographic data, growth projections, facility assessments, fiscal analysis, shared services opportunities, and a spheres of influence analysis.

San Diego County Office of Emergency Services (CA OES) – Countywide Deployment Study for Regional Fire, Rescue, and EMS Services (57 Total Fire Agencies)

Citygate completed a project to implement a phased process designed to establish a blueprint for improving San Diego County's regional fire protection and First Responder Emergency Medical Services (EMS) system. The study assessed current levels of service, identified future needs, provided options for a regional governance structure and developed cost feasible proposals to improve the region's ability to respond to natural or manmade disasters including wildfires, earthquakes, terrorism, and other multi-hazard events. It also provided ways to bolster day-to-day operations and enhance the delivery of fire and emergency medical services in San Diego County.

The study exceeded the County's expectations and was very well received by the elected officials and stakeholders in May 2010. The County has since retained Citygate to provide ad hoc assistance with implementation of the study's recommendations.

Sonoma Valley Fire & Rescue Authority, CA – Fire Services Reorganization Implementation Study

Citygate conducted a fire services reorganization implementation study to explore the feasibility of more completely merging the City of Sonoma's and Valley of the Moon Fire Protection District's Fire Service operations in order to gain greater economies of scale, avoid fiscal, governance and operational duplication and where needed, improve service.

City of Santa Rosa, CA – Fire Services Consolidation Analysis

Citygate performed a feasibility study on merging the City of Santa Rosa, the Rincon Valley Fire Protection District and the Roseland Fire Protection District's Fire Service Operations in order to gain economies of scale, avoid duplication, and improve services.

The City agreed with Citygate's recommendation not to proceed with consolidation, as costs were not feasible.

Santa Barbara County, CA – Fire Services Deployment and Departmental Performance Audit Study

Citygate completed a Standards of Response Coverage deployment analysis and departmental performance audit assessment of the Santa Barbara County Fire Department. The study identified both the current service level and services desired, and then assessed the Department's ability to provide them. After understanding gaps—if any—in operations and resources, Citygate provided recommendations to maximize and improve Department operations and resources over time. The study was well received by the Department, County Chief Executive and the Board of Supervisors, whom, after receiving the study, adopted a revised funding plan for the dependent fire district.

Monterey County, CA – EMS Agency Ambulance System Issues Review and Analysis of Options

Citygate is currently conducting a review of issues in the ambulance transport system relating to the County's contracted provider and the local government stakeholders. Citygate will use focused listening and documentation review to substantiate issues identified and work separately and jointly with system partners to forge improved relations and operational agreements.

City of Corona, CA – Fire Department Strategic Plan/Standards of Response Coverage Study

Citygate is currently performing a Fire Department Strategic Plan and Standards of Response Coverage study for the City of Corona, CA to include all facets of fire and non-fire operations including, but not limited to, fire prevention, fire administration, emergency medical services, fire investigation, fire training, disaster preparedness, hazardous materials, administrative support positions, information systems, capital facilities and apparatus, fire department fees, regional issues, and fire public education.

City of Pismo Beach, CA – Consolidation Feasibility Study

Citygate conducted a high-level assessment of the feasibility of fire agency consolidation for these agencies: Pismo Beach, Arroyo Grande, Grover Beach, and the Oceano Community Services District. The partners desired an independent review of the current fire department service relationships to determine if a functional or a full consolidation of one or more departments would provide cost stabilization while maintaining effective services. Options explored include a city-owned fire department, a contract with CAL-FIRE, or full consolidation. The study included a strong volunteer fire service component. The study used geo-mapping tools to briefly review fire station service areas, conduct an assessment of current expenses and an examination of governance options.

The City of Pismo Beach agreed with Citygate's recommendations to remain with CAL FIRE. In early 2010, the other agencies established a JPA single fire agency along the lines of the Citygate recommendation.

Cities of Monterey, Pacific Grove, and Carmel, CA – Regional Fire Service Study

Citygate assisted with the development of a high-level assessment of the feasibility of fire agency consolidation for the cities of Monterey, Pacific Grove, and Carmel. This study assisted the partners with determining if they should create a joint agency that would be a more efficient governmental organization that will provide improved services at controlled or lower costs. The study also focused on the possibilities to streamline the allocation of resources and equipment so that the most cost-effective apparatus, facility, training, prevention and safety services are provided.

Upon completion of the Final Report, Citygate was retained to provide guidance as the agencies decided whether to proceed with consolidation. The agencies have successfully consolidated.

City of San Diego, CA – Standards of Response Coverage Study

Citygate conducted a fire service Standards of Response Coverage deployment study for the San Diego Fire Rescue Department (population over 1.25 million). The study broke new ground by determining the appropriate number of additional fire stations critically needed and then recommended 2-firefighter/paramedic staffed Fast Response Squads for adaptive peak hour deployment. The study independently reviewed in depth the existing fire and emergency medical risks to be protected, the current and desirable response system to these needs, and recommended a best-fit solution to most effectively leverage the existing situation while allowing the development of an even stronger regional response system to benefit everyone.

Beverly Hills Fire Department, CA – Performance Audit and Strategic Plan

Citygate conducted a general organizational analysis of the City of Beverly Hills Fire Department as well as a strategic plan. The goal of the study was to assess the current emergency response services/operations of the Department, to identify gaps—if any—in operations and resources, and to develop recommendations to maximize current Department operations and resources and to identify “best practices” that may be applicable for Beverly Hills. The study results were warmly accepted by the Department, City Manager and Council whom used the study for revised budget discussions.

3.3 CITYGATE CLIENT SUMMARY

In addition to the related studies described above, Citygate presents a list of additional SOC/deployment studies, Master/Strategic Plans, consolidation projects, and general clients for projects we have completed or are currently completing.

3.3.1 Master/Strategic Plans

- ◆ City of Atwater, CA
- ◆ Anacortes, WA
- ◆ City of Belmont, CA
- ◆ City of Beverly Hills, CA
- ◆ Butte County, CA
- ◆ City of Carlsbad, CA
- ◆ City of Corona, CA
- ◆ City of Davis, CA
- ◆ City of Dixon, CA
- ◆ City of DuPont, WA
- ◆ East Contra Costa County FPD, CA
- ◆ Fresno County, CA
- ◆ Lakeside Fire Protection District
- ◆ Los Angeles County, CA
- ◆ Los Angeles Area Fire Chiefs Association, CA
- ◆ Madera County, CA
- ◆ Mountain House CSD, CA
- ◆ Napa County, CA
- ◆ City of Napa, CA
- ◆ City of Newark, CA
- ◆ City of Oakdale / Oakdale Rural FPD, CA
- ◆ City of Oceanside, CA
- ◆ City of Peoria, AZ
- ◆ Presidio Trust, CA
- ◆ Port of Long Beach, CA
- ◆ Port of Los Angeles, CA
- ◆ Rock Creek Rural FPD, ID
- ◆ Salida FPD, CA
- ◆ Salton Community Services District, CA
- ◆ City of San Luis Obispo, CA
- ◆ City of Soledad, CA
- ◆ City of Surprise, AZ
- ◆ Travis County ESD #6, TX
- ◆ Town of Windsor, CA
- ◆ University of California, Davis
- ◆ University of California, Merced

3.3.2 Fire Standards of Coverage/Deployment Studies

- ◆ City of Alameda, CA
- ◆ City of Bakersfield, CA
- ◆ City of Brentwood, CA
- ◆ City of Cleveland, OH
- ◆ Coastside FPD, CA
- ◆ City of Costa Mesa, CA
- ◆ Cosumnes CSD
- ◆ City of Emeryville, CA
- ◆ City of Enid, OK
- ◆ City of Eureka, CA
- ◆ City of Folsom, CA
- ◆ City of Georgetown, TX
- ◆ Lakeside Fire Protection District, CA
- ◆ Los Angeles County EMS, CA
- ◆ Marin County, CA
- ◆ Menlo Park FPD, CA
- ◆ City of Minneapolis, MN
- ◆ City of Monterey Park, CA
- ◆ Montecito FPD, CA
- ◆ City of National City, CA
- ◆ City of Redlands, CA
- ◆ City of Roseville, CA
- ◆ Sacramento Metropolitan Fire District, CA
- ◆ City of Sacramento, CA
- ◆ San Bernardino, CA
- ◆ City of San Diego, CA
- ◆ City of San Mateo, CA
- ◆ San Mateo County, CA
- ◆ San Ramon Valley FPD, CA
- ◆ Santa Barbara County, CA
- ◆ Santa Clara County, CA
- ◆ City of Seaside, CA
- ◆ Snohomish County Fire District 1, WA
- ◆ South Placer FPD, CA
- ◆ City of South San Francisco
- ◆ South San Mateo County, CA
- ◆ South Santa Clara FPD, CA
- ◆ Stanislaus Consolidated FPD, CA
- ◆ City of Stockton, CA
- ◆ City of Suisun City, CA

Yolo LAFCo

Proposal to Conduct a Yolo County Fire Protection Districts Combined MSR/SOI Study

- ◆ North County FPD, CA
- ◆ North Lake Tahoe FPD, NV
- ◆ City of Oakland, CA
- ◆ Ogden City, UT
- ◆ City of Orange, CA
- ◆ City of Palm Springs, CA
- ◆ City of Pasadena, CA
- ◆ Templeton CSD, CA
- ◆ Travis County ESD No. 6, TX
- ◆ City of Vacaville, CA
- ◆ City of Vallejo, CA
- ◆ Vancouver, WA
- ◆ City of Vista, CA
- ◆ City of West Sacramento, CA
- ◆ City of Yuba City, CA

3.3.3 Consolidations and Contract-for-Service Analyses

- ◆ City of Ukiah and Ukiah Valley Fire District – Feasibility of Establishing a “District Overlay”
- ◆ Cities of Manhattan Beach and Hermosa Beach – Operational Assessment
- ◆ Cities of Hesperia, Adelanto, Victorville, Town of Apple Valley, CA – Public Safety JPA Feasibility Study
- ◆ San Diego County Office of Emergency Services (CA) – Countywide Deployment and Fiscal Study for Regional Fire, Rescue, and EMS Services (57 Total Fire Agencies)
- ◆ UC Davis, Cities of Davis, West Sacramento, and Woodland – Consolidation Feasibility Analysis
- ◆ UC Santa Cruz and City of Santa Cruz – Consolidation Feasibility Analysis
- ◆ City of Emeryville, CA – Assessment of Fire Service Provision Options
- ◆ City of Arcata, CA – Fire Services Feasibility Analysis
- ◆ City of Pinole, CA – Regional Fire Service Delivery Study
- ◆ City of Sausalito and Southern Marin FPD – Fire Consolidation Implementation Analysis
- ◆ Cities of Burlingame, Millbrae, San Bruno, and Town of Hillsborough – Fire Services Merger Technical Implementation
- ◆ Cities of Orange, Fullerton, and Anaheim – Consolidation Feasibility Analysis
- ◆ El Dorado LAFCo (CA) – Countywide Fire and Emergency Services Study
- ◆ City of Lodi, CA – Contract for Services Feasibility Analysis
- ◆ Presidio Trust and National Park Service – Fire Services Reorganization
- ◆ City of Eureka and Humboldt No. 1 Fire Protection District – Consolidation or Contract Fire Services Feasibility Analysis
- ◆ Seaside and Marina Fire Services, CA – Consolidation Implementation Assistance
- ◆ Cities of Pismo Beach, Arroyo Grande, Grover Beach, and Oceano CSD – High-Level Consolidation Feasibility Analysis
- ◆ Cities of Patterson, Newman and West Stanislaus County FPD, CA – Joint Fire Protection Study
- ◆ Cities of Monterey, Pacific Grove, and Carmel, CA – High-Level Consolidation Feasibility Analysis
- ◆ South Santa Clara County Area Fire Departments – Reorganization Feasibility Study
- ◆ City of South Lake Tahoe, CA – Fire Department Consolidation Feasibility Analysis
- ◆ City of Santa Rosa and Rincon FPD, CA – Fire Consolidation Analysis
- ◆ City of Sonoma and Valley of the Moon FPD – Fire Services Reorganization Study
- ◆ City of Covina, CA – Contract-for-Service Analysis
- ◆ Cities of Newark and Union City – Consolidation or ALCO Contract for Services Study
- ◆ Snohomish County Fire District 1, WA – Review of Regional Fire Authority Financial and Level-of-Service Plan
- ◆ Yuba County Valley Floor Agencies – Fire Services Merger Study

3.3.4 General Studies

- ◆ County of Alameda, CA – Incident Management Teams
- ◆ City of Albany, NY – Management Audit
- ◆ Alpine Springs, CA – Services Cost Sharing
- ◆ City of Atascadero, CA – Project Impact and Mitigation Assessment
- ◆ Bay Area UASI – Incident Management Training
- ◆ City of Brentwood, CA – Service Costs and Options
- ◆ Cities of Brea and Fullerton – Fire Resource and Ambulance Plan
- ◆ City of Calistoga, CA – Fire Safety Review
- ◆ City of Chula Vista, CA – Analysis of Overtime Use; Fiscal and Operational Police Assistance for ALS Plan
- ◆ City of Cloverdale, CA – Impact Fees
- ◆ City of Copperopolis, CA – Prevention
- ◆ City of Corona, CA – Fire Prevention
- ◆ City of Davis, CA – Operations / Management
- ◆ Donnelly Rural FPD, ID – Mitigation
- ◆ El Dorado Hills – Peer Review
- ◆ EMSA – Training Program Development
- ◆ City of Fairfield, CA – Review of the Fire Station Needs for the Fairfield Train Station Specific Plan
- ◆ City of Fremont, CA – Response Statistics; Comprehensive Multi-discipline Type 3 IMT Training Program
- ◆ City of Goodyear, AZ – Fire Department Management Audit
- ◆ Hamilton City FPD, CA – Preliminary Diagnostic Assessment
- ◆ City of Hemet, CA – Costing and Peer Review for Fire Service Alternatives
- ◆ City of Hesperia, CA – Cost Estimate for Hesperia Provided Fire Services
- ◆ Kelseyville FPD, CA – Executive Search
- ◆ Kitsap Public Health District – Emergency Response Plan Review Services
- ◆ City of Loma Linda, CA – Cost of Services
- ◆ City of North Lake Tahoe, CA – Management Team Workshop
- ◆ City of Patterson, CA – Advance Planning
- ◆ PG&E – Mitigation
- ◆ City of Piedmont, CA – EOC
- ◆ Placer County – Fire Services and Revenue Assessment
- ◆ Port of Long Beach, CA – Mitigation
- ◆ Port of Los Angeles, CA – Performance Audit
- ◆ Port of Oakland/City of Oakland – Domain Awareness Center Staffing Plan Development
- ◆ City of Portland, CA – Public Information Officer Training
- ◆ City of Poway, CA – Overtime Audit
- ◆ City of Roseville, CA – EMS Transport
- ◆ Rancho Cucamonga Fire District, CA – Fire Services Feasibility Review
- ◆ Rancho Santa Fe FPD, CA – EMS Operational and Fiscal Feasibility Review
- ◆ Sacramento Metropolitan Airport, CA – ARFF Study
- ◆ Sacramento Regional Fire/EMS Communications Center – EMS Data Assessment
- ◆ City of Sacramento, CA – Fire Prevention Best Practices
- ◆ Salton CSD, CA – Fire Services Impacts Review
- ◆ City and County of San Francisco – Incident Management Training
- ◆ County of San Mateo – Countywide Fire Service Deployment Measurement System
- ◆ City of Santa Barbara, CA (Airport) – ARFF Study
- ◆ Santa Clara County – Incident Management Training
- ◆ Santa Cruz County – Incident Management Training
- ◆ Town of Scotia Company, LLC – Board Training Workshop

Yolo LAFCo

Proposal to Conduct a Yolo County Fire Protection Districts Combined MSR/SOI Study

- ◆ City of Milpitas, CA – Fire Services Planning Assistance
- ◆ County of Monterey – EMS Agency Ambulance Systems Issues Review and Analysis
- ◆ County of Monterey – EMS Communications Plan
- ◆ City of Napa, CA – Mitigation
- ◆ Newark-Union City – Fire Services Alternatives
- ◆ Northstar – Fire Impacts and Growth Review
- ◆ Sonoma LAFCo – Municipal Services Review
- ◆ South Monterey County Fire Protection District – Needs Assessment
- ◆ Squaw Valley – Assessment of Project Impacts
- ◆ Stanford University, CA – Fire Services System Review Consulting Services
- ◆ Wheatland Fire Authority, CA – Operational Feasibility Review
- ◆ City of Yorba Linda, CA – EOC

3.4 CLIENT REFERENCES

Below, Citygate provides a list of references for related engagements. We strongly encourage Yolo LAFCo to contact these references to see why agencies continue to call on Citygate for their fire and emergency services consulting needs.

El Dorado LAFCo, CA

Project: Countywide Fire and Emergency Services Study

Mr. José C. Henríquez, Executive Officer
(530) 295-2707

jhenriquez@edlafco.us

Sacramento Metropolitan Fire District, CA

Project: Numerous

Mr. Chris Holbrook, Deputy Chief,
Administration

(916) 616-2404

holbrook.chris@metrofire.ca.gov

County of Santa Barbara, CA

Project: Fire Services Deployment and Departmental Performance Audit

Mr. Michael Dyer, Fire Chief
(805) 681-5507

michael.dyer@sbcfire.com

City of San Diego, CA

Project: Standards of Response Coverage Study

Mr. Javier Mainar, Fire Chief
(619) 533-4300

jmainar@saniego.gov

3.5 CITYGATE'S DISTINGUISHING CHARACTERISTICS IN THE MARKETPLACE

In one word – **trust** – founded on these core values:

Ethics: We will use rational information to help elected officials make informed policy choices. Our opinions are not for “sale” to those that might want to slant a recommendation because they are paying for the advice.

Quality: We deliver a complete work product that meets the client’s *local* needs. We do not use one-size-fits-all reports. Our reports clearly use facts to frame appropriate recommendations that the civilian reader can understand. We do not use industry jargon or jump to conclusions that only a fire service individual would understand.

Timeliness: We will offer our clients a realistic timeline and always complete our work within that timeline. Where we have not, it is due to the client needing more time to schedule events or to produce background information.

Sensitivity: We will understand at the project kick-off what the stakeholder issues are and what information will be needed to completely address them. We are careful to respect local issues. We do not take sides. We rationally analyze information

and present policy choices. We are quiet, “backstage” experts who let the local officials set and explain public policy.

Independence: Citygate provides a dependable independent voice (perspective, viewpoint, evaluation, assessment). Citygate is not aligned with any special interest group or association.

SECTION 4—FEES

4.1 PROJECT FEES

Our charges are based on *actual time* spent by our consultants at their established billing rates, plus reimbursable expenses incurred in conjunction with travel, printing, clerical, and support services related to the engagement. We will undertake this study for a “not-to-exceed” total cost based on our Work Plan and Scope of Work, outlined below.

4.1.1 Core Project Costs

Consulting Fees of Project Team	Reimbursable Expenses	Administration (5% of Hourly Fees)	Total Citygate Core Project Amount
\$63,750	\$1,714	\$3,188	<u>\$68,652</u>

4.1.2 Work Plan Options

Option	Cost
Option 1—Site visits to evaluate capacity and adequacy of services (Task 3)	\$3,686
Option 2—Comprehensive statistical analysis of response and staffing data (Task 3)	\$8,925
Total Cost of Optional Services	<u>\$12,611</u>

The price quoted is effective for 90 days from the date of receipt of this proposal. Citygate will provide one (1) bound color copy of the final MSR report and a reproducible master copy on CD-ROM.

4.2 STANDARD HOURLY BILLING RATES

Classification	Rate	Consultant
Citygate President	\$225 per hour	David DeRoos
Fire Practice Principal	\$250 per hour	Stewart Gary
Senior Fire Services Specialist – Project Manager	\$210 per hour	Samuel Mazza
Senior Associate – Fiscal Specialist	\$195 per hour	Stan Feathers
Statistical Specialist	\$160 per hour	Michael Fay
Report Project Administrator	\$125 per hour	Chad Jackson
Administrative Support	\$95 per hour	Various

4.3 BILLING SCHEDULE

We request that ten percent (10%) of the project cost be advanced at the execution of the contract, to be used to offset our start-up costs. This advance will be credited to our last invoice. Subsequently, we will bill monthly for time, reimbursable expenses incurred, and a five percent (5%) administration fee calculated in lieu of individual charges for copies, phone, etc. We request payment within 30 days of invoicing. Citygate's billing terms are net thirty (30) days, plus two percent (2%) for day thirty-one (31) and two percent (2%) per month thereafter.

APPENDIX A

CODE OF ETHICS

CODE OF ETHICS

CLIENTS

1. We will serve our clients with integrity, competence, and objectivity.
2. We will keep client information and records of client engagements confidential and will use proprietary client information only with the client's permission.
3. We will not take advantage of confidential client information for ourselves or our firms.
4. We will not allow conflicts of interest which provide a competitive advantage to one client through our use of confidential information from another client who is a direct competitor without that competitor's permission.

ENGAGEMENTS

5. We will accept only engagements for which we are qualified by our experience and competence.
6. We will assign staff to client engagements in accord with their experience, knowledge, and expertise.
7. We will immediately acknowledge any influences on our objectivity to our clients and will offer to withdraw from a consulting engagement when our objectivity or integrity may be impaired.

FEES

8. We will agree independently and in advance on the basis for our fees and expenses and will charge fees and expenses that are reasonable, legitimate, and commensurate with the services we deliver and the responsibility we accept.
9. We will disclose to our clients in advance any fees or commissions that we will receive for equipment, supplies or services we recommend to our clients.

PROFESSION

10. We will respect the intellectual property rights of our clients, other consulting firms, and sole practitioners and will not use proprietary information or methodologies without permission.
11. We will not advertise our services in a deceptive manner and will not misrepresent the consulting profession, consulting firms, or sole practitioners.
12. We will report violations of this Code of Ethics.

The Council of Consulting Organizations, Inc. Board of Directors approved this Code of Ethics on January 8, 1991. The Institute of Management Consultants (IMC) is a division of the Council of Consulting Organizations, Inc.

APPENDIX B

PROJECT TEAM RESUMES

Mr. Gary was, until his retirement, the Fire Chief of the Livermore-Pleasanton Fire Department. Now in his 42nd year in the Fire Service, Mr. Gary began as a volunteer and worked his way up through the ranks, including his service as a Paramedic for five years.

Mr. Gary started his career with the City of Poway in San Diego County, attaining the rank of Battalion Chief/Fire Marshal. He subsequently served as the Administrative Battalion Chief for the Carlsbad Fire Department in San Diego County. He was appointed Fire Chief for the City of Livermore, CA in January 1994, and two years later, he successfully facilitated the peer-to-peer merger of the Livermore and Pleasanton Fire Departments into one seamless ten-company department from which he retired as Chief. This successful consolidation was awarded the esteemed Helen Putnam award for excellence and innovation by the California League of Cities in 1999.

Mr. Gary has both a Bachelor's and Master's degree in Public Administration from San Diego State University. He holds an Associate in Fire Science Degree from Miramar Community College in San Diego, a Certificate in Fire Protection Administration from San Diego State, and he has attended hundreds of hours of seminar course work in fire protection.

Mr. Gary has served in elected professional positions, including: President, California League of Cities, Fire Chiefs Department and Chairperson, San Diego County Paramedic Agencies. He has been involved in progressive responsibility for creating or implementing fire protection policy on the local, state and national levels. He has served as a Board Member representing cities on the California Office of Emergency Services-Firescope Board, and served two terms as the Fire Chief representative on the California League of Cities Board of Directors. Mr. Gary served on the Livermore School District Board, and presently serves as an elected official on the City of Livermore City Council.

Memberships Held Include:

- ◆ International Association of Fire Chiefs, Fairfax, VA
- ◆ California Fire Chiefs Association, Rio Linda, CA
- ◆ National Fire Protection Association, Quincy, MA

Current Consulting Experience Includes:

Since starting his consulting career with Citygate Associates in 2001, Chief Gary has successfully worked on, managed or directed over 200 consulting projects. Some of the highlights and recent projects include:

- ◆ Served as Project Director and SOC Specialist for a fire municipal services review and sphere of influence review for Sonoma LAFCO.
- ◆ Served as Project Director and SOC Specialist for a fire and emergency services study for the El Dorado Local Agency Formation Commission to evaluate fire services countywide and to provide actionable recommendations on how to ensure sustainable, adequate and cost effective coverage.
- ◆ Served as Project Director and SOC Specialist for a Standards of Response Cover deployment analysis and geo-mapping software implementation for the Sacramento Metropolitan Fire District.

-
- ◆ Served as Project Director for a project to analyze the Sacramento Metropolitan Fire District’s revenue-to-expense plans to determine if the planning to date meets both fire service and local government fiscal best practices.
 - ◆ Currently serving as Fire Practice Principal and Project Director to perform a Fire Station Coverage Study for the City of Sacramento and the Sacramento Metropolitan Fire District.
 - ◆ Served as Project Director for the provision of consulting services regarding fire prevention’s best practices for the City of Sacramento, CA.
 - ◆ Currently serving as Fire Practice Principal for structural firefighting, EMS, and Aircraft rescue and firefighting services review for the Sacramento Metropolitan Fire District and the Sacramento County Department of Airports.
 - ◆ Currently serving as Fire Practice principal and project Director for a Standards of Cover Study, Management/Administrative Assessment, and Strategic Plan for the Cosumnes Fire Department.
 - ◆ Served as Fire Services Principal and Project Director to develop a fire services strategic plan and pre-accreditation review for University of California, Davis, and City of Davis Fire Departments.
 - ◆ Served as Project Director for a study in which Citygate furnished a Standard of Cover Plan and Risk Assessment for both the City of Dixon and the Dixon Fire Protection District.
 - ◆ Served as Fire Practice Principal for a review of the engine retrofit work for the Port of Los Angeles.
 - ◆ Currently serving as Fire Practice Principal and Project Director for domain awareness center staffing plan development for the Port of Oakland and City of Oakland.
 - ◆ Recently served as Project Manager and SOC Specialist for Montecito Fire Protection District to provide a Standards of Coverage and Risk Assessment Study.
 - ◆ Currently serving as Project Director and Fire Services Principal for a Fire Services Threat Assessment and Strategic Plan for the University of California, Merced.
 - ◆ Served as Project Director and SOC Specialist for Citygate’s Regional Fire Services Deployment Study for San Diego County, including 57 fire agencies in the County region. Citygate outlined a process designed to establish a blueprint for improving San Diego County’s regional fire protection and emergency medical system.
 - ◆ Served as Project Director for Citygate’s Standards of Response Coverage study for the City of San Diego, CA.

Other non-Citygate Relevant Experience Includes:

- ◆ In 2002, Mr. Gary led a seminar that taught the Standards of Response Cover (SOC) methodology to members of the Clark County Fire Department.
- ◆ In 2005 and into 2006, Mr. Gary coached, assisted and initially drafted the Clark County Fire Department Rural SOC documents. He advised County GIS on how to prepare the necessary mapping and response statistics analysis. He then coached the project manager on collecting risk assessment information on each rural area, which he then wove into an integrated draft set of risk statements and proposed response policies for each rural area.
- ◆ In 2000, Mr. Gary was the lead deployment consultant on a team that developed a new strategic plan for the San Jose Fire Department. The final plan, which used the accreditation system methods and Standards of Response Coverage tools, was well received by the Department and City Council, which accepted the new strategic plan on a 9-0 vote.
- ◆ In 1996, Mr. Gary successfully studied and then facilitated the peer-to-peer merger of the Livermore and Pleasanton Fire Departments into one seamless ten-company department for which he served as Chief. The LPFD represents one of the few successful city-to-city fire mergers in California. The LPFD consisted of 128 total personnel with an operating budget for FY 00/01 of \$18M. Service was provided from eight stations and a training facility, and two additional stations were under construction.
- ◆ In 1995, Mr. Gary began working with the International Association of Fire Chiefs and International City Management Association Accreditation project on the *Standards of Cover* system for fire service deployment. He re-worked the material into a California manual and annually taught a 40-hour course for the California Fire Academy for many years. He conducts seminars on this deployment methodology for the International Fire Chiefs across the United States and Canada.
- ◆ In 1994, Mr. Gary effectively led the Fire Department's adding of paramedic firefighters on all engines to increase service. Previously the Alameda County regional system was under-serving Livermore, and the local hospital emergency room was closing. Residents and the City Council approved a local EMS supplemental property tax assessment (successfully re-voted after Proposition 218) to help pay for this increased service. In 1995, Mr. Gary assisted the City Council and the firefighters union in reaching a new understanding on staffing, and a fifth Fire Company was added to better serve the Northwest area of Livermore.
- ◆ During his tenure in Carlsbad, he successfully master planned and opened two additional fire stations and developed the necessary agreements between the development community and the City Council.
- ◆ Mr. Gary has developed fire apparatus replacement plans; procured fire apparatus; supervised the development of community disaster preparedness and public education programs; facilitated permit streamlining programs in the Fire

Prevention and Building Departments; improved diversity in the Livermore fire department by hiring the first three female firefighters in the City; supervised the Livermore City Building Department including plan check and inspection services for two years; master planned future growth in the North Livermore area for an additional 30,000 people in a “new town” area.

- ◆ Mr. Gary facilitated a successful regional dispatch consolidation between Poway and the City of San Diego Fire Department. He developed and implemented fire department computer records systems for Carlsbad and Livermore.
- ◆ Mr. Gary has been a speaker on the proper design of information systems at several seminars for Fire Chiefs, the California League of Cities and the Fortune 100. He has authored articles on technology and deployment for national fire service publications.
- ◆ Mr. Gary is experienced as an educator in teaching firefighting, paramedicine and citizen CPR programs. As a community college instructor, he taught management and fire prevention. He has been an instructor for State Fire Training and the San Diego Paramedic program.

Instructor and Lecturer:

- ◆ Instructor and lecturer on Fire Service Deployment for the Commission on Fire Accreditation Standards of Cover Methodology. Over the last five years, Mr. Gary has presented one-day workshops across the U.S. and Canada to fire chiefs. Presentations have included:
 - The International Association of Fire Chiefs Convention;
 - U.S. Navy Fire Chiefs in Norfolk, Virginia;
 - U.S. Air Force Fire Chiefs at the USAF Academy, Colorado Springs, Colorado;
 - Seattle area Fire Chiefs;
 - Vancouver British Columbia Fire Chiefs Association;
 - The Michigan/Indiana Fire Chiefs Association School at Notre Dame University;
 - The California Fire training Officers annual workshop.
- ◆ Developed and taught the 40-hour course in fire deployment methods for the California Fire Academy for seven years. Over 250 fire officers have been trained in this course.

Presentations:

- ◆ “Mapping the Future of Fire.” First ever fire service technology conference, October 2000, Dallas, Texas. Outlined fire service needs, especially for GIS mapping and mobile data technologies in the fire service.

Publications:

- ◆ Edited, partially wrote and co-developed the 2nd, 3rd & 4th Editions of the Commission on Fire Accreditation Standards of Response Cover Manual.

-
- ◆ Fire Chief Magazine article. February 2001, “System of Cover.” Using the Accreditation Commission’s Standards of Response Cover systems approach for deployment.
 - ◆ Fire Chief Magazine article. December 2000, “Data to Go.” Designing and implementing wireless data technologies for the fire service.

Chief Mazza is the retired Fire Chief of the City of Monterey, California. He has over 40 years of public safety experience with city, county, special district, and state-level agencies, including administration, operations, dispatch, air operations, training, disaster planning and management, fire prevention, and law enforcement. He has served as the Incident Commander of a statewide Type-1 Incident Command Team, and as a member of the Monterey City and Monterey County Emergency Operations Center staffs.

Chief Mazza has extensive collaborative experience having served elected and appointed positions in numerous professional organizations and on regional committees and initiatives. He has served as the Fire and Rescue Coordinator and chaired the California Incident Command Certification System Peer Review Committee for the California Emergency Management Agency Monterey County Operational Area, and also served on the Monterey County Operational Area Grant Approval Authority for the California Department of Homeland Security. He has served as President of the Monterey County Fire Chiefs Association, and represented fire agencies on committees providing governance and policy oversight of the Monterey County voice and data emergency communications and dispatch systems. He obtained grant funding and facilitated implementation of a mobile data communications system for Monterey County fire agencies in 2010, and initiated and led the continuing effort to develop a regional shared governance fire agency for the Monterey Peninsula.

Chief Mazza holds a Bachelor's degree from California State University Fresno, an Associate in Fire Science degree from Fresno City College, and is a graduate of the Executive Fire Officer Program.

Professional Memberships:

- ◆ International Association of Fire Chiefs, Fairfax, VA
- ◆ California Fire Chiefs Association, Rio Linda, CA

Recent Consulting Experience Includes:

Chief Mazza's recent Citygate consulting experience includes:

- ◆ Assisted with a fire municipal services review and sphere of influence review for Sonoma LAFCO.
- ◆ Assisted with a performance audit, development of a strategic plan and pre-accreditation review for University of California, Davis Fire Department.
- ◆ Recently completed a comprehensive community risk assessment and assisted with a Standards of Response Coverage study for the Montecito Fire Protection District.
- ◆ Currently conducting a comprehensive hazard vulnerability and mitigation assessment for the University of California, Merced, and assisting with development of a fire services master plan.
- ◆ Currently assisting with conducting a fire and EMS needs assessment for the San Antonio Valley area of Santa Clara County.

-
- ◆ Assisted with a consolidation feasibility study for the cities of Newark and Union City.
 - ◆ Conducted a fire services assessment for the Templeton Community Services District.

Significant Programs/Projects:

- ◆ Represented city fire agencies on the Monterey County Emergency Communications Users Advisory Committee (ECUAC).
- ◆ Represented city fire agencies on the ECUAC Next Generation (NGEN) communications system Subcommittee.
- ◆ Chaired the ECUAC Mobile Data Communications Subcommittee (MDCS).
- ◆ Led the initiative to implement mobile data computers for all Monterey County fire agencies.
- ◆ Obtained federal grant funding to replace all Monterey County fire agency mobile and portable radios.
- ◆ Coordinated annual Proposition 172 allocation for Monterey County fire agencies with the Monterey County Administrative Office.
- ◆ Board of Directors – Fire Agency Insurance Risk Authority.
- ◆ Monterey County Emergency Medical Services Agency Task Force – evaluating and recommending enhancements to the Monterey County EMS system.
- ◆ Represented Monterey County fire agencies on the Monterey County Emergency Medical System Committee.

Additional Related Experience:

- ◆ Coordinated rewrite of the Monterey City Emergency Operations Plan in 2010 in conformance with federal and state all-hazard guidelines.
- ◆ Authored Damage Assessment Plan annex to the Monterey City Emergency Operations Plan.
- ◆ Authored Critical Infrastructure and Key Resources Plan annex to the Monterey City Emergency Operations Plan.
- ◆ Authored Pandemic Influenza Preparedness and Response Plan annex to the Monterey City Emergency Operations Plan.
- ◆ Represented Monterey County fire agencies on the Monterey County Emergency Medical System Committee.
- ◆ Coordinated implementation of the California Incident Command Certification System within the Monterey County Operational Area.
- ◆ Participated in the National Fallen Firefighters Foundation Wildland Fire Symposium to develop initiatives to reduce firefighter line-of-duty fatalities.
- ◆ Facilitated development and implementation of multiple Strategic Plans.

-
- ◆ Facilitated implementation of the reorganization of Monterey County Service Area #61 into the South Monterey County Fire Protection District.
 - ◆ Coordinated development and implementation of a Fire District Illness and Injury Prevention Plan.
 - ◆ Coordinated development and implementation of fire suppression assessment and mitigation fee ordinances.
 - ◆ Co-facilitated development and implementation of multi-agency engine and truck company performance standards.

Mr. Stanley E. Feathers has served as City Manager, Assistant City Manager, Finance Director, Budget Manager and has served extended duty as interim Community Development Director. He has over 25 years of management experience in both county and city government. His executive experience includes virtually all aspects of local government with much of it focused on “hands-on” analysis, policy development and implementation of initiatives. He has experience in a diverse array of public policy areas and issues. Through his wide ranging experience he has developed approaches to resolving complex problems by emphasizing simple but elegant solutions. This is critical to long-term success in an increasing complex governmental environment limited by the availability of resources. This approach focuses on sound empirical analysis, collaboration, and teamwork. His experience includes governmental finance, budget, business systems, human resources, labor relations, contract management, planning and community development, public safety, information and business technology, risk management, legislative advocacy, public works, major capital projects, and a wide variety of other areas.

Mr. Feathers recently retired and has since assisted Central Valley Cities in dealing with financial, budget and organizational issues related to the impact of the housing and economic meltdown. He just completed serving as interim City Manager for the City of Oakdale, a full-service city in the central valley. Mr. Feathers holds an undergraduate degree in the social sciences with concentrations in economics, political science, and social psychology and a master’s degree in public administration from California State University Stanislaus.

Select Related Experience:

Since joining Citygate, Mr. Feather’s consulting experience includes:

- ◆ Currently serving as Senior Associate and Fiscal Specialist for structural firefighting, EMS, and Aircraft rescue and firefighting services review for the Sacramento Metropolitan Fire District and the Sacramento County Department of Airports.
- ◆ Served as Senior Associate and Fiscal Specialist for the provision of consulting services regarding fire prevention’s best practices for the City of Sacramento, CA.
- ◆ Served as Senior Associate and Fiscal Specialist for a project to analyze the Sacramento Metropolitan Fire District’s revenue-to-expense plans to determine if the planning to date meets both fire service and local government fiscal best practices.
- ◆ Served as Senior Associate and Fiscal Specialist for an extensive Emergency Medical Services Organizational and Operational Review and Strategic Plan for the Los Angeles County Fire Department.
- ◆ Served as Senior Associate and Fiscal Specialist for Fire Services Deployment Study for the City of San Bernardino.
- ◆ Served as Senior Associate and Fiscal Specialist for the Relocation Study of Fire Station #4 to Serve the Napa Pipe Project for the City of Napa.

-
- ◆ Served as Senior Associate and Fiscal Specialist for the Lakeside Fire Protection District Standards of Cover Assessment and Strategic Fiscal Review.
 - ◆ Served as Senior Associate and Fiscal Specialist to conduct a shared fire services analysis for the Fire Agencies on the Valley Floor of Yuba County.
 - ◆ Currently serving as Fiscal Specialist for the City of Rancho Cucamonga Police Services Analysis.
 - ◆ Served as Senior Associate and Fiscal Specialist for a project to provide a feasibility study for a public safety Joint Powers Authority for the Cities of Adelanto, Hesperia, Victorville and Town of Apple Valley.
 - ◆ Served as Project Manager and Lead Fiscal Specialist for the Town of Gilbert, AZ staff modeling over a 20-year time horizon.

Other Related Experience:

The following is a detailed listing of Mr. Feathers' experience in local government over the past 25 years. The range and scope of this experience has included virtually every functional area in which cities are involved:

- ◆ **City Management** – Provided executive oversight of all city services and responsibilities. Served as both City Manager and Assistant City Manager. This includes all aspects of city management, operations, department head supervision, city council relations, agenda process, media relation, intergovernmental relations, legislative analysis, and strategic planning.
- ◆ **Information Technology** – Significant involvement with city-wide information technology from management system conversion, development of information technology practices and policies, investigations related to fraud against governmental agencies, and outsourcing of information technology functions.
- ◆ **Budget** – Has been involved in the management, analysis, development, and monitoring of governmental budgets throughout his career. His expertise extends to every aspect from strategic long-range planning to day-to-day operations and performance management. His experience includes police, fire, public works, community development, parks and recreation, engineering, enterprise operations such as wastewater, water, airport, golf courses, community center, and major capital projects in all areas of city infrastructure. His experience includes preparation of feasibility studies, indirect and direct cost allocation studies, long-range financial projections and modeling, enterprise and governmental operations cash flow projections, utility rate analysis and projections and a host of varying analytical studies.
- ◆ **Finance** – Has extensive experience including all aspects of governmental finance including preparation of annual financial statements, the annual financial audit, required financial reporting and disclosure, bond issuance and debt issues including analysis of ongoing bond requirements and continuing disclosure necessary to comply with relevant bondholder agreements and covenants. His debt and financing issues experience has mainly centered on capital improvement projects for City infrastructure including public safety facilities, redevelopment

projects, wastewater and water enterprise facilities and other governmental facilities. His background includes experience in investment, business process improvement, cash management, banking, investments, financial systems design, upgrade and conversion.

- ◆ **Contract Negotiation and Management** – Served as the lead negotiator in numerous contract negotiations during his career. Many have been both complex and multifaceted negotiations. They include: a \$62 million wastewater plant design build contract; a settlement of a controversial and longstanding dispute over a reimbursement agreement between a benefit district’s land owners, lead developer, and the city which was key to economic development strategies for the city; an intense and ultimately successful negotiation between the city, Firefighters labor association and Cal-Fire to transition city fire services to Cal-Fire and produce significant cost savings for the city; professional service contracts for legal services with city attorneys and special counsels; department heads agreements; interagency agreements for utility (water and wastewater) services; and a variety of other areas with significant implications.
- ◆ **Community Development** – Served as interim Community Development Director on several occasions. His experience includes economic development, general plan updates, specific plans, development agreements, reimbursement agreements, capital facility fee studies, tax sharing agreements, most aspects of current as well as advance planning. He has been involved in economic development activities including successful endeavors with major retailers.
- ◆ **Human Resources** – Served as the City Human Resources Director and has also supervised the Director of Human Resources and Risk Manager. Served as Chief labor relations negotiator on many occasions. Successfully negotiated many labor relations contracts. Conducted classifications studies, executive recruitments, updated and modified administrative policies as well as created new directives, updated personnel rules as state of labor laws changed. Conducted reorganizations in virtually every city department over his career including combining or splitting departments to improve the business processes and the value of services as well as outsourcing service to private sector service providers.
- ◆ **Intergovernmental Relations** – As City Manager and Assistant City Manager Mr. Feathers has been involved in a significant number of inter-agency endeavors including multi-agency contracts to provide transportation, planning, sanitation services, wastewater services, and fire services. These include working with partner agencies, and local Councils of Governments.

Additional Related Experience Includes:

- ◆ Valley Chapter Chair – California Municipal Finance Officers Association 2008-2009.
- ◆ Past part-time Faculty Member – Golden Gate University, Masters in Business/Public Administration Program.
- ◆ Developed National Association of Counties (NaCo) award winning Integrated Quality Control System.

-
- ◆ Project coordinator on California State pilot project – on-line computer cross-match system for fraud prevention system.

Michael D. Fay has over 30 years experience and has served as a firefighter, EMS director, educator, consultant and publisher.

Relevant Experience:

- ◆ President of Animated Data, Inc., the designer and publisher of StatsFD, formerly *NFIRS 5 Alive*. Using standard StatsFD and raw CAD datasets, *StatsFD* quickly performs diagnostic analysis of fire department operations. Outputs are designed for both live and printed presentations.
- ◆ Director of End2End, Inc., publisher of FirePoint RMS Systems for fire departments. Products of the firm include 40 single-user and multi-user client server modules. (Formerly Advanced Command Systems, Inc. Maynard, MA). Mr. Fay is responsible for RMS product development.
- ◆ Senior Associate of Firepro Inc., a fire consulting firm specializing in fire safe building design, forensic reconstruction, and fire department consulting services. Mr. Fay directed fire scene documentation and reconstruction of dozens of large loss fires and co-authored management studies for several city fire departments.
- ◆ Assistant Superintendent and Program Chair for Management Technology at the National Fire Academy, Federal Emergency Management Agency (FEMA). The mission of the National Fire Academy is to enhance the nation's fire protection services through the development and delivery of specialized programs for fire service managers, trainers and technicians. Mr. Fay directed delivery of management training courses in the Resident Programs Division, and he developed and delivered executive development training courses for chief officers of larger departments. He also established the National Fire Academy's microcomputer laboratory. Mr. Fay authored two college-level courses on the use of computer technology in the fire service and was responsible for the development and delivery of a national teleconference on management applications for fire service computers.
- ◆ Field Coordinator, International Association of Fire Chiefs Apprenticeship Program. The IAFC/IAFF Apprenticeship Program developed personnel resources through the establishment of performance standards and local programs of training. Mr. Fay traveled to fire departments nationally to help resolve obstacles to the implementation of enhanced fire fighter, EMT and paramedic training programs and contributed to the development and adoption of national standards for Firefighters and Emergency Medical Technicians (EMTs).
- ◆ Director, Emergency Medical Services and Firefighter for the Amherst, MA Fire Department, was responsible for EMS operations, supervision of EMS personnel, budget preparation and public information programming. He also served as a line firefighter.

Education:

- ◆ BA, University of Massachusetts

Additional Interests:

- ◆ Licensed amateur radio operator for over 40 years
- ◆ Technical background in wireless communication.

Mr. DeRoos is the President of Citygate Associates, LLC and former Deputy Director of the California Redevelopment Association. He earned his undergraduate degree in Political Science/Public Service (Phi Beta Kappa) from the University of California, Davis and holds a Master of Public Administration degree from the University of Southern California. Mr. DeRoos has over five years of operational experience as a local government administrator in land use planning, budgeting, and personnel, and nearly 30 years of consulting experience performing operations and management reviews of local government functions. Prior to joining Citygate in 1991, he was a Senior Manager in the State and Local government consulting division of Ernst & Young.

Relevant Experience Includes:

- ◆ For all Citygate projects, Mr. DeRoos reviews work products and is responsible for ensuring that each project is conducted smoothly and efficiently within the schedule and budget allocated, and that the project deliverables are in conformance to Citygate's quality standards.
- ◆ Served in an oversight capacity for a fire municipal services review and sphere of influence review for Sonoma LAFCO.
- ◆ Served in an oversight capacity for a fire and emergency services study for the El Dorado Local Agency Formation Commission to evaluate fire services countywide and to provide actionable recommendations on how to ensure sustainable, adequate and cost effective coverage.
- ◆ Served in an oversight capacity for a Standards of Response Cover deployment analysis and geo-mapping software implementation for the Sacramento Metropolitan Fire District.
- ◆ Currently serving in an oversight capacity for domain awareness center staffing plan development for the Port of Oakland and City of Oakland.
- ◆ Recently served in an oversight capacity for a Fire Department Strategic Plan and Standards of Cover for the City of Corona, to include all facets of fire and non-fire operations.
- ◆ Served in an oversight capacity for a strategic plan and Standards of Response Coverage study for the City of Beverly Hills Fire Department.
- ◆ Served in an oversight capacity to conduct a strategic planning process for the Los Angeles County Fire Chiefs Association to provide a framework for regionalizing training across all 31 fire departments in the area.
- ◆ Served in an oversight capacity for a performance audit for the University of California, Davis to produce a campus-specific Standards of Response Cover Plan, a forward-looking Applied Strategic Plan and a Pre-Accreditation Review of key UCD Fire operating elements documentation.
- ◆ Served in an oversight capacity for Citygate's Regional Fire Services Deployment Study for San Diego County, including 57 fire agencies in the County region. Citygate will implement a phased process designed to establish a blueprint for

improving San Diego County's regional fire protection and emergency medical system.

- ◆ Served in an oversight capacity for a Standards of Response Cover Deployment Analysis and Fire Master Plan for the City of Oceanside, CA. This analysis included a review of distribution of fire stations, deployment times, and firefighter staffing.
- ◆ Served in an oversight capacity for a fire department planning study for the City of Carlsbad to include an evaluation of all aspects of the Fire Department and fire headquarters systems review; a Standard of Response Cover planning analysis (fire station and crew deployment), fire station and staffing infrastructure triggers for additional resources, if needed; and an analysis of headquarters and prevention systems.
- ◆ Served in an oversight capacity for a Fire Services Deployment and Departmental Performance Audit for the Santa Barbara County Fire Department.
- ◆ Served in an oversight capacity for a project for the City of Oakland to conduct a comprehensive multi-hazard, all-risk fire service deployment study to analyze the City's fire services emergency response systems, and make recommendations for improvement of adding traditional resources and alternative and adaptive deployment models.
- ◆ Served in an oversight capacity for a consolidation, merger or contract for services feasibility analysis for the City of Anaheim and its partners in the study. Citygate identified opportunities to expand, and/or to strengthen the delivery of Fire, EMS, and other services of the City of Anaheim Fire Department, City of Fullerton Fire Department, and Orange City Fire Department.

Mr. DeRoos is a member of several professional and civic associations. He has taught for the U.C. Davis Extension College and for graduate classes in Public Administration, Administrative Theory and Labor Relations for Golden Gate University, and Non Profit and Association Management for the University of Southern California. He speaks and trains frequently on the topic of Leadership, Character and Values, and has also been a speaker for the American Planning Association (APA), written for the California APA Newsletter and the California Redevelopment Journal, and has been a speaker on redevelopment, Base Closures, and related issues across the US. Mr. DeRoos holds a certificate in Public Sector Labor Management Relations from U.C. Davis, and is a Certified Management Consultant (CMC).

Yolo Local Agency Formation Commission
Request for Proposals

Attachment C



To prepare the:

Yolo County Fire Protection Districts
Combined Municipal Service Review (MSR) and
Sphere of Influence (SOI) Study

Including:

Capay Valley FPD
Clarksburg FPD
Dunnigan FPD
East Davis FPD
Elkhorn FPD
Esparto FPD
Knights Landing FPD
Madison FPD
No Man's Land FPD
Springlake FPD
West Plainfield FPD
Winters FPD
Willow Oak FPD
Yolo FPD
Zamora FPD

Response due by Friday, December 19, 2014 at 4:00 pm
Issued November 5, 2014

YOLO LOCAL AGENCY FORMATION COMMISSION

REQUEST FOR PROPOSAL

The Yolo County Local Agency Formation Commission (LAFCo) is seeking qualified candidates to prepare a combined Municipal Service Review (MSR) and Sphere of Influence (SOI) study for Yolo County's fifteen fire protection districts (FPD) (including Capay Valley FPD, Clarksburg FPD, Dunnigan FPD, East Davis FPD, Elkhorn FPD, Esparto FPD, Knights Landing FPD, Madison FPD, No Man's Land FPD, Springlake FPD, West Plainfield FPD, Winters FPD, Willow Oak FPD, Yolo FPD, and Zamora FPD) (See Exhibit A for district boundaries).

Municipal Service Review (MSR) Guidelines

The Cortese-Knox-Hertzberg Act (California Government Code Section 56430) requires that LAFCo complete a municipal service review (MSR) to develop baseline information for updating spheres of influence (SOI). The MSR must be done before or in conjunction with the SOI. The statute sets forth the form and content of the municipal service review, which must inform the Commission on the following seven issues:

1. Growth and population projections for the area.
2. The location and characteristics of any disadvantaged unincorporated communities within or contiguous to the sphere of influence.
3. Capacity of public facilities, adequacy of public service and infrastructure needs or deficiencies.
4. Financial ability of agencies to provide services.
5. Status of, and opportunities for, shared services.
6. Accountability for community service needs, including governmental structure and operation efficiencies.
7. Any other matter related to effective of efficient service delivery.

Yolo County LAFCo has methodology guidelines for preparation of municipal service review and sphere of influence studies on its website (www.yololafco.org) under "LAFCo policies". The Governor's Office of Planning and Research has additional information for preparing service reviews as well as any other sections by reference in Government Code sections relating to the MSR studies.

Sphere of Influence (SOI) Guidelines

In determining the sphere of influence of each local agency, the SOI study should consider and prepare a written statement of determinations with respect to each of the following:

1. The present and planned land uses in the area, including agricultural and open-space lands.
2. The present and probable need for public facilities and services in the area.
3. The present capacity of public facilities and adequacy of public services that the agency provides or is authorized to provide.
4. The existence of any social or economic communities of interest in the area if they are relevant to the agency.

5. The present and probable need for those public facilities and services of any disadvantaged unincorporated communities within the existing sphere of influence (Yolo LAFCo has adopted a list of unincorporated communities in accordance with SB 244 that is available online).

Yolo LAFCo MSR/SOI Checklist Template

Yolo County LAFCo has developed a MSR/SOI checklist template to streamline the MSR process and ensure consistency across reports. Consultants will be expected to use the template when completing the report. Examples of the completed template can be viewed on the Yolo LAFCo website (www.yololafco.org) under “LAFCo Studies”. Please review the completed MSRs for Cacheville CSD, Wild Wings CSA and/or Dunnigan CSA.

Scope of the Project

Yolo LAFCo has developed a project scope to guide the candidates in developing proposals. (See Exhibit B for the Combined FPD MSR/SOI Project Scope). Yolo LAFCo does not expect (nor want) equal treatment of all seven areas of determination. The attached scope highlights the focus issues we expect the consultant to focus on. We are not interested in restating information from past MSRs. The successful candidate will develop a proposal that is aligned with the Project Scope.

Expectations of the Consultant

In addition to developing a proposal that aligns with the Project Scope, the successful firm or individual(s) will accomplish the following:

1. Consultants should develop a report that is aligned with the expectations expressed in the Project Scope.
2. The report should use any and all available information relevant to both the MSR and SOI including interviews, surveys, previous research, reports, engineering reports, adopted district budgets, audit reports, state department reports, local health department reports, county general plans, previous MSR/SOI studies, authorities under the law, etc. Sufficient data and information should be collected to construct a clear, concise and comprehensive report.
3. The report should reflect local LAFCo policies where applicable, which include agricultural conservation, affordable housing policies, water policies, sphere of influence methodology, standards of evaluation, and proposal policies and procedures. Specific information can be found on the Yolo LAFCo website (www.yololafco.org).
4. Development of the report should be conducted in a fair, accurate and objective manner. The intent is to provide valuable and practical conclusions for improvements to service provision where possible.
5. Development of the report should provide effective and meaningful opportunities for public participation in the review process.

MSR/SOI Process and Deliverables

Preparation of the report will include the following steps:

1. Data collection: including but not limited to soliciting districts for information, interviews, research of existing information and documents available.
2. Conduct outreach to fire protection districts and relevant stakeholders to ensure that all parties have an opportunity to voice their opinions during the MSR process. Outreach should place special emphasis on understanding the needs, opportunities and concerns regarding shared service or consolidation of districts.
3. Review, interpretation and analysis: review and analysis of all the information collected, including engineering reports and financial data.
4. Produce Administrative Draft MSR/SOI including maps for each district, appropriate findings, determinations and recommendations for LAFCo staff review (electronic PDF and Word version). A copy of all reference materials should also be provided.
5. Incorporate comments, edits and corrections and submit Draft MSR/SOI to Yolo LAFCo for distribution to the Commission and affected and interested agencies for comment (electronic PDF and Word versions).
6. Preparation of final draft addressing comments from LAFCo Commission, LAFCo staff, affected and interested agencies and the public, including findings, determinations and recommendations (electronic PDF and Word versions). Attendance at the Commission meeting(s) approving the final MSR/SOI is required.
7. Yolo LAFCo will be responsible for determining the appropriate level of environmental review and preparing all CEQA documentation for the MSR/SOI. CEQA analysis should not be included in the proposal.
8. Following Commission approval of the MSR/SOI, please provide LAFCo with a final electronic version (both PDF and Word versions) for distribution.

Contents of Proposal

The proposal shall be specifically responsive to this request and shall include, but not necessarily be limited to, the following:

1. General statement by the firm or individual about the proposal including an understanding and general approach to accomplishing the work as outlined. The statement should demonstrate the experience and qualifications to perform the required duties.
2. Specifically substantiated statement of the firm or individual's qualifications to perform the work, ability to stay within budget, and meet deadlines.
3. Identification and designation of the individual(s) who would perform the work, including resumes documenting their experience and competence to perform that work. Note that any subsequent changes in staff performing the work will require prior approval by LAFCo.

4. General time line and scope of work required to complete the documents in the most efficient and timely manner. The timeline should identify numerous check-in meetings with LAFCo staff as appropriate.
5. General proposal costs and identification of basic work tasks including a list of the firm's hours/rate structure for completing the scope of work. The costs should specify deliverables and number of meetings/presentations included in the fee.
6. List of references.
7. Sample of comparable study or report prepared by your firm.

Proposal deadline is Friday, December 19, 2014 at 4:00 pm.

Evaluation Process

Yolo LAFCo staff will review each proposal and evaluate the ability of each individual or firm to meet the expectations defined herein. References will be contacted. The proposals will be ranked and the top firms will be invited to an interview with LAFCo staff, LAFCo Commission representative(s) and potentially representatives from the subject agencies. A consultant will then be selected and the contract approval process will begin. LAFCo may modify this evaluation process as appropriate.

Consultant Selection

The following attributes will be considered in determining the award of the contract:

1. Understanding of the project and commitment to meet the expectations outlined in this Request for Proposal and the attached Scope of Work
2. Ability to work well with LAFCo and subject agency staff
3. Expertise with writing MSR/SOIs
4. Ability to produce a clear, well-researched and definitive product
5. Provide clear and reasonable outline of cost estimates and past performance with staying within budget

Additional Information

Insurance:

The form of contract includes standard form insurance requirements and standard form insurance certificates, which are utilized by the Yolo County Public Agency Risk Management Insurance Authority (YCPARMIA), a self-insurance joint powers agency, of which Yolo LAFCo is a member. A copy of YCPARMIA's "Insurance Requirements Guidelines" is attached (Exhibit C), as is a draft contract (Exhibit D).

Contract Provisions:

Yolo LAFCo reserves the right to reject any and all proposals, waive any irregularity in the proposals and/or to conduct negotiations with any firms, whether or not they have submitted a proposal. The Commission's initial draft of the contract form to be used for agreements is attached to this RFP. Although the attached draft is subject to revision before execution by the parties, by submission of a proposal or statement of qualification the potential contractor indicates that except as specifically and expressly

noted in its submission, it has no objection to the attached draft contract or any of its provisions, and if selected will enter into a final agreement based substantially upon the attached draft contract.

Consultants:

During the preparation phases, Yolo LAFCo reserves the right to hire consultants as necessary, in its discretion, to represent Yolo LAFCo in this project.

Submittal

Any questions regarding this proposal shall be submitted in writing to lafco@yolocounty.org.

Proposals shall be submitted electronically at lafco@yolocounty.org, or on paper at:

Yolo Local Agency Formation Commission
625 Court Street, Suite 203
Woodland CA 95695

Proposal deadline:

Friday, December 19, 2014, 4:00 pm

Respectfully requested,
Christine M. Crawford AICP, Executive Officer

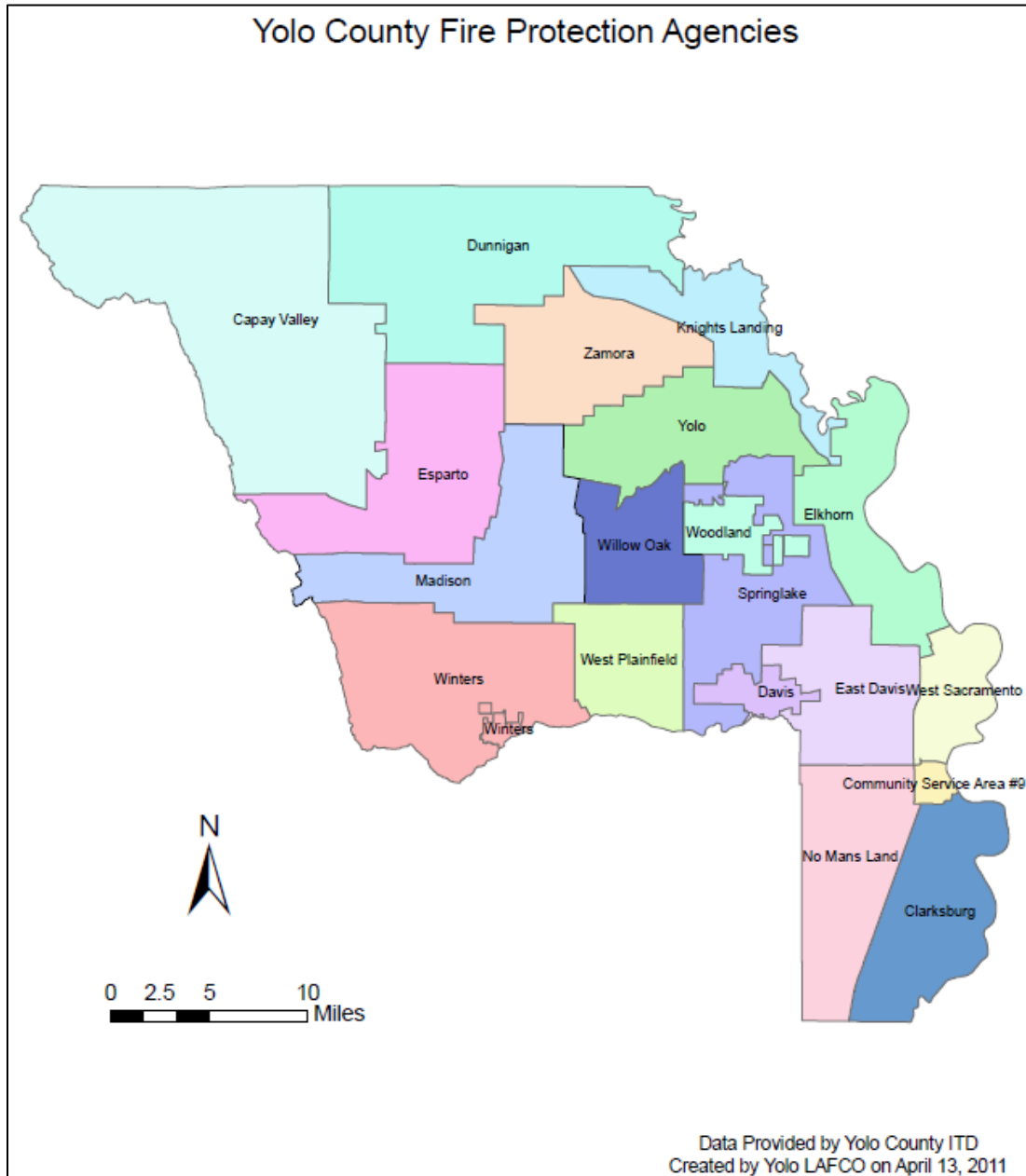
Exhibits

- A. Combined Fire Protection District MSR/SOI Project Scope
- B. Insurance Requirement Guidelines
- C. Sample Contract

Municipal Service Review (MSR) and Sphere of Influence (SOI) Scoping Tool

Yolo County Fire Protection Districts

Yolo County is fully covered with fire protection services, as shown in the map below. The county has a total of fifteen fire protection districts (FPDs), as well as fire protection services offered by each of the county's four cities (Davis, West Sacramento, Winters and Woodland), UC Davis and one county service area (CSA 9). This MSR/SOI will provide analysis for all fifteen FPDs (including Capay Valley FPD, Clarksburg FPD, Dunnigan FPD, East Davis FPD, Elkhorn FPD, Esparto FPD, Knights Landing FPD, Madison FPD, No Man's Land FPD, Springlake FPD, West Plainfield FPD, Winters FPD, Willow Oak FPD, Yolo FPD, and Zamora FPD), but will not include analysis on services offered by the four cities, UCD or CSA 9.



AGENCY PROFILES

This MSR/SOI will require a 1-2 page agency profile on each of the fifteen FPDs. Each agency profile should include (at a minimum):

- Description of the agency
- Map of the agency's existing service boundary and sphere of influence
- Location of the agency
- History of the agency
- Description of organizational structure and staffing
- Description of services provided by the agency

FOCUS ISSUES

This MSR will need to satisfy all MSR and SOI requirements as mandated by California law. However, Yolo LAFCo hopes to focus the majority of analysis on a few important areas:

- **Capacity and Adequacy:** This MSR should provide extensive analysis on each FPD's ability to perform its fire protection functions, and any opportunities that exist to improve the delivery of this important service to residents of rural Yolo. LAFCo staff expects the consultant to begin with the development of criteria for assessing the capacity and adequacy of services provided by the FPDs (such as response times or ratio of callouts to staff), and LAFCo staff expects to be closely consulted during the development of these criteria.
- **Financial Ability:** Small districts in Yolo County often struggle with insufficient resources and financial management best practices. Yolo LAFCo prioritizes this issue in MSRs, and works closely with district to ensure that the MSR process yields not only the identification of financial problem areas, but also reasonable recommendations for how districts can work towards becoming more financially stable.
- **Shared Services and Governance Restructure Options:** Residents of Yolo County are served by a total of 21 separate agencies providing fire protection services, including 16 special districts, four cities, and one university. This report will require extensive analysis regarding shared services opportunities or governance restructure options between these various agencies.

This MSR should identify and analyze a range of consolidation or restructure options and make a recommendation. Options might include (1) a full consolidation of all FPDs, (2) consolidation into several larger FPDs, (3) identification of opportunities for "functional consolidation" (in which Districts choose to contract for some or all of their services to an adjacent city or FPD), and (4) identification of smaller-scale shared service options (such as shared equipment or staff training). Analysis on potential shared service opportunities and governance restructure options should consider (1) the political and administrative feasibility, (2) the impact on budget and resources for affected Districts, and (3) the impacts on adequacy or capacity of service delivery for each affected District.

MUNICIPAL SERVICE REVIEW

GROWTH AND POPULATION:

Growth and population projections for the affected area

1. Is the agency's territory or surrounding area expected to experience any significant population change or development over the next 5-10 years?
2. Will population changes have an impact on the subject agency's service needs and demands?
3. Will projected growth require a change in the agency's service boundary?

This MSR is not likely to require more than a cursory analysis on the issue of growth and population change. The California Department of Finance (2013) projects that the unincorporated areas of Yolo County will see a population growth of only 1.04 percent between 2010 and 2015, with an additional 1.06 percent between 2015 and 2020. Additionally, while the County of Yolo 2030 General Plan does designate land for potential development in many of Yolo's unincorporated communities, there are no active development plans in the majority of these communities.

The most likely source of near term development is the Dunnigan Specific Plan (DSP), for which the County of Yolo is currently processing an application. If adopted, the DSP would create significant new development and growth in the Dunnigan community. However, the DSP is currently navigating significant General Plan policy issues and approval of the Plan is uncertain at this time. LAFCo staff expects that this MSR will assume no development in the foreseeable future for the communities served by FPDs, unless further progress is made on the DSP during the timeframe of this MSR.

DISADVANTAGED UNINCORPORATED COMMUNITIES:

The location and characteristics of any disadvantaged unincorporated communities within or contiguous to the sphere of influence.

1. Does the subject agency provide public services related to sewers, municipal and industrial water, or structural fire protection?
2. Are there any "inhabited unincorporated communities" (per adopted Commission policy) within or adjacent to the subject agency's sphere of influence that are considered "disadvantaged" (80% or less of the statewide median household income)?
3. If "yes" to both a) and b), it is feasible for the agency to be reorganized such that it can extend service to the disadvantaged unincorporated community (if "no" to either a) or b), this question may be skipped)?

This MSR is expected to require almost no analysis on the issue of disadvantaged unincorporated communities. As evidenced in the FPD map, all of Yolo County is covered with fire protection services. There are no disadvantaged unincorporated communities that do not receive this service, meaning that the provisions of SB 244 are not a concern in this MSR.

CAPACITY AND ADEQUACY OF PUBLIC FACILITIES AND SERVICES:

Present and planned capacity of public facilities, adequacy of public services, and infrastructure needs or deficiencies including needs or deficiencies related to sewers, municipal and industrial water, and structural fire protection in any disadvantaged, unincorporated communities within or contiguous to the sphere of influence.

1. Are there any deficiencies in agency capacity to meet service needs of existing development within its

existing territory?

LAFCo staff has very little knowledge about the existing capacity of the FPDs to meet the service needs of their communities. This MSR should begin with the development or identification of criteria for assessing the capacity and adequacy of existing services provided by the FPDs (such as response times or ratio of callouts to staff). LAFCo staff should be consulted in the development of these criteria. Once developed, these criteria should be used to assess the capacity and adequacy of all 15 FPDs included in this report.

2. Are there any issues regarding the agency's capacity to meet the service demand of reasonably foreseeable future growth?

Generally speaking, population growth in Yolo is expected to be minimal over the 5-year MSR horizon, and is not likely to require extensive analysis.

The one project in process that could potentially be a "game changer" is the Dunnigan Specific Plan (DSP). However, as noted previously, approval of the DSP is uncertain at this time, and if approved, development of the DSP would be unlikely within five years. Additionally, specific plan law requires a complete analysis of the provision of public services in the area, including fire protection. The DSP would trigger a complete reorganization of municipal service delivery in Dunnigan that would be addressed through the specific plan process rather than an MSR. Therefore, LAFCo staff does not believe analysis on this issue will be necessary in this MSR.

3. Are there any concerns regarding public services provided by the agency being considered adequate?

LAFCo staff has very little knowledge about the existing capacity of the FPDs to meet the service needs of their communities. This MSR should begin with the development or identification of criteria for assessing the capacity and adequacy of existing services provided by the FPDs (such as response times or ratio of callouts to staff). LAFCo staff should be closely consulted in the development of these criteria. Once developed, these criteria should be used to assess the capacity and adequacy of all 15 FPDs included in this report.

4. Are there any significant infrastructure needs or deficiencies to be addressed?

LAFCo staff has very little existing knowledge on the infrastructure and equipment needs of the FPDs, so this MSR will require detailed analysis on this topic. This section should provide a brief inventory of the existing infrastructure and equipment (such as buildings and vehicles) belonging to each FPD. This section should also include analysis of the near term (within 5-years) and long term (within 20-years) infrastructure and equipment needs of each FPD.

5. Are there changes in state regulations on the horizon that will require significant facility and/or infrastructure upgrades?

This MSR will require basic research and analysis on upcoming state legislative initiatives that may impact the facility/infrastructure needs of FPDs. Initial research can be completed through interviews with FPDs, and additional research should only be completed if interviews identify any areas of concern.

6. Are there any service needs or deficiencies for disadvantaged unincorporated communities related to sewers, municipal and industrial water, and structural fire protection within or contiguous to the agency's SOI?

This section should not require additional analysis. As previously established, all communities (disadvantaged or otherwise) are fully served with municipal fire protection services.

FINANCIAL ABILITY:

Financial ability of agencies to provide services.

LAFCo staff currently has very minimal knowledge of the financial ability of the local FPDs. However, small districts in Yolo County often struggle with insufficient resources and financial management best practices. This is something that Yolo LAFCo emphasizes and works closely with districts on during the MSR process. This MSR should provide extensive analysis and recommendations regarding any financial issues that the FPDs need to address.

1. Does the organization routinely engage in budgeting practices that may indicate poor financial management, such as overspending its revenues, failing to commission independent audits, or adopting its budget late?

This section should include a 5-year budget snapshot for each FPD, along with analysis regarding the overall budgeting and financial practices of each district. LAFCo staff can provide historical budgets for each FPD, but all other documents and information will have to be acquired directly from FPD staff.

2. Is the organization lacking adequate reserve to protect against unexpected events or upcoming significant costs?

This section should provide a description of the reserve and contingency practices of each FPD, as well as an inventory of each FPD's existing reserve dollars. The section should provide some analysis regarding the sufficiency of existing reserve to fund upcoming infrastructure issues. When problems are identified, the section should make recommendations for resolving the issues.

3. Is the organization's rate/fee schedule insufficient to fund an adequate level of service, and/or is the fee inconsistent with the schedules of similar service organizations?

This section should require minimal to no analysis. FPDs are not generally funded through fees for service, but rather property taxes or special assessments.

4. Is the organization unable to fund necessary infrastructure maintenance, replacement and/or any needed expansion?

This section should discuss funding opportunities for any necessary infrastructure changes that were identified in the Capacity and Adequacy portion of the MSR. The report should specifically identify any near term improvements (within 5-years) that FPDs are not able to fund, and make recommendations for potential funding solutions.

5. Is the organization lacking financial policies that ensure its continued financial accountability and stability?

This section should include a brief inventory and analysis of the financial policies for each FPD. The report should provide recommendations on how FPDs without financial policies (or with outdated/insufficient policies) work towards developing and adopting such policies, and should emphasize which policies are particularly important for each District.

6. Is the organization's debt at an unmanageable level?

This section should include a brief description of each FPD's debt (if any). The section should provide some analysis on the organization's practices for taking out and repaying debt, and should indicate any FPDs that have potential issues with repaying their outstanding debt.

SHARED SERVICES AND FACILITIES:

Status of, and opportunities for, shared facilities.

1. Is the agency currently sharing services or facilities with other organizations? If so, describe the status of such efforts.
2. Are there any opportunities for the organization to share services or facilities with neighboring or overlapping organizations that are not currently being utilized?
3. Are there any governance options that may produce economies of scale and/or improve buying power in order to reduce costs?
4. Are there governance options to allow appropriate facilities and/or resources to be shared, or making excess capacity available to others, and avoid construction of extra or unnecessary infrastructure or eliminate duplicative resources?

This report will require extensive analysis regarding shared services opportunities or governance restructure options between the FPDs, as well as a recommendation. This MSR should identify and analyze a range of consolidation or restructure options, which might include (1) a full consolidation of all FPDs, (2) consolidation into several larger FPDs, (3) identification of opportunities for "functional consolidation" (in which Districts choose to contract for some or all of their services to an adjacent city or FPD), and (4) identification of smaller-scale shared service options (such as shared equipment or staff training). Analysis on potential shared service opportunities and governance restructure options should consider (1) the political and administrative feasibility, (2) the impact on budget and resources for affected Districts, and (3) the impacts on adequacy or capacity of service delivery for each affected District.

Additionally, the County of Yolo Building Division is interested in streamlining the fire plan check process with the FPDs. Currently, plans are sent to each FPD which have varying levels of staff expertise and the practice also causes unnecessarily delays for permit customers. Recommendations for streamlining this process should be included in the MSR.

ACCOUNTABILITY, STRUCTURE, AND EFFICIENCIES:

Accountability for community service needs, including governmental structure and operational efficiencies.

1. Are there any issues with meetings being accessible and well publicized? Any failures to comply with disclosure laws and the Brown Act?

This question should be considered for each FPD, and the report should include a simple description of what each FPD is doing to make meetings accessible and compliant with Brown Act. If any issues are identified, the report should make individual recommendations for how the issues can be resolved.

2. Are there any issues with filling board vacancies and maintaining board members?

This question should be considered for each FPD, and the report should include a simple description of the status of each Board of Directors. If any issues are identified, the report should make individual recommendations for how the issues can be resolved.

3. Are there any issues with staff turnover or operational efficiencies?

This question should be considered for each FPD, and the report should include a simple description of the department structure and staffing levels. If any issues are identified, the report should make individual recommendations for how the issues can be resolved.

4. Is there a lack of regular audits, adopted budgets and public access to these documents?

This question should be considered for each FPD, including a description of any actions on the part of the District to remain publicly accountable and accessible (such as operating a website or sending a newsletter). If any issues are identified, the report should make individual recommendations for how the issues can be resolved.

5. Is the agency involved in any Joint Powers Agreements/Authorities (JPAs)? If so, please list them and their function. LAFCo is particularly interested in any JPAs that provide municipal services.

This question should be considered for each agency.

6. Are there any recommended changes to the organization's governance structure that will increase accountability and efficiency?

This question should be considered for each FPD. The report should describe any opportunities for reorganization of governance structure that are identified, and make recommendations for how Districts can move forward with changes.

7. Are there any governance restructure options to enhance services and/or eliminate deficiencies or redundancies?

This report will require extensive analysis regarding opportunities for governance restructure or consolidation between FPDs. This MSR should identify and analyze a range of consolidation or restructure options, and make a recommendation. Options might include (1) a full consolidation of all FPDs, (2) consolidation into several larger FPDs, (3) identification of opportunities for "functional consolidation" (in which Districts choose to contract for some or all of their services to an adjacent city or FPD), and (4) identification of smaller-scale shared service options (such as shared equipment or staff training).

8. Are there any opportunities to eliminate overlapping boundaries that confuse the public, cause service inefficiencies, unnecessarily increase the cost of infrastructure, exacerbate rate issues and/or undermine good planning practices?

This MSR will not require any analysis on the issue of overlapping boundaries. The only overlapping boundary issue exists between UC Davis and the Springlake FPD, and LAFCo anticipates that this issue will be resolved via a contract to pass property taxes from Springlake FPD to UCD prior to the completion of this MSR. There are no additional overlapping boundaries or spheres among the FPDs in Yolo County. All of Yolo County is covered by a single FPD, and each FPD has a sphere of influence that is coterminous with its boundaries.

OTHER ISSUES:

Any other matter related to effective or efficient service delivery, as required by commission policy.

1. Are there any other service delivery issues that can be resolved in this MSR/SOI process?

LAFCo staff is not aware of any additional issues that are likely to be raised during the MSR, and

expects this section to contain minimal to no analysis.

SPHERE OF INFLUENCE

This MSR is not expected to require a sphere of influence (SOI) update. All FPDs currently have SOI's that are coterminous with their boundaries, and expanding any SOI would result in overlapping districts.

SERVICE CONTRACT INSURANCE REQUIREMENTS

- A. During the term of this Agreement, Contractor shall at all times maintain, at its expense, the following coverages and requirements. The comprehensive general liability insurance shall include broad form property damage insurance.
1. Minimum Coverages (as applicable) - Insurance coverage shall be with limits not less than the following:
 - a. **Comprehensive General Liability** – \$1,000,000/occurrence and \$2,000,000/aggregate
 - b. **Automobile Liability** – \$1,000,000/occurrence (general) and \$500,000/occurrence (property) [include coverage for Hired and Non-owned vehicles.]
 - c. **Professional Liability/Malpractice/Errors and Omissions** – \$1,000,000/occurrence and \$2,000,000/aggregate (If any engineer, architect, attorney, accountant, medical professional, psychologist, or other licensed professional performs work under a contract, the contractor must provide this insurance. If not, then this requirement automatically does not apply.)
 - d. **Workers' Compensation** – Statutory Limits/**Employers' Liability** - \$1,000,000/accident for bodily injury or disease (If no employees, this requirement automatically does not apply.)
 2. LAFCo, its officers, agents, employees and volunteers shall be named as additional insured on all but the workers' compensation and professional liability coverages. . [NOTE: Evidence of additional insured may be needed as a separate endorsement due to wording on the certificate negating any additional writing in the description box.] It shall be a requirement under this agreement that any available insurance proceeds broader than or in excess of the specified minimum Insurance coverage requirements and/or limits shall be available to the Additional Insured. Furthermore, the requirements for coverage and limits shall be (1) the minimum coverage and limits specified in this Agreement; or (2) the broader coverage and maximum limits of coverage of any Insurance policy or proceeds available to the named Insured; whichever is greater.
 - a. The Additional Insured coverage under the Contractor's policy shall be "primary and non-contributory" and will not seek contribution from LAFCo's insurance or self insurance and shall be at least as broad as CG 20 01 04 13.
 - b. The limits of Insurance required in this agreement may be satisfied by a combination of primary and umbrella or excess Insurance. Any umbrella or excess Insurance shall contain or be endorsed to contain a provision that such

coverage shall also apply on a primary and non contributory basis for the benefit of LAFCo (if agreed to in a written contract or agreement) before LAFCo's own Insurance or self insurance shall be called upon to protect it as a named insured.

3. Said policies shall remain in force through the life of this Agreement and, with the exception of professional liability coverage, shall be payable on a "per occurrence" basis unless LAFCo's Risk Manager specifically consents in writing to a "claims made" basis. For all "claims made" coverage, in the event that the Contractor changes insurance carriers Contractor shall purchase "tail" coverage covering the term of this Agreement and not less than three years thereafter. Proof of such "tail" coverage shall be required at any time that the Contractor changes to a new carrier prior to receipt of any payments due.
4. The Contractor shall declare all aggregate limits on the coverage before commencing performance of this Agreement, and LAFCo's Risk Manager reserves the right to require higher aggregate limits to ensure that the coverage limits required for this Agreement as set forth above are available throughout the performance of this Agreement.
5. Any deductibles or self-insured retentions must be declared to and are subject to the approval of LAFCo's Risk Manager. All self-insured retentions (SIR) must be disclosed to Risk Management for approval and shall not reduce the limits of liability. Policies containing any SIR provision shall provide or be endorsed to provide that the SIR may be satisfied either by the named Insured or Yolo LAFCo.
6. Each insurance policy shall be endorsed to state that coverage shall not be suspended, voided, canceled by either party, reduced in coverage or in limits except after thirty (30) days' prior written notice by certified mail, return receipt requested, has been given to the Director (ten (10) days for delinquent insurance premium payments).
7. Insurance is to be placed with insurers with a current A.M. Best's rating of no less than A:VII, unless otherwise approved by LAFCo's Risk Manager.
8. The policies shall cover all activities of Contractor, its officers, employees, agents and volunteers arising out of or in connection with this Agreement.
9. For any claims relating to this Agreement, the Contractor's insurance coverage shall be primary, including as respects LAFCo, its officers, agents, employees and volunteers. Any insurance maintained by LAFCo shall apply in excess of, and not contribute with, insurance provided by Contractor's liability insurance policy.
10. The insurer shall waive all rights of subrogation against LAFCo, its officers, employees, agents and volunteers.

- B.** Prior to commencing services pursuant to this Agreement, Contractor shall furnish LAFCo with original endorsements reflecting coverage required by this Agreement. The endorsements are to be signed by a person authorized by that insurer to bind coverage on its behalf. All endorsements are to be received by, and are subject to the approval of, LAFCo's Risk Manager before work commences. Upon LAFCo's request, Contractor shall provide complete, certified copies of all required insurance policies, including endorsements reflecting the coverage required by these specifications.
- C.** During the term of this Agreement, Contractor shall furnish LAFCo with original endorsements reflecting renewals, changes in insurance companies and any other documents reflecting the maintenance of the required coverage throughout the entire term of this Agreement. The endorsements are to be signed by a person authorized by that insurer to bind coverage on its behalf. Upon LAFCo's request, Contractor shall provide complete, certified copies of all required insurance policies, including endorsements reflecting the coverage required by these specifications. Yolo LAFCo reserves the right to obtain a full certified copy of any Insurance policy and endorsements. Failure to exercise this right shall not constitute a waiver of right to exercise later.
- D.** Contractor agrees to include with all Subcontractors in their subcontract the same requirements and provisions of this agreement including the indemnity and Insurance requirements to the extent they apply to the scope of the Subcontractor's work. Subcontractors hired by Contractor agree to be bound to Contractor and LAFCo in the same manner and to the same extent as Contractor is bound to LAFCo under the Contract Documents. Subcontractor further agrees to include these same provisions with any Sub-subcontractor. A copy of the Owner Contract Document Indemnity and Insurance provisions will be furnished to the Subcontractor upon request. The General Contractor/**and or Contractor** shall require all Subcontractors to provide a valid certificate of insurance and the required endorsements included in the agreement prior to commencement of any work and General Contractor/**and or Contractor** will provide proof of compliance to LAFCo.
- E.** Contractor shall maintain insurance as required by this contract to the fullest amount allowed by law and shall maintain insurance for a minimum of five years following the completion of this project. In the event Contractor fails to obtain or maintain completed operations coverage as required by this agreement, LAFCo at its sole discretion may purchase the coverage required and the cost will be paid by Contractor.

AGREEMENT NO. _____
(Short-Form Agreement)

THIS AGREEMENT is made this ____ day of _____, _____, by and between the Local Agency Formation Commission of Yolo County ("LAFCO"), and _____

("CONTRACTOR"), who agree as follows:

TERMS

1. CONTRACTOR shall perform the following personal services:

2. CONTRACTOR shall perform said services between _____, _____, and _____.

3. The complete contract shall include the following Exhibits attached hereto and incorporated herein: Exhibit A: Insurance Requirements, _____.

4. Subject to CONTRACTOR'S satisfactory and complete performance of all the terms and conditions of this Agreement, and upon CONTRACTOR'S submission of an appropriate claim, LAFCO shall pay CONTRACTOR no more than a total amount of \$ _____, as identified in _____.

5. CONTRACTOR, at his sole cost and expense, shall obtain and maintain throughout the entire term of this Contract, the insurance set forth in Exhibit A attached hereto.

6. CONTRACTOR shall defend, indemnify, and hold harmless the LAFCO, its officers, officials, employees and agents from any and all claims, demands, liability, damages, cost or expenses (including but not limited to attorney fees) in law or equity that may at any time arise or be asserted based in whole or in part upon any negligent or other wrongful act or omission of the CONTRACTOR, it's officers, agents, or employees.

7. CONTRACTOR shall comply with all applicable laws and regulations, including but not limited to any, which are promulgated to protect the public health, welfare and safety or prevent conflicts of interest. CONTRACTOR shall defend LAFCO and reimburse it for any fines, damages or costs (including attorney fees) that might be incurred or assessed based upon a claim or determination that CONTRACTOR has violated any applicable law or regulation.

8. This Agreement is subject to Yolo LAFCo approving sufficient funds for the activities required of the Contractor pursuant to this Agreement. If LAFCo's adopted budget does not contain sufficient funds for this Agreement, LAFCo may terminate this Agreement by giving ten (10) days advance written notice thereof to the Contractor, in which event LAFCo shall have no obligation to pay the Contractor any further funds or provide other consideration and the Contractor shall have no obligation to provide any further services under this Agreement.

9. If CONTRACTOR fails to perform any part of this Agreement, LAFCo may notify the CONTRACTOR of the default and CONTRACTOR shall remedy the default. If CONTRACTOR fails to do so, then, in addition to any other remedy that LAFCO may have, LAFCO may terminate this Agreement and withhold any or all payments otherwise owed to CONTRACTOR pursuant to this Agreement.

10. Attached are licenses &/or certificates required by CONTRACTOR's profession (Indicating type; No.; State; &

Expiration date), and CONTRACTOR certifies that he/she/it shall maintain them throughout this Agreement, and that CONTRACTOR's performance will meet the standards of licensure/certification.

11. CONTRACTOR understands that he/she is not an employee of LAFCO and is not eligible for any employee benefits, including but not limited to unemployment, health/dental insurance, worker's compensation, vacation or sick leave.

12. CONTRACTOR will hold in confidence all information disclosed to or obtained by CONTRACTOR which relates to activities under this Agreement and/or to LAFCO plans or activities. All documents and information developed under this Agreement and all work products, reports, and related data and materials shall become the property of LAFCO. CONTRACTOR shall deliver all of the foregoing to LAFCO upon completion of the services hereunder, or upon earlier termination of this Agreement. In addition, CONTRACTOR shall retain all of its own records regarding this Agreement and the services provided hereunder for a period of not less than four (4) years, and shall make them available to LAFCO for audit and discovery purposes.

13. This Agreement constitutes the entire agreement of the parties, and no other agreements or representations, oral or written, have been made or relied upon by either party. This Agreement may only be amended in writing signed by both parties, and any other purported amendment shall be of no force or effect. This Agreement, including all attachments, shall be subject to disclosure pursuant to the California Public Records Act.

14. This Agreement shall be deemed to be executed within the State of California and construed in accordance with and governed by laws of the State of California. Any action or proceeding arising out of this Agreement shall be filed and resolved in a California State court located in Woodland, California.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement on the date first written above by affixing their signatures hereafter.

CONTRACTOR:

LAFCO:

Contractor Signature

Executive Officer Signature

Printed Name

Street Address/PO Box

City/State/Zip

Phone

CERTIFICATION: I hereby certify under the penalty of perjury that all statements made in or incorporated into this Agreement are true and complete to the best of my knowledge. I understand and agree that the COUNTY may, in its sole discretion, terminate this Agreement if any such statements are false, incomplete, or incorrect.

Contractor Signature



LAFCO

Meeting Date: 02/26/2015

Information

SUBJECT

A report by the Executive Officer on recent events relevant to the Commission and an update of Yolo LAFCo staff activity for the month. The Commission or any individual Commissioner may request that action be taken on any item listed.

- Knights Landing CSD Update
 - Shared Services Workshop Agenda
 - Broadband Presentations Update
 - Staff Activity Report - December 1, 2014 to February 20, 2015
-

Attachments

[Staff Activity Report Dec 1-Feb 20](#)

Form Review

Form Started By: Terri Tuck
Final Approval Date: 02/18/2015

Started On: 02/18/2015 01:17 PM

LAFCo Staff Activity Report

December 1, 2014 through February 20, 2015

Date	Meeting/Milestone	Comments
12/02/2014	Shared Services – BOS Infrastructure Subcommittee Meeting	Yolo Broadband Strategic Plan
12/02/2014	Shared Services – City of Woodland/Chamber of Commerce 2x2	Broadband Presentation
12/03/2014	Shared Services – Meeting w/SACOG, Ascent (consultant team), City of Davis, UCD & Taro Echiburu (PPW)	Urban Footprint model for evaluation of proposed Nishi-Gateway plan in meeting sustainability performance indicators
12/04/2014	Meeting with Gary Fredericksen (Fire Chief for Yocha Dehe Wintun Nation)	Fire Protection Districts MSR/SOI
12/08/2014	CALAFCO U Course: LAFCo & the Law: Avoiding the legal pitfalls & potholes of CKH	Attended
12/09/2014	Lunch Meeting with Don Saylor	Misc. LAFCo Updates
12/17/2014	Shared Services – Meeting with the City of Davis	Davis Broadband Strategy
12/17/2014	Shared Services – Lunch Meeting with Gary Fredericksen & Barry Burns	Fire Protection Districts MSR/SOI
12/22/2014	Shared Services – Conference call with Paul Smith & Staci Heaton (RCRC)	Broadband
12/24-01/02	Winter Break	Off the grid
01/06/2015	Shared Services – Meeting with the County (Mindi Nunes, Kevin Yarris, Patty Wong)	Broadband
01/07/2015	Shared Services – Conference call with Patty Wong	Broadband
01/08/2015	Shared Services – Davis/County 2x2	Shared Service JPA Concept, Innovation Centers, etc.
01/08/2015	Meeting with Diane Parro	County Broadband Strategy
01/08/2015	Lunch Meeting with Don Saylor	Shared Services, Yolo Leaders, etc.
01/09/2015	Shared Services – Meeting with Winters and Next Century Cities	Broadband
01/09/2015	Lunch Meeting with Cecilia Aguiar-Curry	Broadband

Date	Meeting/Milestone	Comments
01/09/2015	Conference call with CALAFCO Conference Planning Committee	2015 CALAFCO Conference
01/09/2015	Shared Services – Conference call with John Honker (Magellan Advisors)	Yolo Broadband Strategic Plan
01/12/2015	Shared Services – Conference call with John Honker (Magellan Advisors)	Yolo Broadband Strategic Plan
01/12/2015	Shared Services – Meeting with Robert Osborn (CPUC)	Issues with broadband mapping data for Yolo County
01/13/2015	Shared Services – Meeting with BOS Facilities Sub Committee	Broadband
01/13/2015	Shared Services – Meeting with City of Woodland	Project Overview: Yolo Broadband Strategic Plan
01/13/2015	Yolo County Firefighter's Association Fire Chief's Section Meeting	Attended – LAFCo MSR for all Fire Protection Districts
01/15/2015	Shared Services – USDA Broadband Grant Webinar at County Library	Attended
01/16/2015	Shared Services – Meet with Patty Wong, Kevin Yarris, Sharman Wood	Discuss USDA Broadband Grant
01/20/2015	Dunnigan County Service Area Meeting	Attended re: CSA exploring becoming a CSD
01/21/2015	Shared Services – Yolo Leaders Planning Committee Meeting	Facilitated
01/21/2015	Meeting with County & City of Woodland	Westucky Water
01/22/2015	Meeting w/Olin Woods	LAFCo Agenda Review
01/27/2015	Shared Services – Webinar on How to Build Your Gigabit Network: Avoiding Mistakes Before You Begin	Participated
01/29/2015	Meeting w/County staff and Supervisors Chamberlain and Provenza	Knights Landing CSD Finances
02/03/2015	Consultant Interviews	Fire Protection Districts MSR/SOI
02/03/2015	Consultant Interviews	Davis and Associated CSAs MSR/SOI

Date	Meeting/Milestone	Comments
02/03/2015	Shared Services – Presentation to Winters City Council	Yolo Broadband Strategic Plan
02/05/2015	Shared Services – Davis/County 2x2	Attended
02/05/2015	Shared Services – Meeting w/Davis City Manager Dirk Brazil	LAFCo Shared Services Workshop
02/05/2015	Shared Services – Meeting w/County Administrator Patrick Blacklock and Mindi Nunes	LAFCo Shared Services Workshop
02/09/2015	Shared Services – Meeting w/Winters City Manager John Donlevy	LAFCo Shared Services Workshop
02/09/2015	Lunch Meeting w/Cecilia Aguiar-Curry	Shared Services
02/10/2015	Conference Call w/CALAFCO Program Committee	CALAFCO Conference
02/10/2015	Shared Services – Webinar on How to Build Your Gigabit Network: Resources for Municipalities	Participated
02/11/2015	Shared Services – Meeting w/Woodland City Manager Paul Navazio	LAFCo Shared Services Workshop
02/11/2015	Meeting with PCA	LAFCo Contract
02/13/2015	Meeting w/Olin Woods	LAFCo Agenda Review
02/13/2015	Shared Services – Meeting w/West Sacramento Assistant City Manager Carol Richardson	LAFCo Shared Services
02/13/2015	Meeting with Citygate Associates	LAFCo Contract
02/17/2015	Shared Services – Webinar on How to Build Your Gigabit Network: Selling the Benefits to Users	Participated
02/18/2015	Meeting w/the County and City of Davis staff	City of Davis Royal Oaks Mobile Home Park-possible annexation
02/20/2015	Davis University Downtown Gateway District	Attended – future annexation