



**10 a. & b.**  
**12/6/2018**

**TO: Local Agency Formation Commission**  
**FROM: George J. Spiliotis, Executive Officer**

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**SUBJECT: SELECTION OF CONSULTANT FOR A FOCUSED MUNICIPAL SERVICES REVIEW OF WATER SERVICE IN THE MURRIETA AREA, AUTHORIZATION TO EXECUTE A PROFESSIONAL SERVICES AGREEMENT AND AUTHORIZATION TO EXECUTE A FUNDING PARTICIPATION AGREEMENT**

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At its June 28 meeting, the Commission authorized staff to issue a Request for Proposals for a detailed focused analysis of water service in a portion of the City of Murrieta and other areas to the south. After additional input from the City and affected Districts, the RFP was issued in September, soliciting responses by October 29th. Proposals were received from two firms: West Yost Associates and QK, in conjunction with Policy Consulting Associates.

The proposals were reviewed by LAFCO staff and staff from the City of Murrieta, Eastern Municipal Water District (EMWD), Western Municipal Water District (WMWD) and Rancho California Water District (RCWD). The reviewing parties have unanimously agreed to recommend the selection of West Yost Associates to perform the requested analysis. Among other factors, the extensive technical expertise of the West Yost team members and their familiarity with the local systems outweighed the higher cost of the West Yost proposal relative to that of QK (\$260,160 vs. \$194,161).

Staff is recommending the Commission select West Yost Associates to perform the Focused MSR and authorize the Chair to execute a professional services agreement. As part of negotiating a final professional services agreement, there could be minor changes to the scope of services submitted by West Yost. Any changes will be reported to the Commission.

As previously discussed, the City and the three water districts have tentatively agreed to jointly fund this analysis. At its last meeting, the Commission authorized the Executive Officer to execute a funding participation agreement, primarily as a time saving measure in the event the agreement was ready for execution prior to the Commission's next meeting. Execution has not yet occurred. Staff is recommending the Commission authorize the Chair to execute a

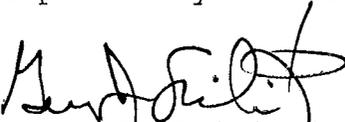
funding agreement in substantially the same form as attached, upon execution by each of the funding participants.

**RECOMMENDATION:**

It is recommended that the Commission:

1. Select West Yost Associates to perform a focused municipal services review in the Murrieta area substantially similar to that described in the RFP Scope of Services and West Yost proposal.
2. Authorize the Chair to execute a funding participation agreement with EMWD, WMWD, RCWD, and the City of Murrieta.
3. Authorize the Chair to execute a professional services agreement with West Yost Associates in an amount not to exceed \$260,160 upon negotiation of a final scope of services and execution of a funding participation agreement with EMWD, WMWD, RCWD, and the City of Murrieta.

Respectfully submitted,

  
George J. Spiliotis  
Executive Officer

# **REQUEST FOR PROPOSALS**

September 24, 2018

The Riverside Local Agency Formation Commission (LAFCO) is seeking proposals from experienced consultants with demonstrated expertise in the analysis of water and wastewater services, including analysis of infrastructure requirements, facility financing and retail service rates.

**Responses must be received by 5:00 p.m. Monday, October 29, 2018 either electronically or as hard copies in accordance with Section X. of the Request for Proposals.** Confirmation of receipt is the responsibility of the sender.

**REQUEST FOR PROPOSALS FOR A  
FOCUSED WATER  
MUNICIPAL SERVICE REVIEW  
MURRIETA AREA**

The Riverside Local Agency Formation Commission (LAFCO) is soliciting proposals from qualified consultants to prepare a detailed service review of retail water service in a portion of the City of Murrieta in Riverside County.

# **REQUEST FOR PROPOSALS FOR A FOCUSED MUNICIPAL SERVICE REVIEW OF WATER SERVICE IN THE PORTION OF MURRIETA CURRENTLY SERVED BY THE WESTERN MUNICIPAL WATER DISTRICT**

## **I. Objective and Study Area**

To conduct a Focused Municipal Service Review (FMSR) that will inform the Local Agency Formation Commission (LAFCO), local water purveyors, the City of Murrieta and the public, regarding the most effective and efficient method of providing water service to the "Study Area".

The "Study Area" is comprised of three non-contiguous sub-areas: Murrieta (approx. 8 sq. mi.), Rainbow (approx. 545 acres) and Rock Mountain (approx. 1,355 acres). The three areas are shown on Attachment A-2. That exhibit also depicts the general district boundaries/wholesale water territories of Western Municipal Water District (Western or WMWD) and Eastern Municipal Water District (Eastern or EMWD). The most developed and complex of the three areas is the Murrieta Study Area, the boundaries of which are shown in greater detail in Attachment A-3. Attachment A-1 depicts the current complex service pattern within and adjacent to the Murrieta Study Area.

Depending on the resulting recommendations, the analysis will be the basis for proposed changes in the boundaries of public water districts. The work is to be performed in accordance with applicable California Government Code provisions and Riverside LAFCO policies and procedures. The analysis must present information that will allow LAFCO to make determinations as specified in Government Code Section 56430.

## **II. About the City of Murrieta**

The City of Murrieta is located in Southwest Riverside County, and is located to the north of Temecula, southwest of Wildomar, south of Menifee and unincorporated Riverside County areas to the west, east and north.

Murrieta was incorporated in 1991 as a general law city. The incorporated City limits encompass approximately 33 square miles and the City has a current population of approximately 115,000. Murrieta has a Council/Manager form of government, with the City Manager reporting to a five-member City Council. In November of 2018, the City will transition to district elections for members of the City Council.

### III. Background

LAFCO: In 1963, the State Legislature established Local Agency Formation Commissions (LAFCOs) in each county to help direct and coordinate California's growth in a logical, efficient and orderly manner. LAFCOs are local public regulatory and planning bodies with specific authority to coordinate the orderly development of local agencies, such as cities and special districts, and associated provision of public services. This is accomplished primarily through the regulation of public agency boundaries. This authority extends to approximately 151 public agencies in Riverside County (28 cities, 62 dependent special districts and 61 independent special districts). Periodic comprehensive analyses, such as municipal service reviews (MSRs) help guide these decisions. LAFCO is currently conducting a Countywide Municipal Service Review on water and wastewater services. Due to the geographic scope and number of agencies involved, the larger countywide effort is being carried out at a general level rather than a detailed analysis sought in the proposals to this request. As indicated elsewhere in this RFP and the attached Scope of Services, a focused, detailed analysis is required to address water service issues in a localized area.

City of Murrieta: Murrieta and surrounding incorporated and unincorporated areas in Southwestern Riverside County have seen tremendous growth over the past three decades. The City provides a wide range of municipal services; however, water and wastewater services are not among these. Retail water and wastewater services are provided by four different independent special districts in different parts of the City. These Districts, and their respective boundaries, predate the incorporation of the City.

Western Municipal Water District (WMWD): WMWD is a large independent special district that provides both wholesale and retail water (generally limited to retail potable water in the Study Area), as well as wastewater service (wastewater treatment for most of the Murrieta Retail Area is provided through a JPA consisting of EVMWD, RCWD & WMWD). Until 2005, WMWD's retail service was mostly within the northwestern portion of the County in and around the City of Riverside as well as a very small area south and southwest of Rancho California Water District (referred to as Rainbow and Rock Mountain). In 2005, Riverside LAFCO dissolved the Murrieta County Water District (MCWD), which had provided service to a six square mile area in Murrieta. WMWD was named as the successor agency and assumed the assets, obligations and services of MCWD. Additional information related to the dissolution of MCWD is attached as Attachment D.

Eastern Municipal Water District (EMWD): EMWD is another large independent special district providing wholesale and retail water (potable and recycled water adjacent to the Murrieta Retail Area), wastewater and recycled water service to seven cities and unincorporated county territory, including a portion of the City of Murrieta northeast of the Murrieta Retail Area. Both WMWD and EMWD are member agencies of, and receive imported water from, the Metropolitan Water District of Southern California. Its retail water, wastewater and recycled water service area is adjacent to the Murrieta

Retail Area on the northeast and its wholesale water and sewer service area extends within the Murrieta Retail Area. EMWD supplies wholesale water to WMWD's Murrieta service area. Also, EMWD conveys and treats wastewater from 74 connections within the Murrieta Retail Area.

Rancho California Water District (RCWD): RCWD provides retail water (potable and recycled water adjacent to the Study Area) and wastewater service to the areas within the Cities of Temecula and Murrieta and surrounding unincorporated communities. Its retail water service area surrounds the Murrieta Retail Area on three sides. RCWD acquires its imported water through service connections with EMWD and WMWD. RCWD also has water transmission infrastructure within the Murrieta Retail Area and currently provides contract services to WMWD's Rainbow and Rock Mountain Service Areas.

Elsinore Valley Municipal Water District (EVMWD): EVMWD provides retail water (only potable water adjacent to the Murrieta Retail Area) and wastewater service to the northern portion of the City of Murrieta and is adjacent to a smaller area of the Murrieta Retail Area. EVMWD acquires its imported water through service connections with WMWD and EMWD.

Property owners and developers seeking to construct projects on the vacant lands within the service area that WMWD acquired from MCWD have voiced concerns and contend that there are service issues that have arisen since the dissolution of MCWD that require a detailed evaluation of the current service configuration. The study area includes existing residential and non-residential customers as well as significant amounts of vacant developable land. More details are provided in the attached Scope of Services.

#### **IV. Scope of Services**

The Consultant shall provide the technical expertise and administrative management to complete the FMSR for the "Study Area." A draft Scope of Services is included with this RFP as Attachment B. A final scope of services will be negotiated and possibly modified with the firm selected to conduct the service review and will be included as part of the professional services agreement.

#### **V. Budget**

LAFCO and participating agencies have limited resources to devote to the many MSRs to be conducted over the next few years. **Proposals that demonstrate that the final product will meet the requirements of this RFP and provide useful information in a concise format at a low cost will be looked upon most favorably.** A final budget amount for this project will be negotiated with the firm selected for the work prior to execution of an agreement.

## **VI. Proposal Requirements**

Responses to this RFP must include all of the following:

1. A statement about the firm that describes history, as well as the competencies and resumes of the project manager and lead professionals who will be involved in the work. This statement should address the following:
  - Expertise in various aspects of water service provision, including supply, quality, delivery, recycled water, demand projection, water conservation and stewardship, groundwater recharge and pumping, storm-water runoff, etc.
  - Expertise in water infrastructure analysis, required capacity, water supply economics, rate and rate structure analysis, cost of service analysis, and funding/financing options.
  - Experience in water and wastewater service organization analysis, including evaluating government structure options and related advantages and disadvantages of these options.
  - Experience in governmental organization analysis, including performance measurement and evaluation.
  - Ability to present information in an organized format, understandable by professionals and laypersons.
  - Ability to facilitate and synthesize input from stakeholders.
  - Familiarity with public input processes and experience presenting and disseminating public information for review and comment in a public setting.
  - Experience in identifying and fostering multi-agency partnerships and cooperative problem-solving.
  - Ability to provide flexible and creative alternatives where necessary to resolve service and policy issues.
  - Ability to work cooperatively with divergent interests.
2. Identification of any sub-consulting firms who will be involved. If sub-consultant firms are proposed, describe the work they will perform and include the same information for each sub-consultant as required for item 1 above.
3. Documentation of similar or related experience accomplished in the last five years and references for each such project, including the contact name, address and telephone number. Electronic copies of, or links to, such analyses must be provided.
4. Description of the anticipated approach for this project, explicitly discussing and identifying any suggested changes to the Draft Scope of Services (Attached).

5. Disclosure of potential conflicts of interest with the water districts involved with the study, the City of Murrieta and / or landowners or developers in Riverside County that have an interest in the Study Area.
6. Provide a preliminary project schedule showing start and ending times for each major work task and associated deliverables and indicate strategies for adhering to the schedule.
7. The anticipated project cost, including:
  - a. A not-to-exceed total budget amount.
  - b. The cost for each major sub-task identified in the draft scope of services.
  - c. The hourly rates for each person who will be involved in the work, including the rates for any associate consultants.

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

CONTRACTOR shall not discriminate in the provision of services, allocation of benefits, accommodation in facilities, or employment of personnel on the basis of ethnic group identification, race, religious creed, color, national origin, ancestry, physical handicap, medical condition, marital status or sex in the performance of this Agreement; and, to the extent they shall be found to be applicable hereto, shall comply with the provisions of the California Fair Employment and Housing Act (Gov. Code 12900 et. seq), the Federal Civil Rights Act of 1964 (P.L. 88-352), the Americans with Disabilities Act of 1990 (42 U.S.C. S1210 et seq.) and all other applicable laws or regulations.

## **VIII. Conflict of Interest**

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

## **IX. Insurance Requirements**

The chosen consultant will be required to comply with the LAFCO standard insurance provisions for professional services agreement. Contact Riverside LAFCO for more details.

Evidence of Insurance - Before commencing any operations under the contract, the successful proposer shall furnish the Riverside LAFCO with a Certificate of Insurance and copies of all applicable endorsements evidencing compliance with the above insurance requirements and that such insurance will not be canceled or materially changed without thirty (30) days advance written notice.

## **X. Proposal Submittal**

Confirmation of receipt is the responsibility of the sender. Proposals received after the deadline will not be considered. Responses may be emailed to [info@lafco.org](mailto:info@lafco.org) or delivered to our office at the following address:

### **DUE DATE:**

Completed responses must be received by 5:00 p.m., Monday, October 29, 2018.

**DELIVER TO: (please note LAFCO is in the process of relocating its office; take note of the dates below.)**

Prior to October 10, 2018:

Riverside LAFCO  
Attn: George Spiliotis, Executive Officer  
3850 Vine Street, Suite 240  
Riverside, CA 92507

On or after October 10, 2018:

Riverside LAFCO  
Attn: George Spiliotis, Executive Officer  
6216 Brockton Av., Suite 110  
Riverside, CA 92506

Note: If delivery is to be in person, please first call the LAFCO office (951) 369-0631 to arrange a delivery time.

- Each proposal shall be submitted in a sealed envelope that is clearly marked with the title of the RFP.
- If submitting only hard copies, five copies are required.
- All proposals will become property of the Riverside LAFCO.
- Cost of preparation of proposals shall be borne by the proposers.
- Proposals shall be signed by an authorized employee or officer in order to receive consideration.
- Riverside LAFCO is not responsible for proposals delivered to a person/location other than that specified herein.

## **XI. Selection Process**

Based on relevant work experience, the completeness of the responses, cost and the overall project approach identified in the proposals received, up to four firms will be selected for follow-up interviews. Tentatively, interviews will be scheduled three to four weeks following submittal of proposals.

The selection committee may use some or all of the criteria listed below to evaluate the proposals. Additional criteria may be used. At the discretion of the selection committee, additional information may be requested to clarify and explain proposals.

- *Applicability of overall experience and qualifications relating to required services.*
- *Evaluation of quality and comparability of previous related work products on which the proposer was the sole or lead consultant.* Successful recent related experience is highly desirable. Successful experience is defined as that which was completed to the satisfaction of the client, on time and within budget.
- *Cost.* Proposals that demonstrate that the final product will best meet the requirements outlined in the Scope of Services and provide requisite information and recommendations in a concise format at a low cost will be looked upon favorably. A final budget will be negotiated with the selected firm.

Riverside LAFCO reserves the right to award a contract to the firm(s) that presents the proposal which, in the sole judgment of Riverside LAFCO, best accomplishes the desired results.

Riverside LAFCO reserves the right to not proceed with the project, to reject any or all proposals, to waive minor irregularities in said proposals, or to negotiate deviations with the successful firm.

After the award of the contract, the Riverside LAFCO may revise the work program to meet budget constraints.

## **XII. Tentative Schedule**

A preliminary schedule must be provided pursuant to Section VI.6 of this RFP. Timing is a concern to LAFCO and the participating agencies. It is strongly desired that the requested analysis and associated recommendations be completed within six months of execution of a professional services agreement. The final overall schedule for this project will be negotiated with the firm selected for the work prior to an agreement being recommended to LAFCO for adoption.

## **XIII. LAFCO Contact**

George Spiliotis, Executive Officer  
Riverside LAFCO  
3850 Vine St. Suite 240  
Riverside, CA 92407

(951) 369-0631  
Email: [info@lafco.org](mailto:info@lafco.org)

**XIV. Attachments**

- A. Maps of Study Area Boundaries
- B. Draft Scope of Services

**XV. Reference Information**

For general information about LAFCOs, visit the CALAFCO website: [www.calafco.org](http://www.calafco.org)

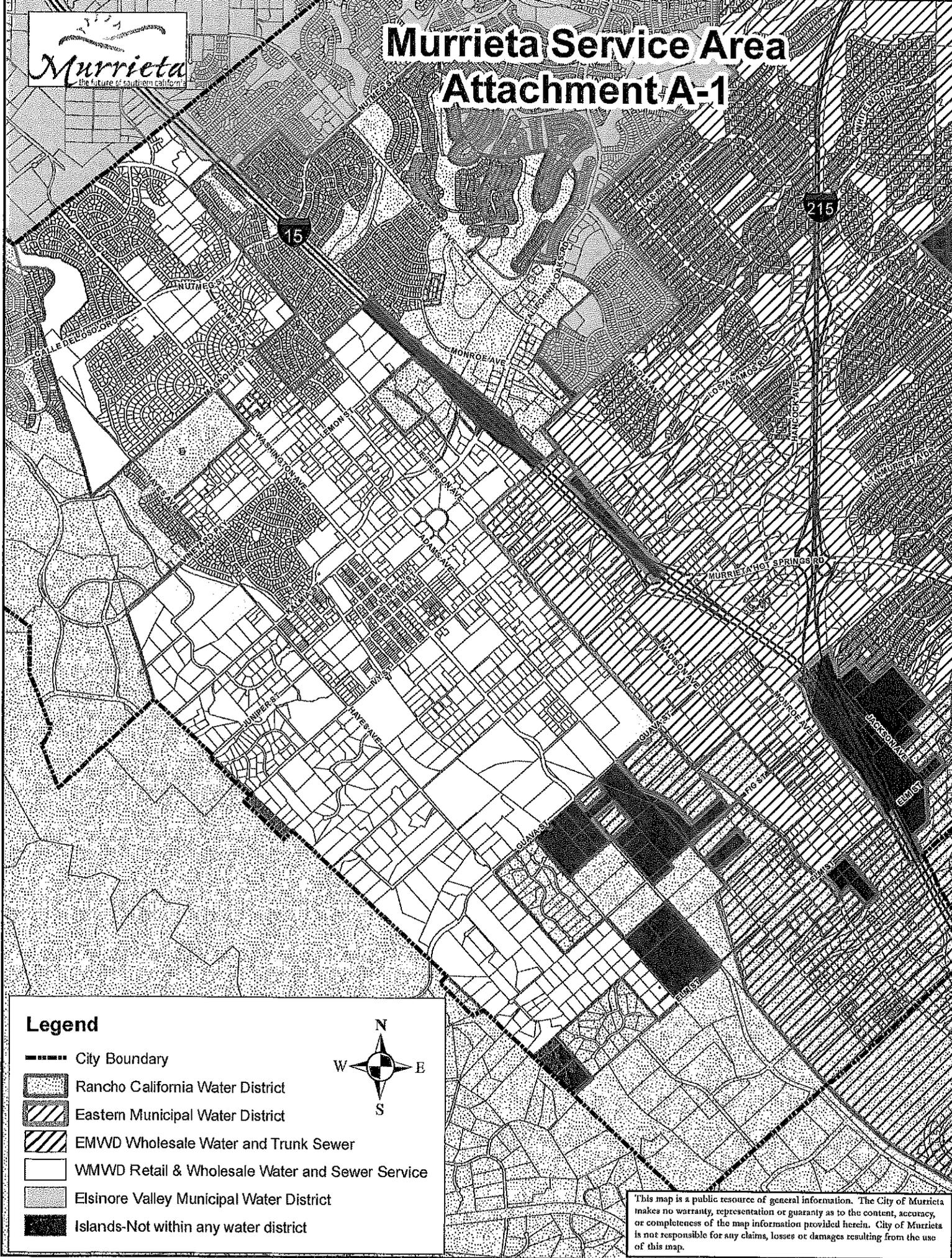
For information about Riverside LAFCO along with previously completed MSRs, please visit our website: [www.lafco.org](http://www.lafco.org)

**ATTACHMENT A**  
**Study Area Boundary Maps**

- A-1: Murrieta Retail Area**
- A-2: Murrieta Service Area**
- A-3: Rainbow and Rock Mountain Service Area**



# Murrieta Service Area Attachment A-1



## Legend

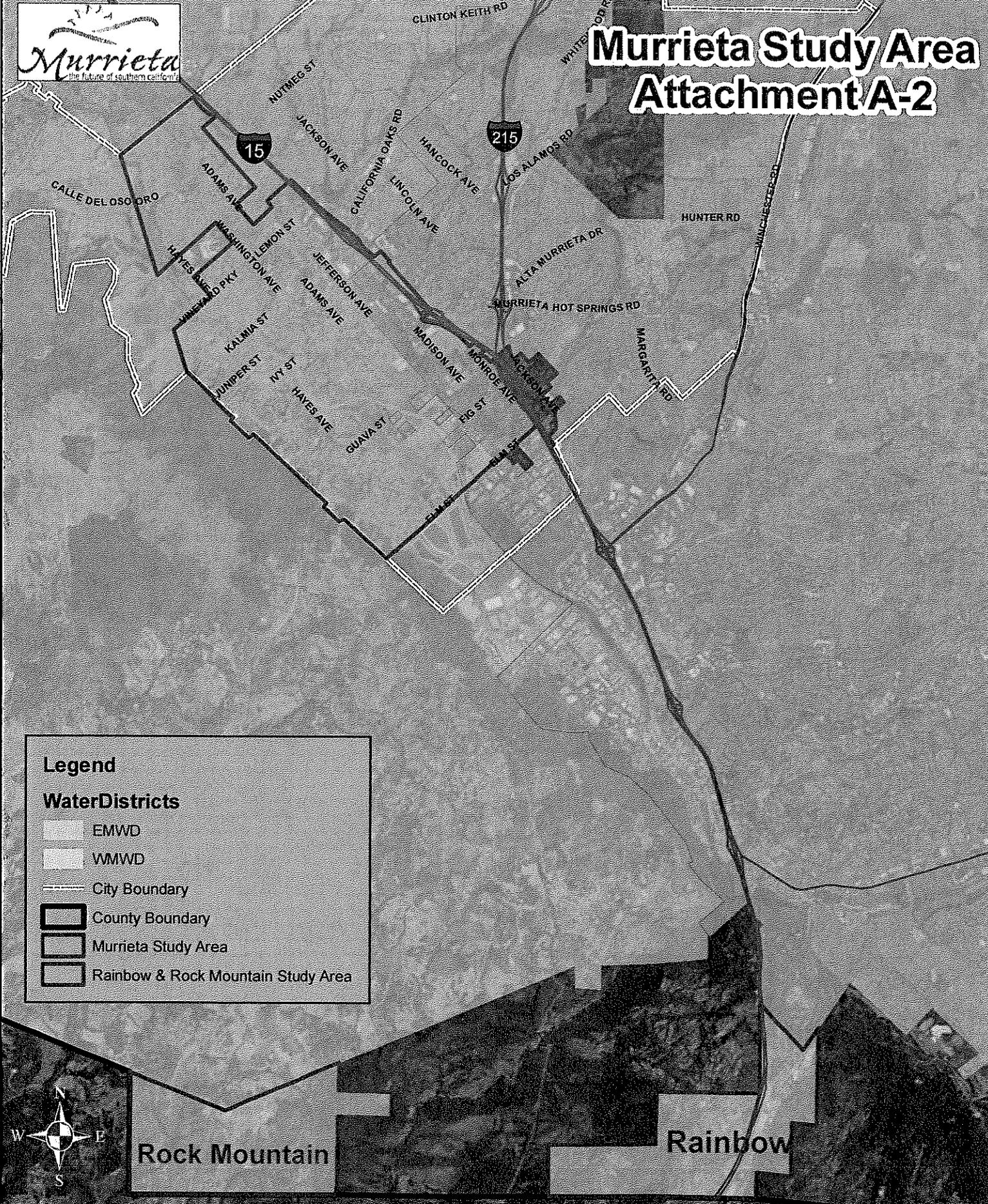
- City Boundary
- Rancho California Water District
- Eastern Municipal Water District
- EMWD Wholesale Water and Trunk Sewer
- WMWD Retail & Wholesale Water and Sewer Service
- Elsinore Valley Municipal Water District
- Islands-Not within any water district



This map is a public resource of general information. The City of Murrieta makes no warranty, representation or guaranty as to the content, accuracy, or completeness of the map information provided herein. City of Murrieta is not responsible for any claims, losses or damages resulting from the use of this map.



# Murrieta Study Area Attachment A-2



**Legend**

**Water Districts**

- EMWD
- WMWD
- City Boundary
- County Boundary
- Murrieta Study Area
- Rainbow & Rock Mountain Study Area



Rock Mountain

Rainbow

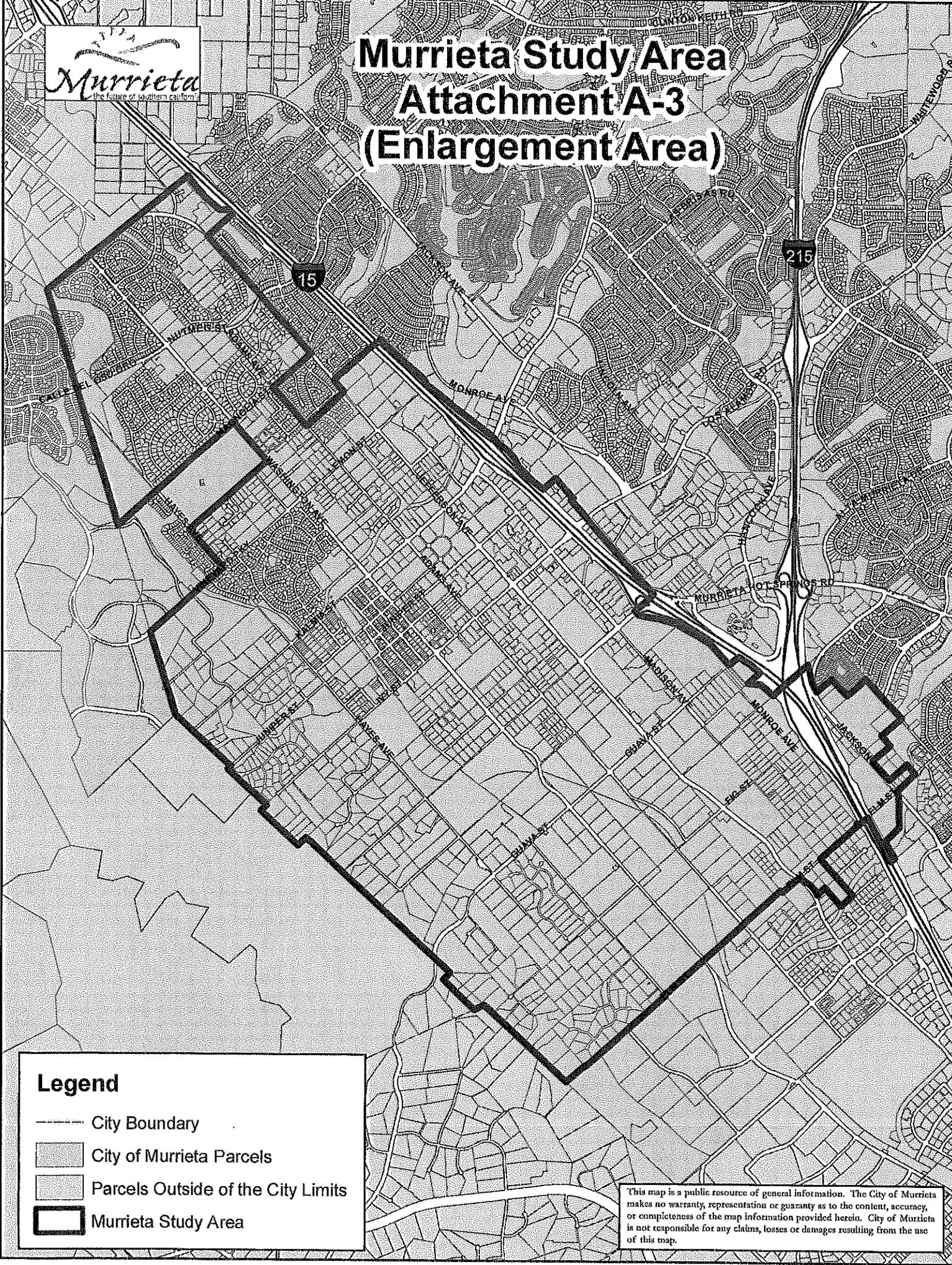
## San Diego County

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Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AeroGRID, IGN, and the GIS User Community



# Murrieta Study Area Attachment A-3 (Enlargement Area)



## Legend

- City Boundary
- City of Murrieta Parcels
- Parcels Outside of the City Limits
- █** Murrieta Study Area

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## ATTACHMENT B

### Draft Scope of Services

The Consultant shall provide the technical expertise and administrative management to complete the FMSR for the "Study Area" shown in Attachments A-1, A-2 and A-3. The project consists of three distinct topic areas; 1) Supply / Infrastructure, 2) Finance / Operations / Service / Cost, and 3) Service Area Boundaries. A more detailed description of the project effort and the deliverables is provided below:

#### Data Gathering and Document Review

- Collect and review applicable water agency documents for relevant information about current services, facilities, and operations. Attachment C includes a list of anticipated documents that will be available for review.

#### Supply / Infrastructure Analysis

- Evaluate existing and future water demands for residential, commercial, industrial, and institutional uses in the Study Area based on the City's adopted General Plan and Downtown Specific Plan. This should include those portions of the Study Area that are currently served by private wells that may require municipal water service in the future.
- Evaluate existing water supply sources and production capacity, water quality, reliability and cost. Existing sources of municipal water supply includes both wells and imported water.
- Determine the capacity and condition of existing water transmission and distribution system facilities and storage reservoirs to accommodate current and future demands. The condition of the existing above ground system facilities will be made through visual observations. The condition of the existing below ground systems facilities will consider the age of the facilities and remaining useful life.
- Determine municipal water system operating capabilities such as pressure and fire flow. Fire flow should be based on the requirements published by Murrieta Fire and Rescue.
- Determine the additional water supply needs (if any) for future development in the Study Area based on the City's adopted General Plan and Downtown Specific Plan. This should include the analysis listed above for lands that are currently served by private wells but that may require municipal water service where further subdivision occurs to the extent allowed by the General Plan. In addition, where four-story mixed-use development is allowed in the Downtown Specific Plan the analysis should include fire flow rates for development at that intensity. Include recycled water for non-potable uses if available.
- Determine the future requirements for transmission, distribution and storage infrastructure based on the City's adopted General Plan and Downtown Specific Plan based on the future demand analysis listed above. Future infrastructure

requirements should include the replacement or refurbishment of any existing, sub-standard infrastructure.

- Analyze the available water supply sources, and transmission, distribution, and storage capacity of adjacent agencies, including the Rancho California Water District (RCWD), Eastern Municipal Water District (EMWD), and Elsinore Valley Municipal Water District (EVMWD) and determine whether they are adequate to serve both the existing and future needs of the Study Area. Any discrepancies in sizing or design criteria between the agencies should be noted in the analysis.
- Develop a preferred water system infrastructure plan to serve existing and future water demands in the Study Area.
- Preferred water system infrastructure plan shall consider integration and alignment with areas surrounding Study Area including accommodation of service area “islands” or “holes” located in vicinity of Study Area.

### Deliverables

A combination of maps, exhibits, engineering calculations and reports to adequately respond to the tasks in the Supply / Infrastructure section above.

### Assumptions

The City of Murrieta will provide electronic and hard copies of the adopted General Plan and Downtown Specific Plan. EMWD, EVMWD, WMWD, RCWD will provide electronic maps of their respective, existing infrastructure facilities, as well as future master plans. Electronic copies of each agency’s hydraulic models will also be made available.

### Finance / Operations / Service / Cost Analysis

- Provide a financial analysis of water supply and infrastructure costs to serve existing needs and future development. Such an analysis should also address the cost of existing infrastructure replacement and/or refurbishment as required.
- Research infrastructure financing capabilities, mechanisms, and costs. Document operation and maintenance costs and accompanying rates and charges for residential, commercial, industrial and institutional customers. A cost of service analysis will be necessary for each prospective agency that may be considered to assume the responsibilities of retail water service for Western’s Murrieta Division. Western completed a cost of service study specific to the Murrieta Division in 2017 and will make the report available to the selected consultant.
- Evaluate the Districts’ ability to respond to emergency repairs and customer calls for service.

### Deliverables

A combination of reports and calculations to adequately respond to the tasks in the Finance / Operations / Service section above.

### Assumptions

EMWD, EVMWD, WMWD, RCWD will provide information describing any known deficiencies or deferred maintenance for infrastructure facilities as well as current rate structures for residential, commercial, industrial and institutional customers.

### Service Area Boundaries Analysis

- Review and recommend logical water agency service areas and sphere of influence boundaries and eliminate any “islands” or “holes” in and adjacent to the Study Area.
- Where feasible, align retail water and sewer service areas.
- As needed, identify where annexation of specific areas into the Metropolitan Water District of Southern California is required to allow access to imported water as well as the required annexation fees needing to be paid by property owners.

### Deliverables

A combination of maps, exhibits, and reports to adequately respond to the tasks in the Service Area Boundaries section above.

### Assumptions

LAFCO, EMWD, EVMWD, WMWD, RCWD will provide electronic files of existing boundaries and areas that have not been annexed into a water district.

### Summary Report and Recommendations-Deliverables

The Consultant will provide a Summary Report and recommendation(s) based on the information derived from the tasks described above as to which agency or agencies would be the best long-term water service provider for lands contained in the “Study Area.” The analyses and recommendations must take into consideration and describe the impacts on owners of vacant land, developers and existing customers. An electronic copy and six hard copies of the Summary Report are required.

## ATTACHMENT C

The following documents will be made available for review. The consultant may identify additional documents or reports necessary to conduct the assessment.

### City of Murrieta

- General Plan;
- Downtown Specific;

### Western Municipal Water District (WMWD)

- Transition Agreement Between Western Municipal Water District and Murrieta County Water District, June 2, 2005;
- Amended and Restated Transition Agreement Between Western Municipal Water District and Murrieta County Water District, August 7, 2005;
- WMWD Murrieta Water Master Plan Report 2014, Albert A. Webb Associates (2014 Master Plan);
- WMWD Murrieta Water Master Plan Report – 2018 Update, West Yost, Summer 2018;
- WMWD Murrieta Service Area Demand Projections Through 2040, October 2017, Kennedy/Jenks Consultants (Murrieta Demand Projections);
- WMWD Murrieta Service Area Build-Out Projections, February 2018, Kennedy/Jenks Consultants (Murrieta Build-Out Projections);
- WMWD Water Wheeling Hydraulic Analysis Technical Memorandum, September 7, 2017, Rancho California Water District (Rancho Water Wheeling Hydraulic Analysis);
- Elsinore Valley Municipal Water District Water Wheeling Hydraulic Analysis, February 2018, Carollo Engineers, Inc. (Elsinore Water Wheeling Hydraulic Analysis);
- Jefferson Avenue Business Corridor – Hydraulic Analysis, July 6, 2017, Albert A. Webb Associates (Jefferson Avenue Hydraulic Analysis);
- Murrieta Comprehensive Water Rate Study Report (Cost of Service Study), August 17, 2017, Raftelis Financial Consultants, Inc.;

### Eastern Municipal Water District (EMWD)

- 2015 Water Facilities Master Plan Update

- 2017 Cost of Service and Rate Study
- 2006 Agreement Between EMWD and WMWD Regarding Rights and Obligations in Murrieta County Water District
- 2007 Interagency Agreement for EMWD / WMWD Intertie Connections
- 2002 EMWD / MCWD Interconnection Facilities in Los Alamos

# Attachment D

DOC # 2005-0849784  
10/14/2005

Conformed Copy

Has not been compared with original

Larry W Ward  
County of Riverside  
Assessor, County Clerk & Recorder

## CERTIFICATE OF COMPLETION STOP#1030

Pursuant to the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000; Sections 57200 et seq. this Certificate is hereby issued by the Executive Officer of the Local Agency Formation Commission of Riverside County, California.

1. Short-form designation, as designated by LAFCO is 2005-56-3
2. The name of the district involved in this reorganization and the kind or type of change ordered for the annexation is as follows:

<u>District</u>	<u>Type of Change of Organization</u>
Murrieta County Water District	Dissolution

3. The above-listed district is located within the following county: Riverside.
4. A description of the boundaries of the above-cited change of reorganization is shown on the attached map and legal description, marked Exhibit "A" and by reference incorporated herein.
5. The territory is inhabited.
6. This reorganization has been approved subject to the terms and conditions outlined on the attached resolution.
7. Resolution No. C-11-05 ordering this reorganization was adopted on September 29, 2005. A Certified copy of the Resolution is attached hereto and by reference incorporated herein.

I hereby certify that as Executive Officer for the Local Agency Formation Commission of Riverside County, the above-listed agency has completed a change of organization pursuant to the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000.

  
GEORGE J. SPILIOTIS  
Executive Officer

Date: October 14, 2005



1 of 2000, commencing with Section 57000; and

2 WHEREAS, the terms and conditions of the proposal as  
3 approved by the Local Agency Formation Commission are as  
4 follows:

5 a. Western Municipal Water District and Murrieta  
6 County Water District shall defend, indemnify and hold harmless  
7 the Riverside County Local Agency Formation Commission (LAFCO),  
8 its agents, officers, and employees from any claim, action, or  
9 proceeding against LAFCO, its agents, officers, and employees  
10 to attach, set aside, void, or annul an approval of LAFCO  
11 concerning this proposal.

12 b. The effective date of the dissolution shall be  
13 November 27, 2005 or the date of recordation of the Certificate  
14 of Completion, whichever is later.

15 c. Western Municipal Water District shall assume  
16 responsibility for all functions and services currently  
17 provided or authorized to be provided by Murrieta County Water  
18 District and its Community Facilities Districts.

19 d. Western Municipal Water District shall be  
20 designated as the successor agency to Murrieta County Water  
21 District for the purpose of succeeding to all rights,  
22 responsibilities, properties (both real and personal),  
23 contracts, equipment, assets, liabilities, obligations,  
24 functions, executory provisions, entitlements, permits and  
25 approvals attributable to Murrieta County Water District.

26 e. In accordance with Government Code Sections  
27 56886(t) and 57330, the subject territory shall be subject to  
28 the levying and collection of any previously authorized charge,

1 fee, assessment or tax of the District.

2 f. Western Municipal Water District shall succeed  
3 to all contracts to which Murrieta County Water District is a  
4 party, including, but not limited to sewer service related  
5 agreements with Rancho California Water District and Eastern  
6 Municipal Water District, the agreement between Murrieta County  
7 Water District and the Metropolitan Water District of Southern  
8 California related to annexation issues, and including the  
9 agreement between Murrieta County Water District ("Murrieta  
10 Water Public Finance Authority Joint Exercise of Powers  
11 Agreement").

12 g. As of the date of Commission approval of the  
13 subject dissolution, and pursuant to the provisions of  
14 Government Code section 56885.5(a)(4), Murrieta County Water  
15 District shall be prohibited from taking the following actions  
16 unless it first finds an emergency situation exists as defined  
17 in Section 54956.5:

18 i. Approving any increase in compensation or  
19 benefits for members of the governing board, its officers,  
20 staff, or the executive officer of Murrieta County Water  
21 District;

22 ii. Appropriating, encumbering, expending, or  
23 otherwise obligating any revenue of Murrieta County Water  
24 District beyond that provided in the current budget at the time  
25 of Commission approval; and

26 iii. Notwithstanding the foregoing, any of the  
27 above actions may be taken upon the prior written consent of  
28 Western Municipal Water District's General Manager or his

1 designee.

2 h. Upon the Effective Date, all assets of Murrieta  
3 County Water District, including, but not limited to, water  
4 rights, all funds, including cash on hand and money due but  
5 uncollected, and all property, real or personal, including but  
6 not limited to easements, buildings, including all furnishings,  
7 fixtures, equipment, rolling stock, data bases, software,  
8 records of various types which will be necessary for the  
9 continued provision of service to the Murrieta territory, and  
10 other equipment contained therein or otherwise associated with  
11 the services provided by facilities owned by Murrieta County  
12 Water District shall vest in Western Municipal Water District.

13 i. The priorities of use, or right of use, of  
14 water, or capacity rights in any public improvements or  
15 facilities or any other property, real or personal, to which  
16 Murrieta County Water District is entitled to on the Effective  
17 Date shall be transferred to Western Municipal Water district.

18 j. Western Municipal Water District shall succeed  
19 to all rights, duties and obligations of Murrieta County Water  
20 District with respect to the enforcement, performance or  
21 payment of any outstanding bonds, including revenue bonds, or  
22 other contracts and obligations of Murrieta County Water  
23 District and/or its Community Facilities Districts on the  
24 Effective Date.

25 k. Western Municipal Water District shall have the  
26 authority and responsibility for the administration of special  
27 tax and special assessment districts, including, but not  
28 limited to, the levying and collecting of special taxes and

1 special assessments, including the determination of the annual  
2 special tax rate within authorized limits; the management of  
3 redemption, reserve, special reserve, and construction funds;  
4 the issuance of bonds which are authorized but not yet issued  
5 on the Effective Date, including not yet issued portions or  
6 phases of bonds which are authorized; supervision of  
7 construction paid for with bond or special tax or assessment  
8 proceeds; administration of agreements to acquire public  
9 facilities and reimburse advances made to the district; and all  
10 other rights and responsibilities with respect to the levies,  
11 bonds, funds, and use of proceeds that would have applied to  
12 Murrieta County Water District.

13           1. Pursuant to Government Code Section 57450,  
14 Murrieta County Water District shall continue to exist for the  
15 sole purpose of winding up its affairs with regard to claims  
16 which accrued prior to the Effective Date, and for any of the  
17 purposes set forth in Section 57453(a)-(c). Additionally,  
18 except as otherwise provided in these terms and conditions  
19 regarding the continuation of the provision of services, for  
20 the purposes specified in Government Code Section 57453, the  
21 officers and legislative body of Western Municipal Water  
22 District shall have the same powers and duties as the dissolved  
23 Murrieta County Water District and of the officers and  
24 legislative body of Murrieta County Water District, and shall  
25 have all of the powers delineated in Government code Section  
26 57453(a)-(c), for the sole and exclusive purpose of winding up  
27 the affairs of the dissolved Murrieta County Water District.  
28 The powers and duties set forth above shall commence upon the

1 Effective Date and shall continue until the time when the  
2 affairs of the dissolved Murrieta County Water District have  
3 been completely wound up.

4 WHEREAS, the reason for this proposed dissolution is  
5 to streamline water and wastewater services in the Murrieta  
6 area.

7 WHEREAS, the regular County Assessment roll is  
8 utilized by the subject agencies.

9 WHEREAS, the affected territory will be taxed for  
10 existing general bonded indebtedness.

11 WHEREAS, the Commission determined the territory  
12 proposed to be reorganized is legally inhabited as defined in  
13 Government Code Section 56046; and

14 WHEREAS, the Executive Officer of the Local Agency  
15 Formation Commission acting on behalf of the Commission as the  
16 conducting authority, held a properly noticed public hearing on  
17 this matter on September 29, 2005, at 9:00 a.m. at 3850 Vine  
18 Street, Suite 110, Riverside, California, and

19 WHEREAS, the Executive Officer has determined that  
20 the value of the written protests filed and not withdrawn was  
21 less than 25 percent of the registered voters within the  
22 affected area and less than 25 percent of the number of owners  
23 of land owning 25 percent of the assessed value of land within  
24 the affected territory in accordance with Government Code  
25 Sections 56854 and 57102.

26 NOW, THEREFORE, BE IT RESOLVED that the Executive  
27 Officer on behalf of the Local Agency Formation Commission  
28 pursuant to the Cortese-Knox-Hertzberg Local Government

1 Reorganization Act of 2000 orders the dissolution of Murrieta  
2 County Water District.

3 BE IT FURTHER RESOLVED that the Executive Officer  
4 shall complete this proposal pursuant to State Law subject to  
5 payment of required fees and terms and conditions as approved  
6 by the Commission.

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8 ADOPTED, this 29<sup>th</sup> day of September, 2005.

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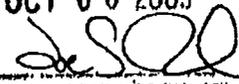
  
\_\_\_\_\_  
GEORGE J. SPILIOTIS  
EXECUTIVE OFFICER

Acknowledged:

  
\_\_\_\_\_  
KEVIN D. JEFFRIES, CHAIR

FORM APPROVED  
COUNTY COUNSEL

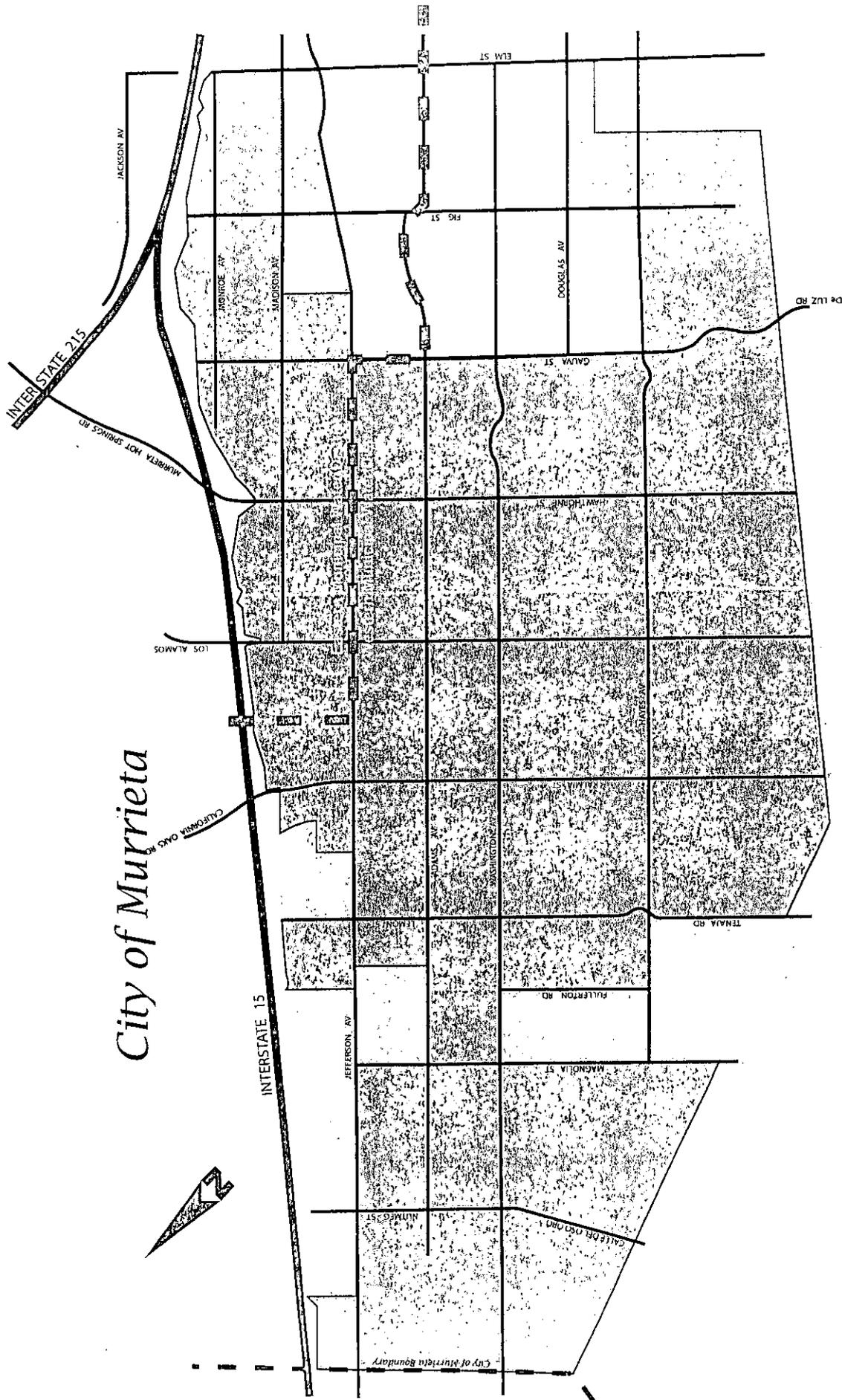
OCT 06 2005

BY   
\_\_\_\_\_  
COUNTY COUNSEL

# Dissolution of Murrieta County Water District

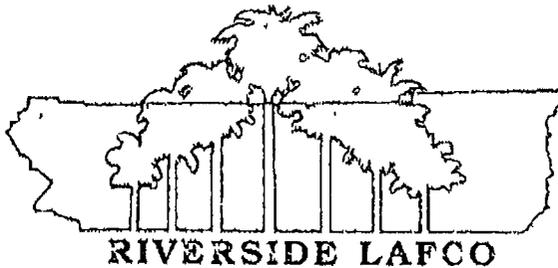
LAFCO 2005-56-3

## City of Murrieta



-  Murrieta County Water District
-  Rancho California Water District
-  Boundary between Western Municipal Water District & Eastern Municipal Water District





3.h.  
8/25/2005

TO: Local Agency Formation Commission  
FROM: George J. Spiliotis, Executive Officer

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SUBJECT: LAFCO 2005-56-3--DISSOLUTION OF MURRIETA COUNTY WATER DISTRICT

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PRIOR AGENDAS/RELATED ACTIONS: None

**EXECUTIVE SUMMARY:** This report addresses a proposal to dissolve the Murrieta County Water District (MCWD). The dissolution has been initiated jointly by unanimous resolutions of the Boards of MCWD and Western Municipal Water District (WMWD). Approximately 85 percent of MCWD is within WMWD, a Metropolitan Water District member agency that provides wholesale and retail service to portions of western Riverside County. WMWD proposes to assume the responsibility for retail water and wastewater services in the area. The staff recommendation is for approval as proposed.

**BACKGROUND:** Murrieta County Water District was formed in 1963 but was inactive until 1981, when it assumed the assets and functions of the Murrieta Mutual Water Company. A relatively small district, it serves approximately 2400 connections in a rapidly developing, six square mile portion of the City of Murrieta. Connections are expected to increase to over 12,000 by 2020. Although reorganization options have been suggested in the past, measures taken beginning in 2004 represent the most serious efforts to date to explore organizational options for the District.

During the first half of 2004, reorganization options became an increasingly frequent topic of discussion among the MCWD Board of directors and the community. In July 2004 an ad hoc committee of MCWD and WMWD Board Members was established to explore the potential for consolidation/dissolution. The ad hoc committee recommended to the two Boards the formation of a Blue Ribbon Advisory Committee (BRAC) composed of community members. The BRAC began meeting in November 2004 and over the next several months gathered information from staff and consultants regarding district operations, groundwater, infrastructure, future demand and supply, personnel, rates and other fiscal issues. In April 2005, the BRAC issued its final report and recommendation (attached to this report) to the MCWD Board, calling for "final negotiations to merge with the Western Municipal Water District".

Concurrent with these efforts, LAFCO's own Water and Wastewater Municipal Service Review (MSR) was also being prepared. The

Public Review Draft, issued in fall of 2004, recommended exploration of reorganization of MCWD with WMWD or Rancho California Water District.

Staff and consultants from WMWD and MCWD have worked extensively over the last several months toward the goal of a seamless transition of service in the event the dissolution is completed. Toward that end, the two District Boards, in addition to adopting joint resolutions of application in April 2005, have executed a "Transition Agreement" to guide the transfer of assets, obligations, staff, etc., upon dissolution. The Transition Agreement is also attached to this report for the Commission's reference.

**GENERAL INFORMATION:**

**APPLICANT:** Initiated by unanimous resolutions of application of WMWD and MCWD.

**LOCATION AND AREA:** The territory of the District is approximately 6.5 square miles, encompassing most of that portion of the City of Murrieta west of Interstate 15.

**POPULATION:** Approximately 6,000 people.

**REGISTERED VOTERS:** The Registrar of Voters reports the current number of registered voters is 4,214.

**CEQA DETERMINATION:** WMWD, as lead agency, has determined the proposal is exempt from CEQA pursuant to CEQA Guidelines Section 15320 (Class 20 Categorical Exemption) in that the proposal consists of changes in the organization of local governmental agencies where the changes do not change the geographical area in which previously existing powers are exercised.

**PROPERTY TAX EXCHANGE:** The Transition Agreement adopted by the Boards of WMWD and MCWD has addressed the exchange of property taxes. Pursuant to that agreement, 100 percent of the District's property taxes will accrue to WMWD. Additionally, Eastern Municipal Water District (EMWD) is expected to adopt a resolution transferring MCWD's allocation of property tax within EMWD's service area to WMWD.

**EXISTING CONDITIONS:** The territory of MCWD includes a wide variety of residential, commercial and industrial uses, as well as significant amounts of vacant land.

**LAND USE PLANS:** No changes in land use plans are associated with this proposal.

**SIGNIFICANT ISSUES:**

**JUSTIFICATION:** Within their application documents, the Districts have cited the following reasons and advantages of dissolution. The proposal will enhance service efficiency by reducing costs in administrative personnel, contracts and office expense. Regional

planning will be improved by having the regional wholesale agency assume responsibility for all water and wastewater planning functions.

Due to the tremendous growth and immediate need for significant capital improvements, MCWD would experience a shortfall in reserves to fund needed improvements. WMWD would be able to solve this short-term cash flow problem through a loan of approximately \$3 million between 2006 and 2010 to supplement MCWD reserves. Payback of the loan would come from development related fees. This would negate the need to seek outside loans with associated borrowing costs.

PLAN OF SERVICES: WMWD has submitted a Plan of Services in support of the proposal. The Plan of Services and accompanying documents summarize several months of cooperative efforts of Board members and staff of the two agencies. There will be virtually no noticeable change in water and wastewater service. As outlined below, WMWD will assume the provision of retail water and sewer services within the MCWD boundaries.

Independent Cost Center: An import consideration early in the discussion process between the two Districts was the establishment of the MCWD service area as a separate cost center of WMWD. Services within the Murrieta cost center will be fully supported by Murrieta ratepayers. Likewise, Murrieta assets will be used for the benefit of Murrieta customers.

Personnel: The majority of MCWD operational staff will have the opportunity to continue to work as WMWD employees within the Murrieta service area. Of the approximately 15 full-time equivalent positions at MCWD, two had announced retirement plans at the time the Plan of Services was prepared. A few more have separated or announced plans to leave prior to the proposed effective date of dissolution. All remaining employees will be offered employment with WMWD. No issues are anticipated as compensation and benefits are very similar between the two agencies. WMWD plans on cross-training MCWD employees to allow them to work in other parts of the WMWD service area. Operations would continue to be provided out of the current MCWD facility.

Water Service: Water demand is expected to increase by approximately 350 percent over the next 20 years, while the area will reach the limit of its groundwater production resources within the next year or so. The need to bring imported water into the area was identified as the most significant issue facing the District. As noted above, WMWD will be able to alleviate short-term capital improvement cash flow problems, thereby facilitating the construction of necessary facilities.

Wastewater Service: MCWD provides wastewater collection within its service area. The District has contracted with Rancho California Water District (RCWD) and EMWD for treatment and disposal services since 1989. These existing contracts will either be assigned to WMWD or new agreements will be executed with the agencies by WMWD.

Rates and Fees: Current MCWD rates are within the range of rates charges by other agencies in the region. Rates and charges have allowed the district to maintain its systems and build reserves for planned infrastructure improvements. Rates are expected to increase in the Murrieta service area as imported water is brought in and as operating costs rise. These increases will occur independent of the dissolution. WMWD does not anticipate any rate changes as a result of assuming the Murrieta service area.

Alternative Reorganizations: The Plan of Services also briefly discusses alternative dissolution/reorganization scenarios that were evaluated. Staff had specifically requested information pertaining to the rejection of reorganization with RCWD. RCWD has retail water surrounding much of MCWD and provides wastewater treatment to approximately 85 percent of MCWD. RCWD annexation fees and its practice to discourage annexation of areas that would be largely dependent on imported water were identified as significant obstacles to reorganization with that agency.

EFFECT OF DISSOLUTION/SUCCESSOR AGENCY: Cortese-Knox-Hertzberg leaves little doubt as to the effect of dissolution. Section 57450 states that upon the effective date "the district shall be dissolved, disincorporated, and extinguished, its existence shall be terminated, and all of its corporate powers shall cease, except as the commission may otherwise provide pursuant to Section 56886 or for the purpose of winding up the affairs of the district and as otherwise provided in this chapter ...".

The Commission is responsible for designating a successor agency that will wind up the affairs of the district consistent with terms and conditions established by the Commission. In the case of the last major dissolution approved by the Commission, the dissolution of Ortega Trail Recreation and Park District, the District had ceased all operations due to lack of funds. The County, as successor agency, was merely responsible for liquidating assets and paying the District's obligations. In the current instance, the successor agency, WMWD, rather than simply "settling the books", will continue to provide services currently provided by MCWD.

As noted earlier in this report, the Districts have entered into a "Transition Agreement" defining each District's responsibilities prior to and after the effective date of dissolution and requesting various terms and conditions to be included in the Commission's actions. Most of the requested terms and conditions or variants are included in the staff recommendation. The Transition Agreement is attached to this report for reference.

COMMENTS FROM AFFECTED AGENCIES/INTERESTED PARTIES: No significant comments have been received to date.

CONCLUSIONS:

Staff and consultants from WMWD and MCWD have worked extensively over the last several months, with occasional input from LAFCO staff, toward the goal of a seamless transition of service in the

event the proposed dissolution is approved. Toward that end, the two District Boards, in addition to adopting joint resolutions of application, have executed a Transition Agreement to guide the transfer of services, assets, obligations, staff, etc., upon dissolution. The collaborative process the Districts have engaged in represents a model for cooperation among public agencies considering dissolution or consolidation. The recommendation is for conditional approval as shown below.

**SPECIFIC RECOMMENDATIONS:**

Based on the factors outlined above, IT IS RECOMMENDED that the Commission:

1. Find Western Municipal Water District , as lead agency, has determined the proposal is exempt from CEQA pursuant to CEQA Guidelines Section 15320 (Class 20 Categorical Exemption) in that the proposal consists of changes in the organization of local governmental agencies where the changes do not change the geographical area in which previously existing powers are exercised.
2. Determine the proposed dissolution is consistent with the spheres of influence of all affected agencies.
3. Determine the proposed dissolution is legally inhabited.
4. Approve LAFCO 2005-56-3--DISSOLUTION OF MURRIETA COUNTY WATER DISTRICT subject to the following terms and conditions:
  - a. Western Municipal Water District and Murrieta County Water District shall defend, indemnify, and hold harmless the Riverside County Local Agency Formation Commission ("LAFCO"), its agents, officers, and employees from any claim, action, or proceeding against LAFCO, its agents, officers, and employees to attach, set aside, void, or annul an approval of LAFCO concerning this proposal.
  - b. The effective date of the dissolution shall be November 27, 2005 or the date of recordation of the Certificate of Completion, whichever is later.
  - c. Western Municipal Water District shall assume responsibility for all functions and services currently provided or authorized to be provided by Murrieta County Water District and its Community Facilities Districts.
  - d. Western Municipal Water District shall be designated as the successor agency to Murrieta County Water District for the purpose of succeeding to all rights, responsibilities, properties (both real and personal), contracts, equipment, assets, liabilities, obligations, functions, executory provisions, entitlements, permits and approvals attributable to Murrieta County Water District.

- e. In accordance with Government Code Section 56886 (t) and 57330, the subject territory shall be subject to the levying and collection of any previously authorized charge, fee, assessment or tax of Murrieta County Water District.
- f. Western Municipal Water District shall succeed to all contracts to which Murrieta County Water District is a party, including, but not limited to sewer service related agreements with Rancho California Water District and Eastern Municipal Water District, the agreement between Murrieta County Water District and the Metropolitan Water District of Southern California related to annexation issues, and including the agreement between Murrieta County Water District and Community Facilities District 88-1 of Murrieta ("Murrieta Water Public Finance Authority Joint Exercise of Powers Agreement").
- g. As of the date of Commission approval of the subject dissolution, and pursuant to the provisions of Government Code section 56885.5(a)(4), Murrieta County Water District shall be prohibited from taking the following actions unless it first finds an emergency situation exists as defined in Section 54956.5:
  - i. Approving any increase in compensation or benefits for members of the governing board, its officers, staff, or the executive officer of Murrieta County Water District;
  - ii. Appropriating, encumbering, expending, or otherwise obligating any revenue of Murrieta County Water District beyond that provided in the current budget at the time of Commission approval; and
  - iii. Notwithstanding the foregoing, any of the above actions may be taken upon the prior written consent of Western Municipal Water District's General Manager or his designee.
- h. Upon the Effective Date, all assets of Murrieta County Water District, including, but not limited to, water rights, all funds, including cash on hand and money due but uncollected, and all property, real or personal, including but not limited to easements, buildings, including all furnishings, fixtures, equipment, rolling stock, data bases, software, records of various types which will be necessary for the continued provision of service to the Murrieta territory, and other equipment contained therein or otherwise associated with the services provided by facilities owned by Murrieta County Water District shall vest in Western Municipal Water District.
- i. The priorities of use, or right of use, of water, or capacity rights in any public improvements or facilities

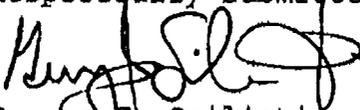
or any other property, real or personal, to which Murrieta County Water District is entitled to on the Effective Date shall be transferred to Western Municipal Water District.

- j. Western Municipal Water District shall succeed to all rights, duties and obligations of Murrieta County Water District with respect to the enforcement, performance or payment of any outstanding bonds, including revenue bonds, or other contracts and obligations of Murrieta County Water District and/or its Community Facilities Districts on the Effective Date.
- k. Western Municipal Water District shall have the authority and responsibility for the administration of special tax and special assessment districts, including, but not limited to, the levying and collecting of special taxes and special assessments, including the determination of the annual special tax rate within authorized limits; the management of redemption, reserve, special reserve, and construction funds; the issuance of bonds which are authorized but not yet issued on the Effective Date, including not yet issued portions or phases of bonds which are authorized; supervision of construction paid for with bond or special tax or assessment proceeds; administration of agreements to acquire public facilities and reimburse advances made to the district; and all other rights and responsibilities with respect to the levies, bonds, funds, and use of proceeds that would have applied to Murrieta County Water District.
- l. Pursuant to Government Code Section 57450, Murrieta County Water District shall continue to exist for the sole purpose of winding up its affairs with regard to claims which accrued prior to the Effective Date, and for any of the purposes set forth in Section 57453(a)-(c). Additionally, except as otherwise provided in these terms and conditions regarding the continuation of the provision of services, for the purposes specified in Government Code section 57453, the officers and legislative body of Western Municipal Water District shall have the same powers and duties as the dissolved Murrieta County Water District and of the officers and legislative body of Murrieta County Water District, and shall have all of the powers delineated in Government Code Section 57453(a)-(c), for the sole and exclusive purpose of winding up the affairs of the dissolved Murrieta County Water District. The powers and duties set forth above shall commence upon the Effective Date and shall continue until the time when the affairs of the dissolved Murrieta County Water District have been completely wound up.
5. Direct the Executive Officer to initiate Protest Proceedings pursuant to Government Code Section 57000 et seq. upon payment of required fees and authorize the dissolution

August 25, 2005

without election pursuant to the limitations of Government  
Code Section 56854.

Respectfully submitted,

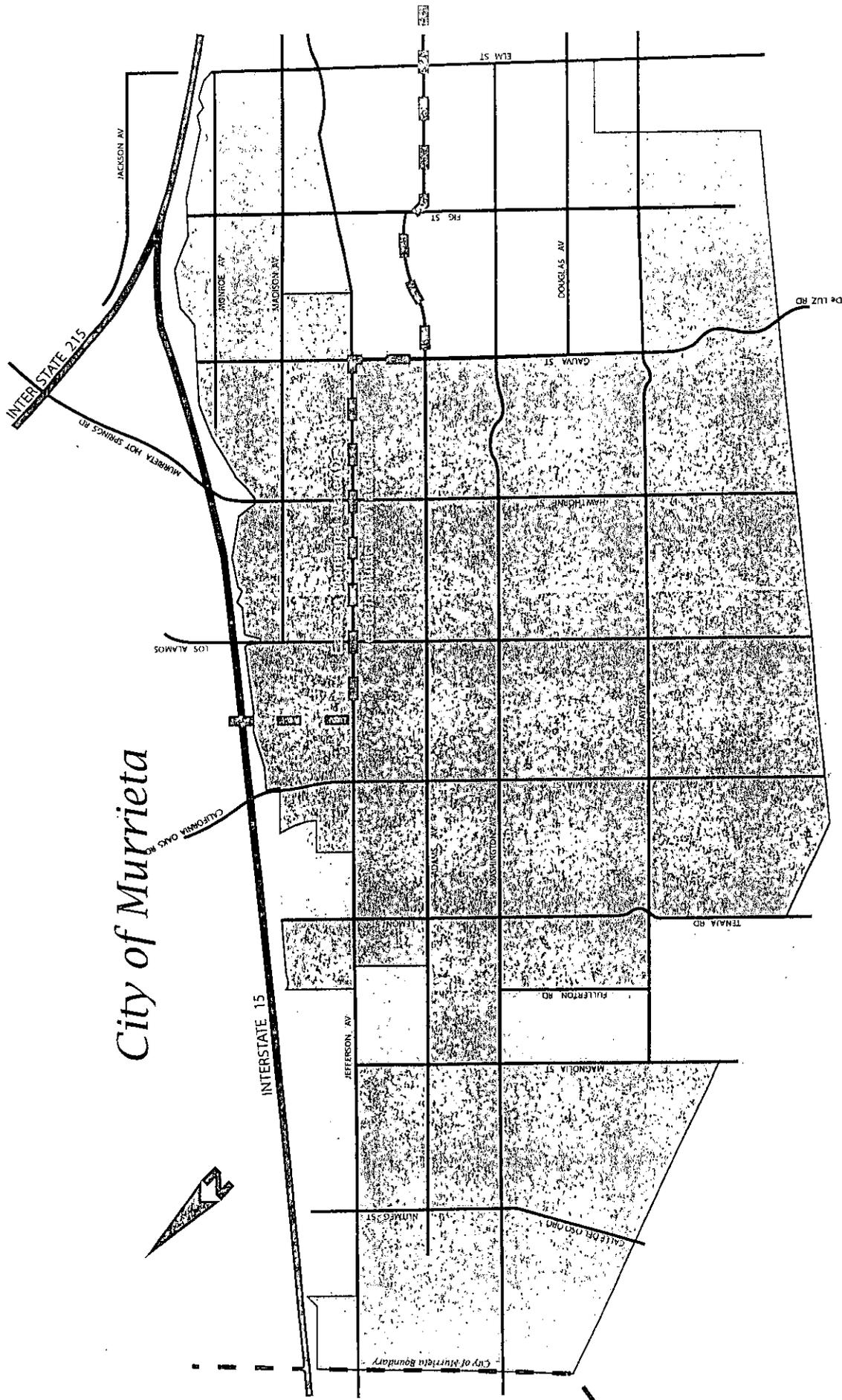


George J. Spiliotis  
Executive Officer

# Dissolution of Murrieta County Water District

LAFCO 2005-56-3

## City of Murrieta

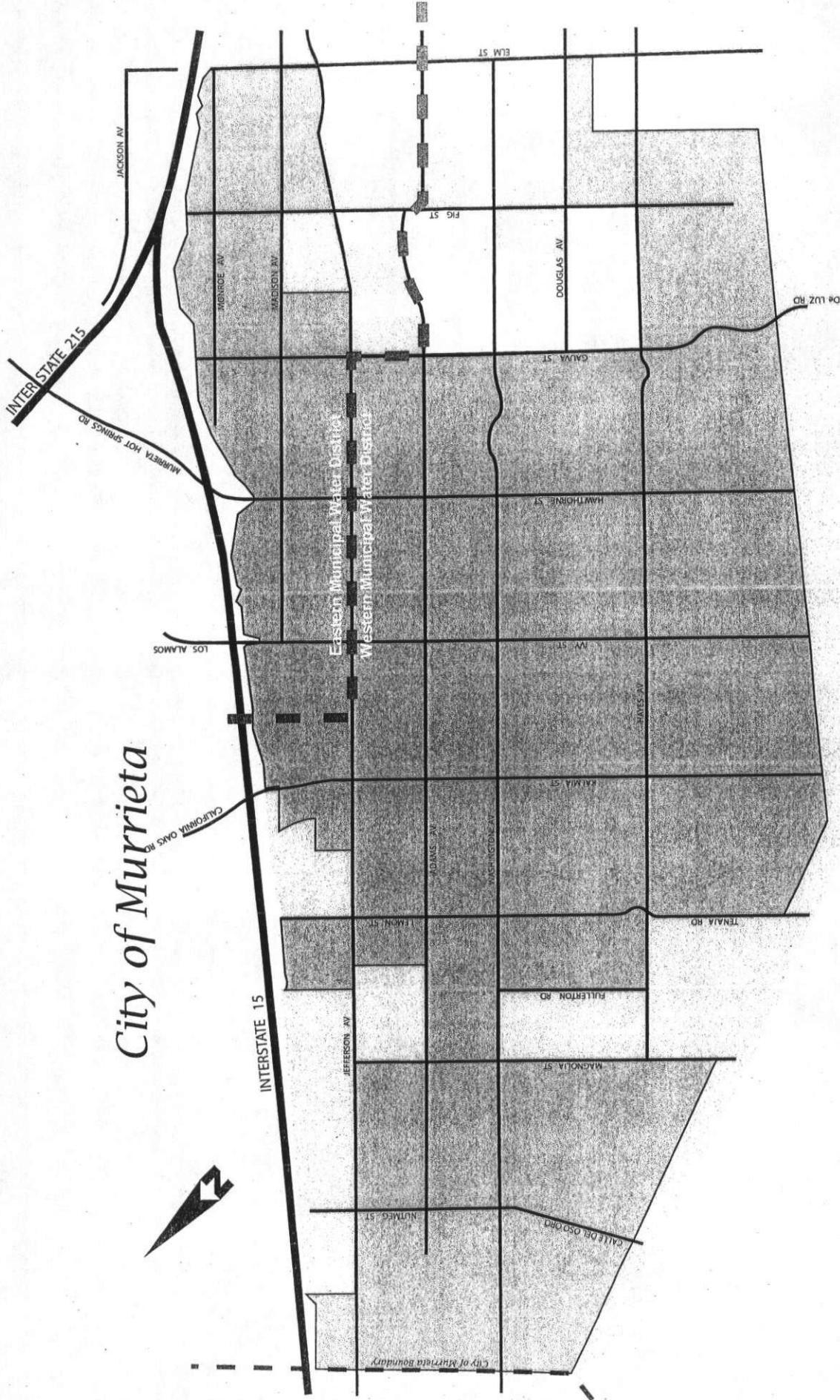


-  Murrieta County Water District
-  Rancho California Water District
-  Boundary between Western Municipal Water District & Eastern Municipal Water District

# Dissolution of Murrieta County Water District

LAFCO 2005-56-3

## City of Murrieta



-  Murrieta County Water District
-  Rancho California Water District
-  Boundary between Western Municipal Water District & Eastern Municipal Water District

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# **PLAN OF SERVICES**

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**REPORT TO  
RIVERSIDE COUNTY LOCAL AGENCY FORMATION COMMISSION  
FROM  
WESTERN MUNICIPAL WATER DISTRICT of RIVERSIDE COUNTY  
entitled  
PLAN OF SERVICE  
FOR THE  
MURRIETA COUNTY WATER DISTRICT SERVICE AREA  
May 21, 2005**

**JOINT RESOLUTION**

At the respective Board meetings of the Western Municipal Water District (Western) April 20, 2005 and the Murrieta County Water District (Murrieta) April 21, 2005 joint resolutions were adopted making application to LAFCO to take proceedings for a reorganization involving Western and Murrieta.

**BOARD OF DIRECTOR'S AD HOC COMMITTEES**

A great deal of work was accomplished in the later half of 2004 and the first half of 2005. Western and Murrieta appointed two Board members each to begin exploring a transition plan in July 2004. The ad hoc committees recommended to their respective Boards the formation of a citizen dominated Blue Ribbon Advisory Committee that would meet with the Board's ad hoc committees to investigate and understand the issues. The resulting work of the Blue Ribbon Advisory Committee provides a great deal of background and summarizes elements of the investigation. The Blue Ribbon Committee Report entitled "The Potential Merger of the Murrieta County Water District and the Western Municipal Water District" is appended to this Plan of Service for reference.

**BLUE RIBBON ADVISORY COMMITTEE**

At its meeting April 18, 2005 the Blue Ribbon Advisory Committee to the Murrieta Board of Directors unanimously approved and signed its report with the signatures of six

citizen representatives, five appointed by the Murrieta Board and one appointed by the Murrieta City Council. The report was transmitted for the Murrieta Board's consideration April 21, 2005. At that meeting, the Murrieta Board unanimously approved the receipt of the report and the Committee's recommendation.

**Blue Ribbon Advisory Committee Recommendation:**

"The Blue Ribbon Advisory Committee began this process with differing points of view representing the various residents within the District. Through the education process, analysis, and open discussion, a consensus has been reached. Therefore, the Committee's recommendation is that the Board of Directors of the Murrieta County Water District initiates final negotiations to merge with the Western Municipal Water District."

The term "merger" was used by Committees and staff early in the discussion process, prior to learning the word had a specific meaning in state law regarding LAFCO actions. Discussion among ad hoc committee members and the Blue Ribbon Advisory Committee culminated in the concept of Western taking all responsibility for continued water and sewer service in the Murrieta area. The legal term and the term used by LAFCO for the concept discussed is "dissolution". However, the responsibility for providing service to customers must shift with a dissolution; therefore, the term used herein to describe the LAFCO proceeding of Murrieta dissolution with acceptance by Western to accept all administrative and operational functions together with all assets and liabilities to continue water and wastewater service within the current Murrieta boundary, is "Transition".

**CONSULTANTS/STAFF AUDITS and REPORTS**

Western and Murrieta jointly hired specialized consultants to audit all elements of Murrieta's administration and operations and together with staff expertise presented a complete report of findings to the Blue Ribbon Advisory Committee, as follows:

CFD Financing elements – David Taussig and Associates

Report by: David Taussig

Finance and Accounting (revenue and expenses) Rieter-Lowry and Associates

Report by: Greg Lowry

Water Quality – Water Quality and Treatment Solutions Incorporated

Report by: Issam Najm

Water Supply – Kennedy Jenks Consultants

Report by: Keith London & Sachi Itagaki

Water and Sewer Master Planning - Krieger and Stewart Inc. Engineers and Consultants

Report by: Mark Messersmith

Operations audit – Kenneth C. Dealy, Consultant

Report by: Ken Dealy

Rates and fees comparison - Western staff

Report by: John Rossi & Melodie Johnson

LAFCO application process - Murrieta staff

Report by: Wayne Spencer and Brian Berry

Water costs - Western staff

Report by: John Rossi, Jeff Minkler and Melodie Johnson

### **BLUE RIBBON ADVISORY COMMITTEE CONCLUSION**

From the research, the Blue Ribbon Advisory Committee concluded that:

- The need for additional imported water supplies – up to 4400 acre feet annually - was the largest issue facing Murrieta.
- Murrieta is financially stable with rates and fees within the range of neighboring districts.
- Whether or not Murrieta merges (transitions) with another district, future rate increases are to be expected. Consolidation with another district may help reduce these increases in the long run, but not in the immediate future.
- Facilities and operations are consistent with standard water district operations. However, additional production and storage facilities are needed in the near

future. Financing of these facilities needs to be addressed to meet growing demand.

- Murrieta meets or exceeds all the Department of Health Services (DHS) water quality requirements throughout its production and distribution system.
- Current well owners will continue to rely on their own wells for water supply.
- Native water cannot and will not be exported from the basin.

As addressed in the Blue Ribbon Advisory Committee report, neighboring agencies, including Rancho California Water District, Eastern Municipal Water District, and Elsinore Valley Municipal Water District, as well as Western could be considered Transition partners. Based solely on geography, it might appear that a Transition with Rancho California Water District is most efficient; however, a Transition with Rancho could have negative financial impact either on Murrieta customers because of the probable high annexation fees or on Rancho customers, in the form of subsidies, if the fees were waived. And Rancho's practice has been to annex areas only if the area of consideration is water positive and not dependant on imported water. Murrieta will need considerable imported water to support future development and therefore, would not be considered water positive. Murrieta is primarily within Western's district boundaries and therefore annexation fees are not an issue. A small portion of Murrieta lies within Eastern's service area and could be served in the future, as now, through an inter-agency agreement for supplemental water. Inter-agency agreements are also used with Eastern and Rancho for sewer service. Western and Eastern have numerous inter-agency agreements for service across their common boundary a practice proven to be in the best interest of the property owner, to keep cost of water and sewer service as low as possible and provide service as efficiently as possible.

### **FUTURE PLAN OF SERVICE**

One of the elements discussed with the Board's ad hoc committees and Blue Ribbon Advisory Committee was the need after the Transition, to establish the water and sewer service area within the Murrieta boundary as a self-supporting, independent cost center of Western. Administration and operations would be similar to Western's self

supporting, independent cost center known as Improvement District A, located at the San Diego County line serving a residential community; commercial and industrial area; and border patrol check point together with the highway patrol truck weigh station. With the cost center approach, the plan for administration and operations in the future would be similar to present operation eliminating the need for immediate changes. A major advantage of the independent cost center is that Murrieta assets would remain with and continue to benefit the community of origin.

Western's experience in the area of operational reorganization includes the Western Riverside County Regional Wastewater Authority consisting of a tertiary wastewater treatment facility and sewage conveyance system serving Home Gardens, Norco, Jurupa, Western's Lake Hills and Victoria Grove service areas, and City of Corona on an as needed or emergency basis. Western took over all responsibilities for providing wastewater conveyance and treatment service in the WRCRWA service area and offered every employee a position with Western. Western now provides all administration, operation, maintenance and governance support in order for the WRCRWA to be a self supporting, independent entity with its own budget.

The El Sobrante Mutual Water Company is an example of total reorganization with dissolution of the Mutual Water Company. Western, by contract, offered finance and accounting services to the El Sobrante Mutual Water Company prior to its dissolution. Therefore the major change at the time of dissolution was in governance, operation, capital improvements and water supply planning. Western's assumption of duties in both reorganizations, WRCRWA and El Sobrante, provided a seamless transition of service with minimal impact to the customer.

## **WATER SERVICE**

Murrieta recently completed its 2005 Water Facilities Master Plan. Its previous Water Plan was completed November 2001. The 2005 Water Plan addresses existing and proposed water facilities including production facilities (wells), pipeline, booster pumps

and storage reservoirs together with a comparison of current water demands and future water demands. The following table represents annual water demand and annual source of supply requirements for the next 20 years.

Table 1  
Water Demands

Year	Total Demand AF/Y	Groundwater Production AF/Y	Imported Water Supply AF/Y
2005	2900	2900	0
2010	4700	3000	1700
2020	8300	3000	5300
2025	10,100	3000	7100

The 6.5 sq. mile district with its 2400 service connections is expected to expand to 12,000 service connections over the next 20 years. As stated by the Blue Ribbon Advisory Committee in its conclusion, the need for additional imported water supplies is the largest issue facing Murrieta. And financing needs to be addressed for construction of new facilities to meet future growth.

**WATER QUALITY**

A subdivision development within Murrieta known as the Murrieta Ranchos, has experienced elevated copper levels in the water within some of the homes. In addition to elevated copper levels, which produce blue coloring in the water as the water passes through the copper pipes within the home, there have been allegations in the July 16, 2004 complaint of homeowners verses Murrieta Ranchos LLC, et al, that the homes suffer from numerous deficiencies and defects. A partial list from the public document includes slab and foundation deterioration together with cracking, separations and distress; soil movement and subsidence; cracking and separations of exterior concrete flatwork; insect infestation; slipping roof tiles; roof leakage; sagging of roof structure;

deteriorated stucco; cracking exterior walls; deterioration of countertops; faulty plumbing systems and water; damage to and corrosion of building components and items in contact with water supply and plumbing; leakage; seepage and condensation through slabs, walls, roofs and windows; excessive moisture in the homes and numerous other issues.

Murrieta, as the water purveyor, has been working with homeowners and the developer on the single issue of blue water caused by elevated copper levels in some homes. However, blue water has been experienced by new home buyers in newly constructed homes, randomly, throughout the state and from time to time over many years. One house may experience blue water and the neighboring houses around it may not. Murrieta staff contacted its insurance provider and was assured that Murrieta was fully covered for defense and damages if any, in the event the litigation between homeowners and developer spilled over onto Murrieta. Murrieta's insurance provider is the Special Districts Risk Management Authority (SDRMA), an alliance with the California Special Districts Association.

### **WASTE WATER SERVICE**

Murrieta is currently in the process of finalizing its 2005 Wastewater Facilities Master Plan. The 2005 Wastewater Facilities Master Plan addresses existing and proposed facilities including collection pipelines, lift stations and connection to trunk sewers owned and operated by Eastern and Rancho. Murrieta currently maintains approximately 50,000 lineal feet of sewers ranging in size from 8-inch to 12-inch diameter.

Murrieta has contracted with Eastern and Rancho for the treatment and disposal of wastewater. A specific boundary line has been established to identify treatment areas. Generally, the land east of Jefferson Avenue is in the Eastern treatment area and land west of Jefferson Avenue is in the Rancho treatment area. The boundary line may be shifted as development occurs to facilitate the collection and transport of wastewater

from a proposed development to either the Eastern treatment plant or the Rancho Treatment plant. Approximately 15% of the Murrieta district is within the Eastern treatment area and 85% within the Rancho treatment area. The service area line is based on topographic features such as USGS elevation and is not related in any way to the jurisdictional boundary line separating Western and Eastern.

### **IMPORTED WATER**

Western is currently working on its own Integrated Resource Plan (IRP) to identify water supply needs of all communities within its 510 square mile distribution boundary. It is also working closely with the Metropolitan Water District of Southern California (MWD) on the MWD Riverside Area Study and Skinner Service Area Study. Western and MWD staff are in the process of defining facilities to benefit the Murrieta, Temecula and Escondido service areas with the goal to bring additional imported water to the areas from MWD's nearby storage at Lake Skinner and Diamond Valley Lake. The concept includes an expansion of MWD treatment and transport facilities with additional local facilities constructed cooperatively by Western and its member agencies. Murrieta customers and property owners will benefit from the Western/MWD cooperative planning effort.

### **RATES AND FEES**

As stated by the Blue Ribbon Advisory Committee in its conclusions, Murrieta is financially stable with rates and fees within the range of neighboring districts. Murrieta through its rate consultant, has been evaluating rates and fees for both water and sewer service and may propose a rate and fee adjustment before the Transition, subject to the consultant's recommendation. However, as the Blue Ribbon Advisory Committee stated in its report, whether or not Murrieta Transitions with another district future rate increases are to be expected. But with the information gathered to date, Murrieta and Western staff have concluded that increases will not be a product of the Transition. Instead, the Transition with Western may help reduce rate increases in the long run. As a result of Murrieta's fiscal policy and its proactive approach to rates and

fees, it has been able to set aside funds each year for future asset replacement, major maintenance and capital improvements benefiting existing customers.

At its close of last fiscal year, June 30, 2004, Murrieta's rates and fees had accumulated approximately \$5.7 million in various reserve accounts. Therefore, Murrieta has adequate reserves to construct improvements immediately needed for new development. And with a loan from Western to the Murrieta cost center formed after the Transition of \$3 million, funding will be adequate to support additional homes and businesses from now until 2010. The construction of the new homes and businesses will bring the Murrieta cost center additional funding for repayment of Western's loan and repayment of borrowing from Murrieta's reserves. As mentioned earlier, the funding issue is a short-term cash flow matter. New development connection fees are set appropriately to pay for all water distribution facilities and sewer collection facilities needed to support growth. Subsequent to the Transition, Western will initiate detailed planning for long term water supply in conjunction with Western's IRP and with the MWD Riverside Area Study. After the completion of those studies, Western will review the Murrieta cost center rates and fees to assure adequate funding continues for all operation, maintenance and capital infrastructure requirements including sources of imported supply.

### **CAPITAL FINANCING**

Murrieta has financed capital improvements with connection fees, and with land secured bond issues. Murrieta sponsored, as lead agency, Community Facilities District 88-1 (CFD 88-1) in 1988 with a total bond authorization of \$14 million for both water facilities and sewers. Proceeds from CFD 88-1 are made available as growth occurs and as assessed values increase in the area covered by the financing. As a result of increased assessed value the past couple years, it has been estimated by Western's and Murrieta's financial consultant that \$2,059,181 in CFD 88-1 bond proceeds will be available July 2005 for water and wastewater capital improvements. Additionally, wastewater improvements can be financed and installed by developers as construction

takes place since most wastewater improvement requirements are for new sewers as opposed to treatment plants and disposal facilities. With sewers funded by developments on an as needed basis, bond proceeds will be available for water capital improvements. As shown by the following table, new water facilities will cost \$26.2 million over the next 20 years for water improvements.

Table 2  
Estimated Water Facility Costs

Projects	2005	2010	2020	Ultimate (2025)	Total
Well Pumping Plants	\$2,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,000,000
Imported Water (1)		\$270,000			\$270,000
Booster Pumping Plant	\$975,000				\$975,000
Storage Facilities	\$1,115,000	\$1,600,000	\$2,800,000	\$300,000	\$5,815,000
Pipelines	\$3,030,000	\$4,870,000	\$2,635,000	\$3,650,000	\$14,185,000
Total	\$7,120,000	\$7,740,000	\$6,435,000	\$4,950,000	\$26,245,000
(1) Cost includes only the cost for connection facilities. Said cost does not include connection fees or standby charges.					

A cost of \$7,120,000 has been estimated for water facility improvement expenditures between 2005 and 2010. However, immediate needs include wastewater improvements of \$800,000 for the elimination of septic tanks in Old Town Murrieta and

are collectively shown in the following table for water and wastewater improvements amounting to \$4,975,000.

Table 3

Current Water and Wastewater Infrastructure Requirements

One Well Pumping Plant	\$1,000,000
Booster Pumping Plant	\$975,000
Grizzly Peak Reservoir	\$1,200,000
Imported Connection Treatment Facility	\$1,000,000
Old Town Septic Tank Improvements	\$800,000
<b>Total Cost</b>	<b>\$4,975,000</b>

Subsequent to the Transition, Western's plan for Murrieta's water and wastewater capital improvement needs would be to supplement the Murrieta cost center reserves with the necessary funds to construct facilities during years 2006 -2010. Western would explore, with those planning new development, a cooperative approach to funding booster pumping facilities and pipelines. Therefore, Western would be loaning the Murrieta cost center approximately \$3 million over approximately 5 years (\$600,000 per year) and expecting a cooperative effort to fund the additional facilities needed the next 5 years. Any funding needed by Murrieta for the cooperative effort would be from current Murrieta cost center reserves. Payback for the loan and borrowing from reserves would be from connection fees collected at time of recording tract maps.

Connection fees, also known as Development Impact Fees, will continue to be collected to replenish capital improvement reserves. The accumulation of Developer Impact Fees will allow the continuation of capital improvement construction projects until build out has been reached. The Development Impact Fees will be escalated as construction unit costs increase over time. The fee structure will also be modified as more information is gathered to more precisely define imported water supply costs.

## **MURRIETA STAFFING PLAN**

Western's workforce currently numbers about 90 employees and Murrieta currently employs approximately 15 full time equivalents; however, two Murrieta employees have announced retirement prior to the effective date of the Transition. As with the previously discussed reorganization of the operations at WRCRWA, Western would propose to follow the same successful strategy, to offer all full-time Murrieta employees positions with Western. And as experienced in the previous reorganization, it is a near certainty that the transition for Murrieta employees will be uneventful because Western and Murrieta have similar compensation packages and job functions, pay grades/ranges and benefits.

By way of example, both agencies pay a similar portion of the employees' health, vision and dental premiums (with Western's slightly higher); both have a similar number of holidays, Western with 12.5 and Murrieta with 13; both provide life insurance; both allow compensatory time in lieu of pay for overtime; both have paid after-hours call time systems to provide 24 hour service to the customer; both compensate for jury duty; both allow time off for voting and military leave; both allow time off for bereavement; both have similar family care procedures; both provide field staff with five freshly laundered uniforms each week; both provide safety toed boots to field staff and both have bi-weekly pay periods and direct payroll deposit.

As with the reorganization of the WRCRWA operation, Western's management will meet individually with each Murrieta employee to make a personalized job offer in order to tailor the offer to the needs of the employee and the needs of Western's enterprise and non-enterprise business functions. Western's plan is to try to tailor its total compensation package offer to each individual in such a manner as to meet or exceed the individual's current compensation package.

Western's classified employee's have formalized their organization and have elected to operate as an agency shop association in accordance with state law. Mandatory dues

are used to pay a consulting firm to assist the employees with interpretation of Western policy, procedures and practices and provide technical support when negotiating wages, benefits, hours of work, and working conditions. Management and association employees have found the arrangement helpful when communicating employment matters. Western's employee association will expedite the transition of Murrieta staff into Western's structure and culture by providing an employee-to-employee interface. Western management staff proposes to provide time for Association Board members to meet with Murrieta staff to welcome them, answer questions and begin the communication of practices, procedures, structure and culture.

Western has adopted a cross training program linked to pay for performance to benefit the employee and the business. Through the program, the employee increases skills more rapidly than in a traditional setting and with multiple skills provides flexibility to the operation, thereby reducing customer expense. One reward for the employee is the ability to do various jobs thereby allowing the employee to work in various interesting assignments as opposed to the same thing every day in the traditional setting. The other reward is monetary. A highly skilled employee brings value to the business, value that is compensated through the pay for performance system, including annual adjustments to wages and salary together with the possibility of various monetary and non-monetary rewards each year. Murrieta staff will continue to work from the Murrieta office until the cross training can be implemented. Then, a few employees will begin cross training while most Murrieta staff members continue to work from the Murrieta office. The process to fully integrate Western staff and Murrieta staff is expected to take two or more years.

## **CONTRACTS**

As with any enterprise, numerous contracts are necessary to operate the business. The contracts may be with private sector service/materials providers; financial institutions; and public agencies. It will be important to continue the contractual arrangements to make the Transition as seamless as possible. Therefore one of the first functions of the

Western/Murrieta administrative teams will be to review all contracts to determine the need to assign or restructure each contract. In some cases it would be helpful to assign the contract to Western. In other cases it might be best for the contract to be terminated with an immediate execution of a new contract in Western's name.

The following represents a partial list of the types of contracts and agreements that would be addressed:

1. Inter-agencies agreements with neighboring public agencies for water supply, operational services, wastewater treatment, mutual aide, and other matters;
2. Vendor contracts for chemicals, supplies, parts, materials, waste removal;
3. Construction contracts for repairs and capital improvements;
4. Utility services contracts for natural gas, electricity and telephone; and
5. Service contracts for such things as Internet access, office equipment, and maintenance.

### **PERMITS AND LICENSES**

Notification of intent to change ownership information on permits and licenses would be another immediate function and would include by example the following notifications:

Department of Health Services

State Water Resources Control Board

Regional Water Quality Control Board

South Coast Air Quality Management District

### **REAL PROPERTY TITLES**

Although not needed immediately, real property rights - easements and fee title - would be transferred as soon as possible in order to notify anyone searching for ownership information at the County of Riverside that there has been a transfer of rights and/or title. The recordation of transfer of rights will eliminate confusion whenever title searches are performed by individuals and/or title companies. Currently Murrieta owns the headquarters and operations facility; well sites; tank sites; booster

pumping sites; and holds easement rights at various locations. Signage at key locations will help communicate the change in ownership and provide notification information.

### **TRANSITION AGREEMENT**

The Transition Agreement deals with legal matters related to the merger including the establishment of an effective date for the merger, 12:01 a.m., January 1, 2006. The Transition Agreement is an integral part of the LAFCO application package together with this Plan of Service and the Joint Resolutions of Application approved by both Western's Board and Murrieta's Board.

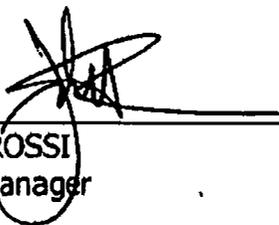
Prepared by Western Municipal Water District May 21, 2005.



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NORMAN L. THOMAS  
Deputy General Manager

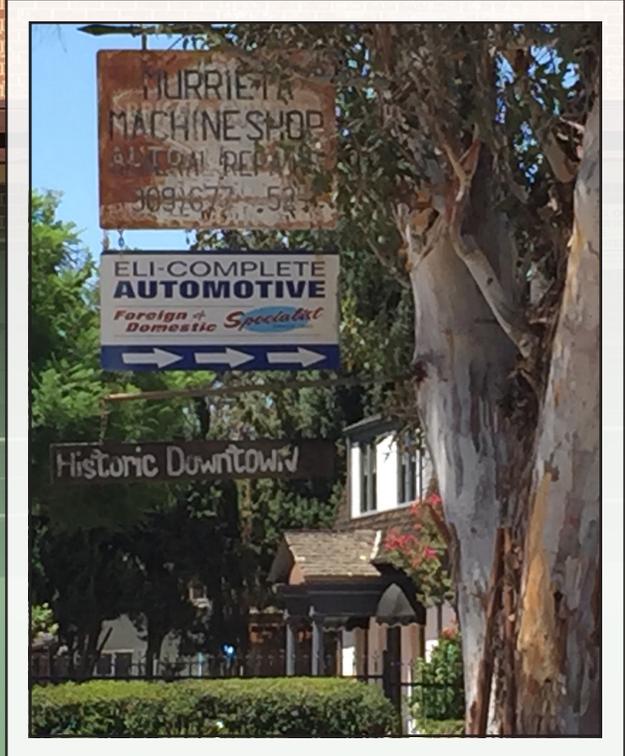
Approved



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JOHN V. ROSSI  
General Manager

**WEST YOST  
ASSOCIATES  
PROPOSAL**



PROPOSAL

RIVERSIDE LOCAL AGENCY FORMATION COMMISSION (LAFCO)

# Focused Water Municipal Service Review Murrieta Area





October 29, 2018

Riverside LAFCO  
Attn: George Spiliotis, Executive Officer  
6216 Brockton Avenue, Suite 110  
Riverside, CA 92506

**SUBJECT:** Proposal for Focused Water Municipal Service Review in the portion of Murrieta currently served by the Western Municipal Water District

Dear Mr. Spiliotis:

West Yost Associates (West Yost) is pleased to provide this proposal for a Focused Water Municipal Service Review for the potential transfer of Western Municipal Water District's (WMWD) Murrieta Retail Water Service Area. The purpose of this effort is to conduct a Focused Water Municipal Service Review (FWMSR) that will inform Riverside Local Agency Formation Commission (Riverside LAFCO), the respective water purveyors, the City of Murrieta (City) and the public regarding the most effective and efficient method of providing water service.

### **West Yost Team Unique Qualifications and Experience**

West Yost's team has unique experience and skills that set us apart. Our project manager, Stephen Dopudja, is an elected official, Director to the Trabuco Canyon Water District and the appointed Director to South Orange County Wastewater Authority (SOCWA). Stephen's experience provides insight and specific knowledge as to how elected officials must make decisions that affect their community, and how information should be presented to foster informed decision making and genuine consensus.

The West Yost team has extensive experience with the public input processes, working with multiple stakeholders, facilitating, and presenting to elected officials and the public. Our West Yost team continues to support the City of Rialto's thirty-year concession agreement, a highly visible effort with a great deal of public input and community impact. This same project team evaluated multiple technical and financial alternatives that were both complex and controversial. The complexity of the Rialto assignment, our demonstrated success, and the uniquely qualifying expertise of our team is outlined in this proposal. This unique experience will serve Riverside LAFCO well in its evaluation of the Murrieta retail water service area.

Whether we are providing technical analysis, financial evaluations, engineering design, or serving in high level advisory positions, the West Yost team has successfully executed the services which Riverside LAFCO is requesting in its Request for Proposal (RFP).

Mr. George Spiliotis

October 29, 2018

Page 2

In preparing this proposal, we have identified three key issues for success. These include:

***Issue #1: The FWMSR must be completed in a cost-effective manner.***

Riverside LAFCO has limited resources to devote to any single municipal service review (MSR). The West Yost team will meet the requirements of this RFP, providing a high level of service and technical expertise at a budget that will provide the best value proposition for Riverside LAFCO.

***Issue #2: The development of the FWMSR must be transparent, thorough, and highly supportable by the public and elected officials.***

This FWMSR is complex and may be controversial within the community. The West Yost team does not have an advocacy position and does not have a preferred outcome. Our team will provide information in an objective and transparent manner that will give others the tools they need to make the best informed decision for the community.

***Issue #3: The success of the FWMSR is dependent on effective communication between Riverside LAFCO, the City, the water districts and their customers, and developers.***

Multiple divergent interests in the community between the public, the City, developers, and water suppliers will affect the financial and technical aspects of the FWMSR, and the consequences of the outcome. The successful consultant must be able to clearly communicate all of the issues to each group of stakeholders and be able to gain consensus.

Additionally, through each of these key issues for success are common objectives for which West Yost will strive throughout the project. The common objectives are: **efficiency, credibility, objectivity, transparency and consensus building**. Our approach reflects thoughtful consideration of these issues and objectives and outlines how we will implement solutions for the success of this project.

Thank you for the opportunity to propose on this project. We understand its importance and are enthusiastic about the opportunity to serve Riverside LAFCO. Please feel free to contact me at 949.596.8981 or [sdopudja@westyost.com](mailto:sdopudja@westyost.com) with any questions you may have regarding our submittal.

Sincerely,

WEST YOST ASSOCIATES



Stephen Dopudja, P.E.

Vice President

SAD:clp

# Experience and Approach

## The West Yost Team

The West Yost team assigned to serve the Riverside Local Agency Formation Commission (Riverside LAFCO) brings a wealth of experience that will provide measurable value to Riverside LAFCO as described in this proposal. Our seasoned consultants have been providing the key services identified in this proposal, and reflected in the project team resumes, for twenty years.

Specifically, team members Stephen Dopudja, Art Griffith and Jon Wells possess a combined experience of nearly 80 years in directly relevant experience including: high level independent owner’s advisory services directly for agencies, infrastructure planning, hydraulic modeling, facility design, staffing analysis, operations and maintenance and public outreach.

We are also recognized experts in public-private partnerships, franchise/concession structures, infrastructure financing, utility valuation and user rates. Beyond our team’s management and technical expertise, our project manager, Stephen Dopudja is uniquely qualified as both a Professional Engineer and a publicly elected Director to Trabuco Canyon Water District. He also serves as his District’s appointed Director to the South Orange County Wastewater Authority (SOCWA), a ten-member joint powers authority (JPA) serving over 500,000 households and businesses in south Orange County, California. Stephen recently authored a solution to resolve a lingering SOCWA General Fund allocation challenge. The solution required unanimous approval of all ten agencies, each with divergent financial interest. Mr. Dopudja was successful in achieving unanimous consent. His ability to clearly articulate complex technical and financial issues and foster consensus will prove valuable to the Focused Water Municipal Service Review (FWMSR).

Stephen is supported by his professional colleagues within West Yost, who also serve as “independent owner’s advisors” for numerous California municipalities, providing nearly identical services to those requested by Riverside LAFCO. Our team possesses unrivaled expertise in design, procurement, and execution of complex transactions for water utility infrastructure throughout California and the United States. West Yost is also currently engaged in the hydraulic analysis of the Murrieta Service Area for Western Municipal Water District (WMWD) and in additional projects near the City of Murrieta. West Yost staff have worked with and are familiar with the water systems of each of the districts adjacent to the Murrieta, Rainbow, and Rock Mountain Study Areas.



**RELATIONSHIP TO PROPOSAL REQUIREMENTS OUTLINE ON RFP PAGES 6 AND 7**

This section presents the expertise called for in Items 1 and 2 of the Proposal Requirements in the context of our anticipated Project Approach, as requested in Item 4 of the Proposal Requirements. The experience of the Prime Consultant (West Yost Associates) and Subconsultant (FG Solutions, LLC) is integrated because of their long history of teaming on key, relevant projects. Specific project experience is provided in this section, following the introduction of our team and discussion of our approach. The full team is presented in Section 2 of this proposal.

KEY CONTACT	Stephen A. Dopudja, P.E.
ROLE	Project Manager
ADDRESS	West Yost Associates 6 Venture, Suite 290, Irvine, CA 92618
PHONE	<ul style="list-style-type: none"> <li>▪ Direct: 949-596-8981</li> </ul>
FAX	<ul style="list-style-type: none"> <li>▪ Fax: 530-756-5991</li> </ul>
EMAIL	<ul style="list-style-type: none"> <li>▪ sdopudja@westyost.com</li> </ul>

Our knowledge and familiarity with these hydraulic systems is unparalleled in the region. This expertise will allow us to hit the ground running and oversee that the project stays on schedule and within budget. Based on this deep experience and understanding of the City’s objectives for this assignment, we’ve identified the key issues and our proven strategies to address them as the City considers the franchisee/concessionaire agreement.

## West Yost Approach

Our proposed approach focuses on addressing three key issues:

- Issue #1: The FWMSR must be useful, concise, and completed cost-effectively
- Issue #2: The development of the FWMSR must be transparent, thoughtful, thorough, and highly supportable
- Issue #3: The success of the FWMSR is dependent on effective communication with Riverside LAFCO, the City, Districts, and the customers

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### Issue #1: The FWMSR must be useful, concise, and completed cost effectively

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As outlined in the RFP, the FWMSR must balance several competing interests. To successfully balance these competing interests, the FWMSR must be thorough in its technical and financial evaluations, and thoroughly contemplate the specific issues for each agency while executing the project in a cost-effective manner.

In fact, we believe executing this project in a cost-effective manner is vital to its success. We understand the cost of this FWMSR and the financial implications for each agency is an area of concern. More importantly, the residents of the Murrieta Study Area expressed financial concerns early in the process. By acknowledging this concern and developing an efficient scope of work, we intend that it helps to foster a more collaborative interface with the agencies and the impacted customers.

West Yost proposes to bring its considerable expertise and history working in the Murrieta Study Area to this project. By selecting West Yost, Riverside LAFCO will get a significant jump on the project, gaining scope, schedule, and cost benefits for the respective agencies and residents. Below is a table showing the estimated level of completion for the “Data Gathering and Document Review” and “Supply/Infrastructure Analysis” scope items already completed in the Murrieta Study Area.

Applicable Data Gathering Already Performed by West Yost	% Complete for Murrieta Study Area
Collect and review applicable water agency documents for relevant information about current services, facilities, and operations. Attachment C includes a list of anticipated documents that will be available for review.	90%
Evaluate existing and future water demands for residential, commercial, industrial, and institutional uses in the Study Area based on the City’s adopted General Plan and Downtown Specific Plan. This should include those portions of the Study Area that are currently served by private wells that may require municipal water service in the future.	75%
Evaluate existing water supply sources and production capacity, water quality, reliability and cost. Existing sources of municipal water supply includes both wells and imported water. (Water quality and reliability not as well defined as source quantities.)	50%
Determine the capacity and condition of existing water transmission and distribution system facilities and storage reservoirs to accommodate current and future demands. The condition of the existing above ground system facilities will be made through visual observations. The condition of the existing below ground systems facilities will consider the age of the facilities and remaining useful life.	40%

October 29, 2018

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Applicable Data Gathering Already Performed by West Yost	% Complete for Murrieta Study Area
Determine municipal water system operating capabilities such as pressure and fire flow. Fire flow should be based on the requirements published by Murrieta Fire and Rescue.	75%
Determine the additional water supply needs (if any) for future development in the Study Area based on the City's adopted General Plan and Downtown Specific Plan. This should include the analysis listed above for lands that are currently served by private wells but that may require municipal water service where further subdivision occurs to the extent allowed by the General Plan. In addition, where four-story mixed-use development is allowed in the Downtown Specific Plan the analysis should include fire flow rates for development at that intensity. Include recycled water for non-potable uses if available.	90%
Determine the future requirements for transmission, distribution and storage infrastructure based on the City's adopted General Plan and Downtown Specific Plan based on the future demand analysis listed above. Future infrastructure requirements should include the replacement or refurbishment of any existing, sub-standard infrastructure.	90%
Analyze the available water supply sources, and transmission, distribution, and storage capacity of adjacent agencies, including the Rancho California Water District (RCWD), Eastern Municipal Water District (EMWD), and Elsinore Valley Municipal Water District (EVMWD) and determine whether they are adequate to serve both the existing and future needs of the Study Area. Any discrepancies in sizing or design criteria between the agencies should be noted in the analysis.	90%
Develop a preferred water system infrastructure plan to serve existing and future water demands in the Study Area.	75%
Preferred water system infrastructure plan shall consider integration and alignment with areas surrounding Study Area including accommodation of service area "islands" or "holes" located in vicinity of Study Area.	75%

The following tactics have proven to be successful in fostering an efficient process:

- Use a facilitated workshop approach whereby input from multiple stakeholders can be incorporated into the technical and financial considerations of the FWMSR. Input from all District and City departments including planning, engineering, operations, finance, legal, and purchasing, etc. will be considered and weighted during this collaborative process.
- As demonstrated in the table above, West Yost will also use existing information and recent hydraulic analyses we have performed in, and adjacent to, the study areas to cost-effectively execute our technical analysis.

## **Issue #2: The development of the FWMSR must be transparent, thoughtful, thorough, and highly supportable**

Once the relevant technical and financial issues have been established, the FWMSR process must be developed and administered in a manner that results in the supportable selection of the most appropriate water purveyor. As these types of utility service analyses can become contentious topics, the process must be proven, thorough, and able to withstand the highest degree of public scrutiny.

The process must be very clear and supported by Riverside LAFCO, the Districts, the City of Murrieta and customer stakeholders. The interrelationships can be difficult to grasp for individuals not typically involved in water service evaluations. Clarity of the FWMSR approach and the process is crucial to gain acceptance and support.

To address this issue, the West Yost team will apply our proven strategy:

- We will incorporate in the FWMSR specific qualifications requirements related to technical experience and financial stability that must be met by a prospective water purveyor.
- We will clearly define and evaluate on an apples-to-apples bases all performance requirements ranging from facility operations and infrastructure capital improvements to revenue collection and reporting.



- We will clearly convey to the Districts any evaluation criteria Riverside LAFCO wishes to include to ensure the receipt of necessary information.

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**Issue #3: The success of the FWMSR is dependent on effective communication with Riverside LAFCO, the City, Districts, and the customers**

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The FWMSR is a complex project occurring within a vibrant and engaged community. All the stated complexities will require a consultant with extensive technical, financial, and community outreach experience. West Yost brings that uniquely experienced team and project manager to this project. In addition to his technical expertise our project manager, Mr. Dopudja, has extensive community outreach experience. He has served as the point of contact for critical client projects. His responsibilities included preparing materials and running community forums on behalf of his clients. His most complex endeavor was messaging a complex 30-year public-private partnership and corresponding 115% rate impact. This took approximately two years and dozens of public meetings to accomplish.

As mentioned above, in addition to being a professional engineer with public outreach experience, Mr. Dopudja also serves as an elected Director to his local water district and appointed Director to a JPA. His unique combination of experience and perspective has helped his clients and his own district navigate through challenges such as the drought, rate impacts, commercial and residential development projects, and local construction projects. His ability to message technical, financial and construction issues with effective community outreach will be invaluable to this project.

## Additional Features of Our Approach

In addition to addressing the key issues described above, the West Yost approach includes the following features associated with the Finance/Operations/Service/Cost Analysis task.

## Establish Policy Decisions and Boundary Conditions Upfront

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**Benefit:** Improve the accuracy of analysis; improve the length of time and cost to complete analysis; provide results that reflect the anticipated policies of the agencies that will potentially acquire the service areas.

Calibrating all stakeholders on a common set of policy decisions and boundary conditions will be important to deliver this project on time and within budget. We are budgeting this project with assumptions for each of the following topics. If Riverside LAFCO feels that these questions are not resolved, we would pursue changes to our scope and budget to facilitate discussion and resolution of these questions. Examples of policy decisions and boundary conditions include:

1. Will the acquired service areas be required to pay the same water rates as the rest of the customers in the acquiring agency? We have assumed that the answer is yes.
2. Is an area-specific Development Impact Fee an option to recover growth-related costs? We have assumed that the answer is no.
3. Will the service areas need to be financially self-sustaining, and will separate accounts be kept? We have assumed the answer is no.
4. Will service levels vary depending on who acquires the service area? We have assumed the answer is yes.
5. Will service levels in the service areas need to be the same as those applicable to the rest of the acquiring agency's other customers? We have assumed the answer is yes.



## Analysis from Multiple Perspectives

**Benefit:** Perform a balanced consideration of the implications to all stakeholders.

- From the perspective of each potential acquiring agency: the financial analysis will evaluate the impacts to each potential acquiring agency. This will be done by comparing the cost to provide water service in the service areas with the revenues generated by the service area. If there is a shortfall (that is, expenses exceed revenues), identify the impacts to the remainder of the agencies' customers.
- From the perspective of the existing customers: Calculate projected water bills for example customers in the existing service area. It will be important to understand whether a service area transfer will result in higher or lower water bills, and it is likely that not all customers will be affected uniformly.
- From the perspective of developers: the proposed Development Impact Fee for each potential acquiring agency will be compared.

## Perform Sensitivity Analysis

**Benefit:** Uncertainties involved in projecting future conditions.

The financial analysis will be based on some parameters that are not known, and we will characterize the uncertainty in these parameters as a way to evaluate risk.

## Provide Transparency

**Benefit:** Promote credibility of results.

Transparency will be critical in this project. The West Yost team will provide transparency by (1) providing all calculations to Riverside LAFCO in electronic form, (2) structuring the calculations so they can be printed as report appendices and distributed to stakeholders for review and comment,

and (3) providing presentation materials that are understandable to a wide range of audiences ranging from elected officials, to finance directors, to the public.

## Current Experience and References

The following section describes projects requested in Item 3 of the Proposal Requirements (along with requested references and work products. These projects further demonstrate the expertise requested in Items 1 and 2 of the Proposal Requirements.

Currently, our proposed West Yost team is assisting two southern California municipalities in the oversight and administration of their concessionaire agreements that governs the private sector operations of their water and wastewater utilities.

The conclusion of Section 1 contains a link and list of samples provided related to project experience.

## Three City of Rialto Projects

Three City of Rialto projects are listed below. The following references can speak to the excellent service West Yost provided for each.

**CITY OF RIALTO PROJECT REFERENCES:** The following are all with City of Rialto, 150 S. Palm Avenue, Rialto, CA 92376, Deborah Robertson, Mayor, 909.820.2569, drobertson@rialtoca.gov, Ed Scott, Council Member, 909.746.7643, escott@rialtoca.gov, Mike Story, Retired City Administrator, 951.218.3124, Tom Crowley, Utility Manager, 909.820.8056, tjcrowley@rialtoca.gov

## City of Rialto Water and Wastewater Concession Agreement Support

CITY OF RIALTO, CALIFORNIA

**DATES OF SERVICE:** Summer 2009 – Present

The City of Rialto investigated alternatives for procurement of water and wastewater capital delivery, capital financing, and operations services. These alternatives included a thirty-year concession agreement, qualified management/contract operations and program management with existing staff. As part of the analysis, each alternative was compared against a status quo. The West Yost staff developed all the procurement documents and scopes of work, helped develop contract documents, negotiated with the successful proposer, and



conducted over ten (10) public outreach meetings in support of the City's efforts. West Yost staff assessed all the financial implications of potential contract terms during the entirety of this project, completed a water and wastewater rate study, and helped assess financial risks and benefits to the City. We also helped prepare the Capital Improvement Program (CIP) and completed the Water, Wastewater and Recycled Water Master Plans to refine the final CIP. Numerous financial scenarios were evaluated covering service delivery alternatives, interest rate uncertainty, and risk sharing considerations. West Yost staff also had an extensive public outreach and presentation roles at the public meetings, in support of City staff.

At the conclusion of this effort, the City elected to enter into a thirty-year concession agreement. West Yost has been retained by the City to assist with contract oversight and compliance.

## City of Rialto, Extraterritorial Rate Study

CITY OF RIALTO, CALIFORNIA

**DATES OF SERVICE:** 2013

West Yost and FG Solutions completed an extraterritorial rate study for a portion of the City of Rialto sewer service area that is within an adjacent municipality. The adjacent municipality had raised questions and initiated legal proceedings over this subject. Our rate study (including a cost of service analysis that defined the cost to provide utility service to the portion of the service area) provided a flexible and creative solution that resulted in a settlement.

## City of Rialto, Development Impact Fee Study

CITY OF RIALTO, CALIFORNIA

**DATES OF SERVICE:** Ongoing

West Yost and FG Solutions prepared revised development impact fee proposals that are expected to be reviewed by the Rialto City Council in November and December 2018. This project is required to equitably distribute costs among current utility customers and new development. Development impact fee assessments require consultants and elected officials to consider divergent interests, specifically the opposing policy interests of promoting economic development and making "growth pay for growth".

## Additional Projects

### City of Garden Grove, Water Rate Study

CITY OF GARDEN GROVE, CALIFORNIA

**DATES OF SERVICE:** November 2016 – March 2018;

**REFERENCE:** Bill Murray, P.E., Public Works Director, 13802 Newhope Street, Garden Grove, CA 92843, 714.741.5375, wem@ci.garden-grove.ca.us

FG Solutions and West Yost recently finished a Water Rate Study for the City of Garden Grove. The City had not raised rates since 2012. Consumption had decreased because of drought restrictions, reducing revenue. The Water Department had been putting off capital improvements and was spending down reserves.

Our team provided a financial analysis of the City's water supply, both imported water and local ground water, taking into consideration past usage trends, future utility needs, and making assumptions about future consumption, based on current usage during the drought. Pre-drought projections were much higher than actual usage. We adjusted projections to accurately calculate required revenues, meet debt coverage requirements, and accumulate reserves to pay for much needed capital improvements.

To balance rate revenues and capital improvement expenditures, we considered funding and financing options, so that the City could implement its CIP and mitigate the financial impact to the community. Over 40% of the population is low income, with many of the residents also seniors on a fixed income. When asked to develop a creative solution to address these concerns, our team developed a new low income/senior discount proposal. This proposal allowed the city to move forward with much needed rate increases, and also address the concerns of Council and a vulnerable population.

Our team also developed rates based on water supply economics of Garden Grove's existing water sources. The cost of local groundwater was treated differently than the more expensive MWD imported water.

Throughout the rate setting process, we participated in four City Council work study sessions, all of which were open to the public. For the work study sessions, we developed the agendas, created the presentations, presented the materials to Council, and answered questions from both Council and the public. Feedback from these work study sessions guided the final work product to a successful rate proposal



that was adopted by Council, with relatively little objection from the community.

Link to the final public presentation (December 2017): <https://ggcity.org/city-files/public-workshop-presentation-121417.pdf>, Electronic copy of final report provided under separate cover.

## Water Rate Study

SAN BERNARDINO MUNICIPAL WATER DEPARTMENT,  
SAN BERNARDINO CALIFORNIA

**DATES OF SERVICE:** 2016

**REFERENCE:** Terri Willoughby, former Finance Director at San Bernardino Municipal Water Department, now Chief Financial Officer, Douglas County, Nevada, 1594 Esmeralda Avenue, Minden, NV, 89423, 775.782.6202. [twilloughby@co.douglas.nv.us](mailto:twilloughby@co.douglas.nv.us)

**LINK TO STUDY:** <https://www.sbcity.org/water/residents/waterrates2016/pdf/rate-study-report.pdf>

FG Solutions has been providing utility rate consulting services to the San Bernardino Municipal Water Department since 2009. In 2016, FG Solutions completed water, sewer treatment, and sewer collection rate studies. A primary focus area in the 2016 Water Rate Study was establishing water rates during an ongoing drought.

A cost of service analysis was completed to develop the Department's water rate structure. The rate structure includes elevation surcharges, developed from an infrastructure analysis of the electricity costs of the Department's various pump stations. Funding/financing options for debt service were also evaluated and rate study results were prepared. Additionally, the Proposition 218 process resulted in the need to present rate study results in an organized, clear, and transparent manner to a clear and transparent manner to an audience of elected officials, laypersons, and city management.

Previous consulting assignments have included a financial feasibility evaluation for a clean water factory, which required an assessment of water supply economics, multi-agency partnerships, cost of service analyses, and assessment of funding/financing options.

## Palm Springs Operations and Maintenance Performance (performed by West Yost team members)

CITY OF PALM SPRINGS, CALIFORNIA

**DATES OF SERVICE:** Summer 2013 – Spring 2014;

**REFERENCE:** Marcus Fuller, Assistant City Manager and Director of Public Works, City of Palm Springs, 3200 E. Tahquitz Canyon Way, Palm Springs, CA 92262, 760.322.8380, [marcusfuller@palm Springs-ca.gov](mailto:marcusfuller@palm Springs-ca.gov)

The City of Palm Springs retained West Yost team members to conduct a contract performance review of its Wastewater Operations, Maintenance, and Customer Billing contract being performed by Veolia. The operations contract provided for a Term Extension Performance Review prior to any contract extension. The team acted as an independent expert assessing the performance of Veolia relative to their contract obligations and performance guarantees to facilitate the Owner's term extension deliberations. The West Yost team developed a review plan and conducted reviews of the following aspects: technical, contractual (legal), facility, and financial aspects of the contract. The assessment was then used by the City to contrast and compare Veolia's performance under the contract with industry standards.

The City has also recently re-retained West Yost staff to suggest contract language recommendations for use in future contract renewal negotiations.

## Peer Review and Financial Modeling, Service Area Acquisition Efforts

CONFIDENTIAL CLIENT

FG Solutions provided peer review for a municipality that was investigating alternatives for expanding its water service area. The peer review consisted of assessing financial planning assumptions, risk transfer considerations, and projected water rate and financial impact calculations. A financial model was built to integrate the various financial, capital, and operational considerations of the service provider options, and the financial model assessed the financial impacts of each service provider option. The peer review was provided to help ensure consistency among several concurrent, but related, efforts being completed by different consultants.

*Because this project was confidential, we are unable to provide a client reference or work product.*



## Additional Relevant Experience

In addition to the reference projects described above, West Yost is also currently serving as the owner's advisor on the following projects, providing services similar to those requested by the Riverside LAFCO. West Yost provides comprehensive owner's advisory services for water and wastewater infrastructure throughout the western United States. The firm's owner's agent service offerings include:

- Conventional and alternative project delivery analysis
- Public and private infrastructure financing analysis
- Procurement strategy development
- Solicitation documentation and development
- Procurement administration
- Contract negotiations
- Contract administration/construction management

Serving as the trusted advisor for municipalities seeking to develop complicated infrastructure – particularly under alternative project delivery methods – West Yost has assisted its clients in successfully executing over \$1 billion in water infrastructure contracts over the last three years alone. Recent engagements include:

### Owner's Agent for Design-Build-Operate of Water Treatment Facility

#### WOODLAND-DAVIS CLEAN WATER AGENCY, WOODLAND, CALIFORNIA

West Yost served as the Owner's Agent for the landmark Davis-Woodland Water Supply Project (DWWSP). The DWWSP supplements the existing groundwater-only systems throughout the region with a new primary surface water supply, serving over two-thirds of the urban population in Yolo County. As the Owner's Agent, West Yost represented the JPA owners to first define the project and develop the most appropriate project delivery approach that best allocated project risk while ensuring the highest quality project. After leading the project owners through a thorough evaluation of project delivery approaches against numerous criteria, the Design-Build-Operate (DBO) approach was found to be the most beneficial. West Yost then developed the

overall DBO procurement strategy, designed and implemented a multi-stage procurement process, and negotiated a long-term service agreement between the JPA and the successful DBO team valued at over \$900M.

Specifically, the West Yost Owner's Agent team:

- Developed the conceptual technical and organizational framework for the water supply project
- Led a multi-factor evaluation process to select the most appropriate project delivery approach
- Designed and oversaw a stakeholder outreach program
- Developed the overall DBO procurement strategy
- Supported environmental permitting efforts
- Designed and implemented a two-stage DBO procurement process (RFQ/RFP), which included conceptual design guidelines as well as technical performance specifications
- Evaluated qualifications and proposal submittals from technical, financial, legal, and organizational perspectives
- Guided the development of the service agreement between the JPA and DBO team
- Interfaced with JPA financial and legal experts
- Currently we are providing contract administration and oversight during operations of the water treatment facilities.

West Yost completed successful negotiations of the DBO agreement with the highest ranked DBO team and this landmark project is currently under construction. West Yost continues to provide contract management oversight, budgeting and cost control, master and basic project scheduling, and team member/subconsultant coordination.

### Owner's Agent for Design-Build of Advanced Wastewater Treatment Improvements

#### CITY OF DAVIS, CALIFORNIA

West Yost Associates served as the owner's advisor of the City of Davis as the City implemented its first Design-Build (DB) project. In anticipation of increasingly stringent regulatory requirements, the project consisted of the design and construction of improvements to the wastewater facility's secondary



treatment system. The importance of this project - coupled with the fact that it will be the most expensive capital project in the City's history - required West Yost to consider the appropriateness of the City-selected DB approach, particularly the ability to prescribe robust design and performance requirements.

West Yost's services included:

- Conceptual project design services
- Coordination and support for funding (SRF)
- Implementation of multi-phase DB procurement
- Design and development of procurement documents (RFQ, RFP and Service Agreement)
- Evaluation of qualifications and proposal submittals from technical, financial, legal and organizational perspectives
- Negotiation of DB service agreement
- Recently completed contract oversight and project leadership during design and construction of the wastewater treatment facilities

The West Yost team developed a multi-stage DB procurement process that carefully balanced the City's need for technical prescription and control, with the innovative flexibility desired by the DB team proposers. The resulting procurement process and documents contained design and performance requirements that were robust in some areas, yet flexible in others, allowing the City to be "prescriptive" only for those technical project elements that were of the highest importance, while giving the DB teams design and construction flexibility for the remaining components, thus creating efficiencies.

## Ancillary Experience and Benefits

In addition to the directly-applicable franchise/concession experience and other public-private partnership expertise we can bring to the City, the West Yost team is also highly experienced in other related key areas that will directly support the efforts described in the City's RFP, including:

- Strong technical expertise in water and wastewater collection system and treatment plant designs, operations and maintenance, and condition assessment.

- Deep expertise in capital financing, cost of service, and utility rate setting and valuation concepts.
- Thorough, current knowledge of the private sector franchisee/concessionaire market and its players.
- Significant experience with political and public outreach to build consensus around policy decisions.

The experience identified above is further presented in the project team resumes that have been included as Appendix A.

## Samples of Analysis Provided

The following samples are provided to Riverside LAFCO for review.

[LINK: https://westyost-my.sharepoint.com/:f/p/sdopudja/EpsvQ2w103JHgk\\_WQA9YCPwB4HkT9yPs0ZNamakJJ4F-rQ](https://westyost-my.sharepoint.com/:f/p/sdopudja/EpsvQ2w103JHgk_WQA9YCPwB4HkT9yPs0ZNamakJJ4F-rQ)

### RIALTO CONCESSION AGREEMENT

- Rialto Concession Agreement Statement
- Rialto Concession Agreement

### SAMPLES OF WEST YOST AGENCY AND PUBLIC OUTREACH EXPERTISE

- Rialto Concession Overview
- SOCWA General Fund Budget Approach

### SAMPLES OF OUR O&M REVIEW EXPERTISE

- 071116 ap1 R WW Tri-Annual - Draft Sewer Operations Tri-Annual Inspections Review, City of Rialto
- 071116 ce1 Water Tri-Annual - Draft Water Operations Tri-Annual Inspections Review, City of Rialto

### SAMPLES OF WEST YOST RATES AND FINANCIAL EXPERTISE

- City of Garden Grove Water Rate Study Report and Appendices
- Rialto Extraterritorial Rate Study



# Personnel

## Project Team

Development of a supportable FWMSR requires a very high degree of proficiency and experience, so most of the services under this engagement will be delivered by senior West Yost staff. Establishing the proper foundation is crucial when evaluating essential utility services, and it is the experience of the project team that will create a robust and proven process. Additionally, the West Yost team will be able to provide a high degree of efficiency in implementing the project services, while allowing Riverside LAFCO and the stakeholders to benefit from our large arsenal of “lessons learned” from similar projects.

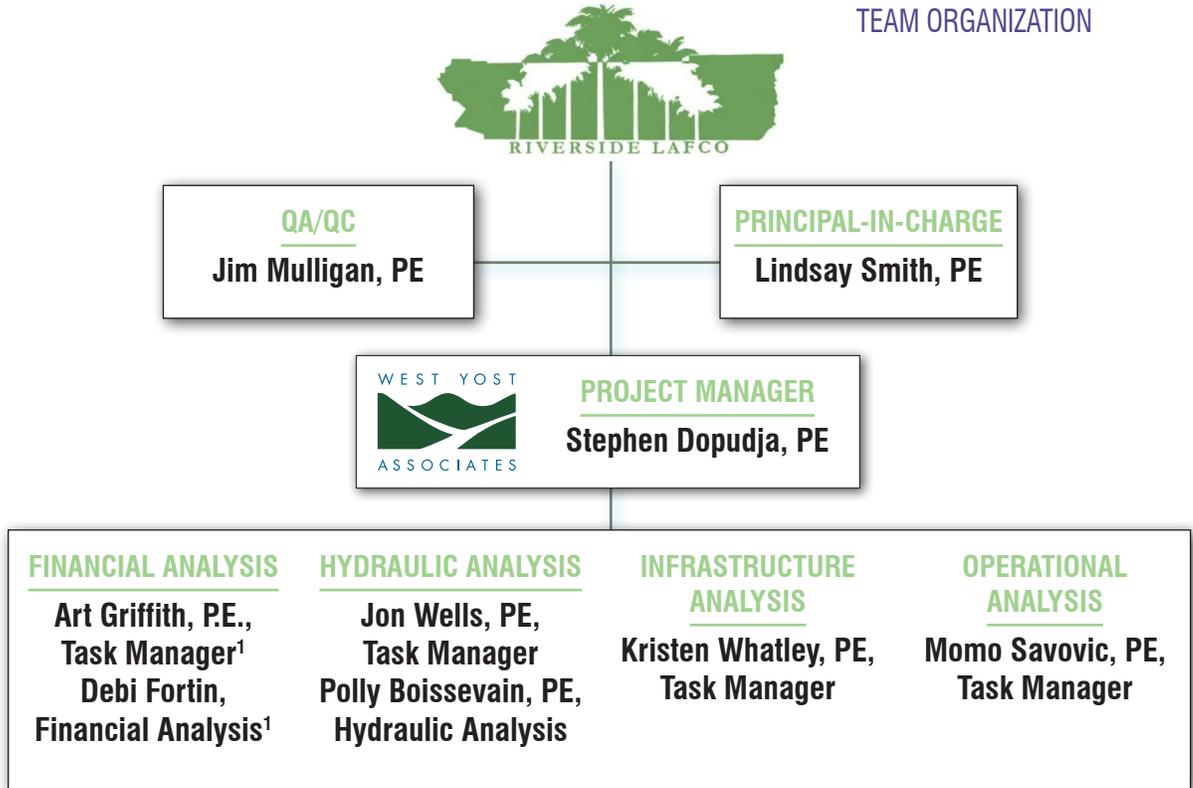


**RELATIONSHIP TO PROPOSAL REQUIREMENTS OUTLINE ON RFP PAGES 6 AND 7**

This section describes the project team, as requested in Items 1 and 2 of the Proposal Requirements.

Our project team is described below. Of particular value to Riverside LAFCO, each key member of our proposed project team provided assistance on two of the reference projects presented above and are thus well versed in working together in the development and oversight of franchisee/concessionaire agreements.

TEAM ORGANIZATION



SUBCONSULTANT LEGEND

<sup>1</sup> FG Solutions, LLC





## Lindsay Smith, PE

### PRINCIPAL-IN-CHARGE

Lindsay Smith has led multiple large-scale projects involving independent owner's advisory services, program management, and alternative contract delivery; and she has overseen projects from

conceptual planning and analysis to construction completion and full operation.

She is currently serving as Deputy Project Manager for Stanislaus Regional Water Authority's (SRWA's) Surface Water Supply Project. She is responsible for interfacing with the SRWA General Manager, Technical Advisory Committee, and Board of Directors, and for the day-to-day direction of the key project team leads for each technical element of the project. Lindsay was also responsible for guiding SRWA staff and the Board of Directors through the evaluation and selection of project delivery options.

Lindsay is also currently serving on West Yost's Owner's Representative team for the Tualatin Valley Water District's (TVWD) Grabhorn Reservoir project. Lindsay was responsible for guiding TVWD staff through the comprehensive evaluation and selection of project delivery options.

Additionally, she is wrapping-up her services as Project Manager on the award winning Davis-Woodland Water Supply Project, one of the largest alternative delivery water supply projects in California. As Project Manager, Lindsay interfaces directly with Woodland-Davis Clean Water Agency and City staff and is responsible for overseeing the DBO contract with CH2M. One of Lindsay's many responsibilities included leading the development of the procurement documents and having a key role in the contract negotiation.

Lindsay's senior level owner's advisory service will be a valuable perspective on this project, helping to ensure its successful completion on time and on budget.



## Stephen Dopudja, PE

### PROJECT MANAGER

Stephen Dopudja has 30 years of experience managing water resources projects. He is experienced in using a variety of project delivery methods including Design-Build, traditional Design-

Bid-Build and Public-Public and Public-Private Partnerships. His capabilities range from the planning and computer modeling of water and sewer systems, serving as a trusted Owner's Advisor, to the design and construction of water resource facilities including pump stations, reservoirs, and pipelines.

In addition to the technical expertise listed above, Stephen possesses a unique ability to blend technical issues with non-technical strategic planning and approaches for project success. His responsibilities in prior successful projects have included public outreach and internal briefings in support of agency staff. Stephen is often called upon to participate in discussions at all levels within a client's organization, from mayors to city administrators, boards of directors, general managers, department heads, utility commissioners, and all staff levels. His ability to earn trust and respect at all levels of an organization has been key to our success on projects.

Stephen continues to serve as the Project Principal for the City of Rialto Concession Agreement, which will provide Riverside LAFCO with an invaluable and trusted perspective as it evaluates the most appropriate water purveyor to serve the Murrieta, Rainbow, and Rock Mountain Study Areas.



## Jim Mulligan, PE

### QA/QC

Jim Mulligan is a civil engineer and state-certified water distribution (D5) and water treatment (T4) operator with 30 years of experience in the water industry. He is an experienced project and water

operations manager who specializes in water resource and operations planning, contracts, budgeting, employee management, and rate-setting. He has experience communicating effectively with highly technical groups, in committee meetings and with the public in numerous outreach campaigns. In his roles as Water Utility Manager in the Environmental



Utilities Department, and Water Operations Manager in the Water Division for the City of Roseville, CA, Jim processed a service area annexation through Placer LAFCO for transfer of a portion of the San Juan Water District water system to the City of Roseville water system. He also assembled Placer LAFCO approval documents to support a service area change application environmental process with the US Bureau of Reclamation.



### Art Griffith, PE

#### FINANCIAL ANALYSIS TASK MANAGER

Art Griffith is a registered professional engineer with 25 years of experience providing utility financial services to water, wastewater, stormwater, and solid

waste utilities. Specific areas of expertise include utility ratemaking, financial planning, impact fee determination, interlocal agreement preparation, fiscal policy and level-of-service definitions. Art integrates his engineering and financial experience to create financially viable capital improvement plans, enhance the quality of the financial analysis, and enhance his ability to communicate the results

Art holds a Bachelor's Degree in Chemical Engineering from the University of Washington, and a Master's Degree in Civil and Environmental Engineering from the University of Wisconsin.



### Debi Fortin

#### FINANCIAL ANALYSIS

Debi Fortin is an engineer and management consultant with over 25 years of experience as a consultant and business owner. Debi is a founding principal of FG Solutions, LLC and is the

firm's Chief Executive. As CEO, she is responsible for developing the firm's business strategy, company operations, marketing, and positioning the firm in the marketplace.

Debi functions as a Senior Consultant and Analyst for the company's water and sewer financial and management consulting assignments. Debi's experience as a consultant gives her the unique advantage of understanding both the business and the technical details. She has prepared financial

projections, water demand projections, and benchmarking analyses of financial parameters and utility financial policies. Debi's strengths are in her ability to analyze complex problems from a high level, distill the problem into manageable, bite-sized pieces, and then develop a plan and methodology to attack and resolve the problem at hand.



### Jon Wells, PE

#### HYDRAULIC ANALYSIS TASK MANAGER

Jon has 18 years of experience in consulting engineering with a focus on water and wastewater system hydraulic modeling and master planning. He has

worked on or managed master plans, utility systems evaluations, and utility regulatory compliance projects throughout California. Jon's focus is holistic utility evaluation and management that integrate supply, capacity, and condition components into implementable action plans with clear financial support. He is experienced in hydraulic modeling and capacity analysis, development of rehabilitation and repair plans, and criticality analysis for long-term asset management.

Jon was the project manager on the recently completed Murrieta Service Area Water Master Plan Update for Western Municipal Water District. He oversaw the development of the revised hydraulic model, worked collaboratively with Western staff to identify potential supply scenarios for analysis, and led the development of a comprehensive CIP to match those supply alternatives.



### Polly Boissevain, PE

#### HYDRAULIC ANALYSIS

Polly Boissevain has 34 years of experience in water resources planning, with extensive experience in distribution system master planning and hydraulic modeling of water systems. She has

worked on many water master plans in various roles. She is an expert hydraulic modeler with substantial experience throughout California, including for the Metropolitan Water District of Southern California, the Eastern Municipal Water District, and the Rancho California Water District, and the Calleguas Municipal Water District.



Polly is currently the project manager for several potable water hydraulic analysis projects for Eastern Municipal Water District. She has worked extensively with Eastern's facility planning team since 2014, including the completion of Eastern's Potable Water Facilities Master Plan in 2015. Polly has also completed water quality modeling for Rancho California's potable water model.



### **Kristen Whatley, P.E.**

#### **INFRASTRUCTURE ANALYSIS**

Kristen Whatley has over 15 years of experience working on and managing water resources and wastewater projects. Her capabilities range from the planning and computer modeling

of water and wastewater systems, designing and bidding of water resources projects including wells and wastewater, water treatment, booster pump stations, reservoirs, and pipelines. Project experience includes serving as the project manager on major water resources and wastewater design and permitting projects and residential land development projects; water storage, treatment, and distribution projects; and master planning efforts, including coordination with regulatory agencies. Her experience includes support of rate cases and water right establishment.

Kristen currently provides on-going technical and reporting oversight for the Rialto Concession Agreement. These responsibilities include review of the Capital Improvement Program project submittals, monthly and annual reports and system operations planning.



### **Momo Savovic, P.E., DEE**

#### **OPERATIONAL ANALYSIS**

Momo Savovic has more than 30 years of national and international experience in consulting engineering, with experience including infrastructure evaluation and assessment;

project management; organizational assessments/facilitation services; planning; design; and construction management. Momo has completed water distribution system vulnerability/risk assessments utilizing specialized training in the AWWA-approved Risk Assessment Methodology for Water Utilities (RAM-

WSM). He has also completed Environmental Impact Assessments including surface water quality management and process/environmental engineering consultation services. He is also experienced with developing pre-planned local/regional emergency responses for disaster situations. He also has experience developing VA analysis and environmental contingency plans.

Momo currently provides on-going technical and reporting oversight for the Rialto Concession Agreement. These responsibilities include review of the Capital Improvement Program project submittals, monthly and annual reports and chemical reconciliations.

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*Detailed resumes for each member of our project team have been provided as Appendix A.*

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# Scope of Work

## Task 1. Project Management and Meetings.

**Task 1a.** Project Management. Project Management activities include monthly invoice and status update preparation, along with miscellaneous correspondence with Riverside LAFCO and local water purveyors.

**Task 1b.** Meetings. Our team anticipates attending five meetings with Riverside LAFCO and the local water purveyors during the project.

**Meeting 1.** Kick-off meeting. We will facilitate the kick-off meeting. Attendees are expected to include Riverside LAFCO and the local water purveyors. The purposes of the kickoff meeting will be to:

- Review the scope, schedule, and budget.
- Solicit input from the water purveyors regarding what they each need to see in a successful FWMSR.
- Review proposed methodology for the Supply/Infrastructure Analysis and the Finance/Operations/Service/Cost Analysis.
- Review and obtain concurrence on boundary conditions/limiting assumptions for the project.
- Discuss potential criteria for decision making

The kickoff meeting will be scheduled to be close in date to a Western Municipal Water District Board of Directors, so that with minimal budget impacts, we can solicit information from existing customers. Additionally, a separate meeting will be held with the City of Murrieta to obtain the City's input, knowledge, and concerns of potential developers.

**Meeting 2.** Review Draft Supply/Infrastructure Analysis.

- Review the draft results of Task 3 (Supply/Infrastructure Analysis).
- Solicit feedback from the local water purveyors regarding the methodology and results of Task 3.

**Meeting 3.** Review Draft Finance/Operations/Service/Cost Analysis

- Review the draft results of Task 4 (Finance/Operations/Service/Cost Analysis)
- Solicit feedback from the local water purveyors regarding the methodology and results of Task 4.

**Meeting 4.** Review draft FWMSR Results

**Meeting 5.** Present FWMSR Results to Riverside LAFCO Board

### Task 1 Deliverables:

Attendance, facilitation, and presentation at five project meetings, plus an additional meeting of the WMWD Board of Directors, and an additional meeting with the City of Murrieta.

## Task 2. Data Gathering and Document Review

West Yost has reviewed the list of available documents provided in the RFP Attachment C. Not only is West Yost already in possession of these documents, we have already thoroughly reviewed and used these documents during the completion of the recent Murrieta Service Area Water Master Plan Update. West Yost is very familiar with the infrastructure and operations of the Murrieta Service Area,



**RELATIONSHIP  
TO PROPOSAL  
REQUIREMENTS  
OUTLINE ON RFP  
PAGES 6 AND 7**

This section describes the Scope of Work (including suggested changes to the RFP's Draft Scope of Services) required under Item 4 of the Proposal Requirements, along with the Deliverables associated with Item 6 of the Proposal Requirements.

as well as with the performance and design standards that are applicable to all of Western's service areas. This familiarity will allow West Yost to hit the ground running with no learning curve.

West Yost will also prepare a supplemental data request for any additional outstanding data, such as financial data, rate structures, staffing, operations and maintenance, etc.

### **Task 3. Supply/Infrastructure Analysis**

West Yost will complete the following tasks specified in Attachment B of the RFP:

- Evaluate existing and future water demands for residential, commercial, industrial, and institutional uses in the Study Area based on the City's adopted General Plan and Downtown Specific Plan. This should include those portions of the Study Area that are currently served by private wells that may require municipal water service in the future.
- Evaluate existing water supply sources and production capacity, water quality, reliability and cost. Existing sources of municipal water supply includes both wells and imported water.
- Determine the capacity and condition of existing water transmission and distribution system facilities and storage reservoirs to accommodate current and future demands. The condition of the existing above ground system facilities will be made through visual observations. The condition of the existing below ground systems facilities will consider the age of the facilities and remaining useful life.
- Determine municipal water system operating capabilities such as pressure and fire flow. Fire flow should be based on the requirements published by Murrieta Fire and Rescue.
- Determine the additional water supply needs (if any) for future development in the Study Area based on the City's adopted General Plan and Downtown Specific Plan. This should include the analysis listed above for lands that are currently served by private wells but that may require municipal water service where further subdivision occurs to the extent allowed by the General Plan. In addition, where four-story mixed-use development is allowed in the Downtown Specific Plan the analysis should include fire flow rates for development at that

intensity. Include recycled water for non-potable uses if available.

- Determine the future requirements for transmission, distribution and storage infrastructure based on the City's adopted General Plan and Downtown Specific Plan based on the future demand analysis listed above. Future infrastructure requirements should include the replacement or refurbishment of any existing, sub-standard infrastructure.
- Analyze the available water supply sources, and transmission, distribution, and storage capacity of adjacent agencies, including the RCWD, EMWD, and EVMWD and determine whether they are adequate to serve both the existing and future needs of the Study Area. Any discrepancies in sizing or design criteria between the agencies should be noted in the analysis.
- Develop a preferred water system infrastructure plan to serve existing and future water demands in the Study Area. Preferred water system infrastructure plan shall consider integration and alignment with areas surrounding Study Area including accommodation of service area "islands" or "holes" located in vicinity of Study Area.

West Yost will also complete the following additional items:

- Review existing available information, reports, and analyses provided by Riverside LAFCO and the local water purveyors and advise Riverside LAFCO which components of the above tasks are already complete.
- Incorporate existing available information into the analyses that is part of this task.

#### **Task 3 Deliverables:**

A combination of maps, exhibits, engineering calculations, and reports to adequately respond to the task described above.

### **Task 4. Finance/Operations/Service/Cost Analysis**

Our West Yost team will complete the following tasks specified in Attachment B of the RFP:

- Provide a financial analysis of water supply and infrastructure costs to serve existing needs and future development. Such an analysis should

also address the cost of existing infrastructure replacement and/or refurbishment as required.

- Research infrastructure financing capabilities, mechanisms, and costs. Document operation and maintenance costs and accompanying rates and charges for residential, commercial, industrial and institutional customers. A cost of service analysis will be necessary for each prospective agency that may be considered to assume the responsibilities of retail water service for Western's Murrieta Division. Western completed a cost of service study specific to the Murrieta Division in 2017 and will make the report available to the selected consultant.
- Evaluate the Districts' ability to respond to emergency repairs and customer calls for service.

Our West Yost team will also complete the following additional items:

- Define boundary conditions and policy assumptions that will govern Task 4, including
  - Confirming that each agency will provide the same level of service that it does for its other customers (which may differ by agency).
  - Confirming that the rate schedule charged by each agency would be the same in the Study Area compared with the rate schedule charged to its other retail customers.
  - Confirming that the Study Area does not have to be financially self-supporting, which would make the previous policy assumption possible.
- Using the cost of service analyses for each prospective agency, estimate the change in water rates for each prospective agency if the Study Area(s) are assumed.
- Estimate monthly water bills for an example residential and commercial customer under each prospective agency.

The West Yost team suggests that evaluation of an area-specific Development Impact Fee (DIF) is warranted. Such a DIF may provide a method of paying for the growth-related infrastructure while minimizing financial impacts to existing customers. This could be a factor that would promote a policy objective of "growth pays for growth", which would address concerns of existing customer related to financial impacts of changing service providers. We propose the following two subtasks, which are not

included in our budget but could be added if desired by Riverside LAFCO:

Complete high-level Development Impact Fee calculations specific to the Study Area. These calculations would not be of sufficient precision to be implemented but would be used to assess how much capital project funding could be provided by Development Impact Fees in lieu of water rates.

Complete a sensitivity analysis related to the amount and timing of future development, to identify the effect of development rates on Development Impact Fee revenues and rate revenues. This sensitivity analysis will provide a risk assessment on the dependency on growth in the Study Area after the infrastructure is installed.

#### **Task 4 Deliverables:**

A combination of reports and calculations to adequately respond to the task described above.

#### **Task 5. Service Area Boundaries Analysis**

West Yost will complete the following tasks specified in Attachment B of the RFP:

- Review and recommend logical water agency service areas and sphere of influence boundaries and eliminate any "island" or "holes" in and adjacent to the Study Area.
- Where feasible, align retail water and sewer service areas.
- As needed, identify where annexation of specific areas into the Metropolitan Water District of Southern California is required to allow access to imported water as well as the required annexation fees needing to be paid by property owners.

#### **Task 5 Deliverables:**

A combination of maps, exhibits, and reports and calculations to adequately respond to the task described above.

#### **Task 6. Summary Report and Recommendations**

At the end of our analysis, West Yost will provide a Summary Report and recommendation(s) based on the information derived from the tasks describe above as to which agency or agencies would be the best long-term water service provider for lands



contained within the Study Area. The analysis and recommendations must take into consideration the impacts on owners of vacant land, developers, and existing customers.

**Task 6 Deliverables:**

Draft, final draft, and final Summary Reports. Draft and final draft copies will be provided in electronic form only. The final Summary Report will be provided in electronic form and six hard copies will also be provided.

## Schedule

West Yost has reviewed the RFP's Scope of Work and developed our project schedule to meet Riverside LAFCO's goals and objectives for this project.

Task	Scheduled Time Period
ANTICIPATED NOTICE TO PROCEED:	February 1, 2019
TASK 1	February 1 – July 31, 2019
MEETING 1	Mid-February 2019
MEETING 2	Early May 2019
MEETING 3	Late May 2019
MEETING 4	Mid to Late June 2019
MEETING 5	Late July 2019
TASK 2	February 1 – Late June 2019
TASK 3	February 15 – July 31, 2019
TASK 4	June 1 – July 31, 2019
TASK 5	July 1 – July 31, 2019

We offer the proposed strategies for adhering to this Schedule:

1. The five meetings described in Task 1 will be a key component of adhering to the schedule. Particularly with the first meeting, where policy decisions and boundary conditions are identified. Getting early concurrence on these items will reduce the need for additional effort later in the project.
2. Getting concurrence from stakeholders on the process of this FMSR. By agreeing to the process, the stakeholders are more likely to accept the results.
3. Listening to stakeholders, early in the project. In particular, the proposed meeting of the WMWD Board of Directors is critical, where we expect to receive public comments from the community that will be affected by a service provider change and by development in the Study Area.
4. Leveraging work already completed. West Yost has already completed engineering analyses related to the Study Area, and has reviewed work prepared by others. The West Yost team has a running start on this project, which will reduce the time and effort needed to complete the project.



# Cost

## Anticipated Project Cost

The table in the following page summarizes our fee to provide the services described in the Riverside LAFCO's RFP, subject to the assumptions indicated in the table.

As mentioned earlier, unique assignments such as this one require involvement of highly qualified and experienced professional staff to provide the most supportable analyses and work products that will withstand public scrutiny. While our deep experience in developing public-private partnerships for water utilities has allowed us to create some efficiencies that we have incorporated in our cost proposal, we also remain open to discussions with Riverside LAFCO regarding our proposed scope and budget.



RELATIONSHIP  
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This section contains the information called for in Item 7 of the Proposal Requirements.

# West Yost Fee Table

West Yost Associates PROJECT: SCE Evaluations Phase 1	P/VP \$285 Dopudja	EM/SM/GM II \$274 Smith	EM/SM/GM II \$274 Boissevain	PE/PS/PG I \$240 Mulligan	PE/PS/PG II \$254 Savovic	PE/PS/PG I \$240 Wells	SE/SS/SG II \$225 Whatley	PE/PS/PG I \$240 Girtz	ESG I \$154 Connell	ADM IV \$131	Labor		Sub. FGS	Costs		
											Hours	Fee	DETAILED	Sub. w/ markup 10%	Other Direct	Total Costs
<b>Task 1 Project Management/QAQC</b>																
1.1 Project Management/QAQC	28	16		16		16				8	84	\$ 21,092	\$ 3,400	\$ 3,740		\$ 24,832
1.2 LAFCO Meeting #1	6					4			2		12	\$ 2,978	\$ 2,500	\$ 2,750		\$ 5,728
1.3 LAFCO Meeting #2	6					4			2		12	\$ 2,978	\$ 2,500	\$ 2,750		\$ 5,728
1.4 LAFCO Meeting #3	6					4			2		12	\$ 2,978	\$ 2,500	\$ 2,750		\$ 5,728
1.5 LAFCO Meeting #4	6					4			2		12	\$ 2,978	\$ 2,500	\$ 2,750		\$ 5,728
1.6 LAFCO Meeting #5	6					4			2		12	\$ 2,978	\$ 2,500	\$ 2,750		\$ 5,728
1.7 WMWD Board Meeting	6					4			2		12	\$ 2,978	\$ 2,400	\$ 2,640		\$ 5,618
1.8 City of Murrieta Meeting	6					4			2		12	\$ 2,978	\$ 600	\$ 660		\$ 3,638
<b>Subtotal, Task 1 (hours)</b>	<b>70</b>	<b>16</b>	<b>0</b>	<b>16</b>	<b>0</b>	<b>44</b>	<b>0</b>	<b>0</b>	<b>14</b>	<b>8</b>	<b>168</b>					
<b>Subtotal, Task 1 (\$)</b>	<b>\$ 19,950</b>	<b>\$ 4,384</b>		<b>\$ 3,840</b>		<b>\$ 10,560</b>			<b>\$ 2,156</b>	<b>\$ 1,048</b>		<b>\$ 41,938</b>	<b>\$ 18,900</b>	<b>\$ 20,790</b>		<b>\$ 62,728</b>
<b>Task 2 Data Gathering</b>																
2.1 Data Gathering	6		2		12	8	8		16		52	\$ 11,490	\$ 3,600	\$ 3,960		\$ 15,450
<b>Subtotal, Task 2 (hours)</b>	<b>6</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>12</b>	<b>8</b>	<b>8</b>	<b>0</b>	<b>16</b>	<b>0</b>	<b>52</b>					
<b>Subtotal, Task 2 (\$)</b>	<b>\$ 1,710</b>		<b>\$ 548</b>		<b>\$ 3,048</b>	<b>\$ 1,920</b>	<b>\$ 1,800</b>		<b>\$ 2,464</b>			<b>\$ 11,490</b>	<b>\$ 3,600</b>	<b>\$ 3,960</b>		<b>\$ 15,450</b>
<b>Task 3 Supply/Infrastructure Analysis</b>																
3.1 Hydraulic Analysis			24			48	64		108		244	\$ 49,128				\$ 49,128
3.2 Condition Analysis	4				32	8			32	4	80	\$ 16,640				\$ 16,640
<b>Subtotal, Task 3 (hours)</b>	<b>4</b>	<b>0</b>	<b>24</b>	<b>0</b>	<b>32</b>	<b>56</b>	<b>64</b>	<b>0</b>	<b>140</b>	<b>4</b>	<b>324</b>					
<b>Subtotal, Task 3 (\$)</b>	<b>\$ 1,140</b>		<b>\$ 6,576</b>		<b>\$ 8,128</b>	<b>\$ 13,440</b>	<b>\$ 14,400</b>		<b>\$ 21,560</b>	<b>\$ 524</b>		<b>\$ 65,768</b>				<b>\$ 65,768</b>
<b>Task 4 Finance/Operations/Service/Cost Analysis</b>																
4.1 Financial and operational analysis of costs to serve existing/future development	8				48		12	16		8	92	\$ 22,060	\$ 6,000	\$ 6,600		\$ 28,660
4.2 Research infrastructure financing capabilities, mechanisms, and costs	4									4	8	\$ 1,664	\$ 4,800	\$ 5,280		\$ 6,944
4.3 Cost of service analysis for each water purveyor, for each service area	4									4	8	\$ 1,664	\$ 16,800	\$ 18,480		\$ 20,144
4.4 Evaluate ability to respond to emergency repairs/customer service calls	4						24			4	32	\$ 7,064	\$ 4,200	\$ 4,620		\$ 11,684
4.5 Define boundary conditions and policy assumptions	8									4	12	\$ 2,804				\$ 2,804
4.6 Prepare example monthly water bills	4									4	8	\$ 1,664	\$ 2,600	\$ 2,860		\$ 4,524
4.7 High-level DIF calculation	4									4	8	\$ 1,664				\$ 1,664
4.8 Sensitivity analysis	4									4	8	\$ 1,664				\$ 1,664
<b>Subtotal, Task 4 (hours)</b>	<b>40</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>48</b>	<b>0</b>	<b>36</b>	<b>16</b>	<b>0</b>	<b>36</b>	<b>176</b>					
<b>Subtotal, Task 4 (\$)</b>	<b>\$ 11,400</b>				<b>\$ 12,192</b>		<b>\$ 8,100</b>	<b>\$ 3,840</b>		<b>\$ 4,716</b>		<b>\$ 40,248</b>	<b>\$ 34,400</b>	<b>\$ 37,840</b>		<b>\$ 78,088</b>
<b>Task 5 Service Area Boundaries Analysis</b>																
5.1 Service Area Boundaries Analysis	16					20			8	4	48	\$ 11,116	\$ 2,800	\$ 3,080		\$ 14,196
<b>Subtotal, Task 5 (hours)</b>	<b>16</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>8</b>	<b>4</b>	<b>48</b>					
<b>Subtotal, Task 5 (\$)</b>	<b>\$ 4,560</b>					<b>\$ 4,800</b>			<b>\$ 1,232</b>	<b>\$ 524</b>		<b>\$ 11,116</b>	<b>\$ 2,800</b>	<b>\$ 3,080</b>		<b>\$ 14,196</b>
<b>Task 6 Summary Report and Recommendation</b>																
6.1 Summary Report and Recommendation	8		2		2	20	2	2	24	8	68	\$ 13,810	\$ 9,200	\$ 10,120		\$ 23,930
<b>Subtotal, Task 6 (hours)</b>	<b>8</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>20</b>	<b>2</b>	<b>2</b>	<b>24</b>	<b>8</b>	<b>68</b>					
<b>Subtotal, Task 6 (\$)</b>	<b>\$ 2,280</b>		<b>\$ 548</b>		<b>\$ 508</b>	<b>\$ 4,800</b>	<b>\$ 450</b>	<b>\$ 480</b>	<b>\$ 3,696</b>	<b>\$ 1,048</b>		<b>\$ 13,810</b>	<b>\$ 9,200</b>	<b>\$ 10,120</b>		<b>\$ 23,930</b>
<b>TOTAL (hours)</b>	<b>144</b>	<b>16</b>	<b>28</b>	<b>16</b>	<b>94</b>	<b>148</b>	<b>110</b>	<b>18</b>	<b>202</b>	<b>60</b>	<b>836</b>					
<b>TOTAL (\$)</b>	<b>\$ 41,040</b>	<b>\$ 4,384</b>	<b>\$ 7,672</b>	<b>\$ 3,840</b>	<b>\$ 23,876</b>	<b>\$ 35,520</b>	<b>\$ 24,750</b>	<b>\$ 4,320</b>	<b>\$ 31,108</b>	<b>\$ 7,860</b>		<b>\$ 184,370</b>	<b>\$ 68,900</b>	<b>\$ 75,790</b>		<b>\$ 260,160</b>

## Disclosures

### Non-Discrimination and Equal Opportunity

West Yost fully complies with all state and federal non-discrimination and equal opportunity requirements.

### Conflict of Interest

West Yost is not aware of any conflict of interest with Riverside LAFCO employees or officials. West Yost is/has performed work for WMWD, EMWD and RCWD.

However, we do not see those efforts conflicting with this project. In fact, we feel our prior experience will be a tremendous benefit for Riverside LAFCO's FWMSR.

### Insurance Requirements

Before commencing any operations under the contract, West Yost furnish the Riverside LAFCO with a Certificate of Insurance and copies of all applicable endorsements evidencing compliance with the above insurance requirements and that such insurance will not be canceled or materially changed without thirty (30) days advance written notice.



**RELATIONSHIP  
TO PROPOSAL  
REQUIREMENTS  
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PAGES 6 AND 7**

This section addresses Item 5 of the Proposal Requirements, in addition to other disclosures described in the RFP Sections VII, VIII, and IX (RFP Page 7).

## Resumes

The resumes presented for the West Yost team are in the following order:

- Lindsay Smith, PE
- Jim Mulligan, PE
- Stephen Dopudja, PE
- Art Griffith, PE
- Debi Fortin
- Jon Wells, PE
- Polly Boissevain, PE
- Kristen Whatley, PE
- Momcilo Savovic, PE, CCM, DEE, MIA

## Lindsay Smith, PE

Lindsay Smith has 16 years of experience in civil engineering and has served as project manager and engineer for the planning, procurement, design, construction management, and inspection of water and wastewater facilities. She has also taken a leading role on multiple large-scale projects involving owner's advisory services, program management and alternative contract delivery.

### EXPERIENCE

**Program Management for Surface Water Treatment Project, Stanislaus Regional Water Authority, Ceres, CA:** Procurement Lead for development of procurement documents and project delivery method recommendations for treated surface water supply to serve the Cities of Turlock and Ceres (and possibly other communities in the area). West Yost was recently selected to manage development of a regional Surface Water Treatment Plant Project that will construct raw water facilities, a treatment plant, treated water transmission mains, and an interface/interconnection with each City's local system. Lindsay is leading the development of clearly-defined guidelines for the selected procurement approach(es). She will document these guidelines in a Procurement Guidance Document that provides a framework for development of the procurement schedule; the level of prescriptiveness for each Project element; a responsibility and risk allocation matrix; development and evaluation of capital and lifecycle costs; submittal requirements and evaluation criteria; and final Project acceptance criteria.

**Owner's Representative, Davis-Woodland Water Supply Project (DWWSP), Cities of Davis and Woodland and UC Davis:** Lindsay is currently serving as Project Manager on one of the largest alternative delivery water supply projects in California. This cutting edge project involves a \$278 million design/build/operate (DBO) program to provide a sustainable water supply to the communities of Davis and Woodland, California and the University of California at Davis (UC Davis). As Project Manager, Lindsay is responsible for taking the lead on owner's advisory services, managing client communications, ensuring compliance of the DBO contract, and overseeing and managing the activities of 13 subconsultants. The DWWSP will provide the Cities of Davis and Woodland and UC Davis with a new surface water supply source, and includes construction of a new intake on the Sacramento River, over 14 miles of transmission pipelines, a new 30 mgd water treatment plant, and local transmission facilities to effectively distribute the water to the customers. The first program phases included project alternative evaluations, project delivery alternative evaluations, preliminary design, project budgeting and scheduling, grant and State loan funding, procurement document development, and contract negotiations. Phase 2, project delivery, encompasses the final design and construction of the planned facilities using the DBO delivery approach.



### Professional Registration

- Professional Civil Engineer, California No. 72996, Oregon No. 91823PE

### Education

- BS, Civil Engineering, Santa Clara University

### Professional Affiliations

- California Water Environment Association
- Association of California Water Agencies
- Design Build Institute of America

**Owner's Representative, Design-Build (DB)  
Wastewater Treatment Plant Improvements,  
City of Davis, CA:**

West Yost is currently providing owner's advisory services on a project involving approximately \$95 million in constructed treatment plant improvements. West Yost prepared a Procurement Implementation Plan and a Preliminary Design Report; a 30% design (approximate), including cost estimate and Design-Build procurement documents; and is supporting the construction and ultimately commissioning on the new treatment plant improvements. This approach is tailored to assist the City in completing the three project phases, 1) Preliminary Design, 2) Procurement Documents, and 3) Construction & Commissioning, within or ahead of the City's 63-month time frame. The project involves elements of DB contract development, risk management, facilities design, lifecycle cost analysis, quality assurance, and State Revolving Fund (SRF) financing. Lindsay has had a key advisory role on contract development, risk allocation, and development of criteria for evaluating SOQs and proposals.

## James Mulligan, PE

Jim Mulligan is a civil engineer and state-certified water distribution (D5) and water treatment (T4) operator with 30 years of experience in the water industry. He is an experienced project and water operations manager who specializes in water resource and operations planning, contracts, budgeting, employee management, and rate-setting. He has experience communicating effectively with highly technical groups, in committee meetings and with the public in numerous outreach campaigns.

### EXPERIENCE

#### Principal Engineer, West Yost Associates, Davis, CA

- Davis Woodland Water Supply Project - Examined the performance of an existing groundwater supply well at the Joint Intake facility and provided recommendations for a solution to the pump seal lubricant system.
- RiverARC Partners – Reviewed proposed operational strategies for the Central Valley project.
- California American Water – Water System Valuation – Performed regulatory compliance verification associated with a water system valuation.
- City of Folsom - Pump Station 3 Rehabilitation – Serving as Project Manager on the design and services during bidding for the City's wastewater pump station 3.
- Sacramento Suburban Water District – Well Siting Study – Providing operational knowledge and institutional support to the project team.
- Stanislaus Regional Water Authority - Assisting in Division of Drinking Water and Regional Board permitting for the future surface water treatment plant for the cities of Ceres and Turlock.

**Water Utility Manager, Environmental Utilities Department, City of Roseville, CA:** As Water Utility Manager, Jim was responsible for the quantity and quality of the City's potable water from source to tap. He supervised six direct reports and a department of 50 employees and managed an annual budget of over \$30 million. Additionally, he:

- Served as project manager for water and wastewater capital improvement projects totaling over \$125 million.
- Worked with the City's Electric Department on design and implementation of Advanced Metering Infrastructure (AMI) for the City's water metering program.
- Guided the Water Division through five years of drought by forming and implementing a city-wide, multi-departmental drought management team.
- Implemented the City's Aquifer Storage and Recovery program.
- Maintained water contracts with the US Bureau of Reclamation.

**Water Operations Manager, Water Division, City of Roseville, CA:** As Water Operations Manager, Jim was responsible for compliance of the City's drinking water supply permitting with the State Division of Drinking Water.



### Professional Registrations

- Professional Civil Engineer, California No. 52627
- D5 Certified Water Distribution Operator, State Division of Drinking Water
- T4 Certified Water Treatment Operator, State Division of Drinking Water

### Education

- BS, Mechanical Engineering, California State University, Chico

### Professional Affiliations

- Association of California Water Agencies, groundwater committee member
- American Water Works Association
- American Society of Civil Engineers
- Groundwater Resources Association

## Stephen Dopudja, PE

Stephen Dopudja has 28 years of experience managing water resources projects. His experience also includes residential land development and roadway infrastructure improvements, including storm drains. His capabilities range from the planning and computer modeling of water and sewer systems, serving as an Owner's Advisor, to the design and construction of water resource facilities including pump stations, reservoirs, and pipelines. He is experienced in using a variety of project delivery methods including Design-Build, traditional Design-Bid-Build and Public Private Partnerships. Throughout his career, Stephen has worked for private engineering firms in the Southern California area, ranging in size from four employees to 46,000. He has also worked on several international projects.

### EXPERIENCE

#### **Public Private Partnership Transaction Services, City of Rialto, CA:**

Principal-in-Charge of exploring the feasibility of entering into a 30-year concession agreements or long-term operation agreements for the City of Rialto's domestic water, recycled water, and wastewater collection systems. The City of Rialto wanted to investigate alternatives for procurement of water and wastewater capital delivery and operations services. Services included preparing the RFP, technical appendices, and assistance in preparing the draft and final contract documents. As part of this investigation, Stephen helped evaluate the potential financial impacts of the concession and long-term management alternatives. The financial planning work included preparation of water and wastewater pro forma projections. Additional responsibilities included oversight of the rate impacts and community messaging. Stephen continues in his role to provide ongoing oversight support services for this assignment.

#### **Concession Agreement and Concession Oversight and Potable Water, Recycled Water, and Sewer Master Planning, City of Rialto, CA:**

Principal Engineer for owners advisory services to the City of Rialto during the preparation and negotiation of a concession agreement to lease the operations and maintenance services of the City's water, wastewater, and recycled water utilities to a private operator for a 25-year period. The preparation of the concession agreement required the identification and prioritization of a 5-year capital facilities plan for the water and wastewater utilities. The concession agreement required the operator to implement the proposed 5-year capital facilities plan water and sewer CIP projects. Upon implementation of the concession agreement by the City, West Yost staff has provided on-going oversight of the systems operator for day to day operations and maintenance and planned CIP project implementation. West Yost recently completed a tri-annual inspection of the water and sewer systems to evaluate the performance of the operator as a requirement of the concession agreement.

**Murrieta Service Area Water Master Plan Update, Western Municipal Water District, Riverside, CA:** Principal-in-Charge to develop a comprehensive water master plan update, including an updated Capital Improvements Program



### Professional Registrations

- Professional Civil Engineer, California No. 65187

### Education

- BS, Civil Engineering, University of Southern California, Los Angeles

### Professional Affiliations

- American Water Works Association
- Association of California Water Agencies
- CalDesal
- California Association of Sanitation Agencies
- Colorado River Water Users Association
- Independent Special District of Orange County
- Orange County Water Association
- Trabuco Canyon Water District - Director
  - Engineering Committee
  - Finance Committee Chair
  - South Orange County Wastewater Authority Representative
  - Municipal Water District of Orange County Representative
- Urban Water Institute
- Water Advisory Committee of Orange County

(CIP), for the Murrieta Service Area of Western Municipal Water District. The hydraulic model for the service area was updated with the latest demand projections that accounted for drought response and the most recent growth projections for the area. The updated hydraulic model was used to evaluate three separate supply alternatives to meet daily operational needs. Fire flow analyses were also performed for existing and future conditions. The results of these analyses is a CIP with conceptual-level costs that identifies infrastructure and costs required for each possible supply alternative, as well as infrastructure and costs required to meet fire flow requirements now and in the future. The infrastructure includes upgrades to existing infrastructure as well as new alignments need to serve the entire service area through build-out conditions.

**North Well Replacement, Western Municipal Water District, Murrieta Division, CA:** West Yost has been contracted to provide engineering design services for replacement of the North Well in Western Municipal Water District's Murrieta Division. Mr. Dopudja is currently serving as the Principal-in-Charge for this important project. The North Well was removed from service in 2016 due to sand production and failed well casing. The scope of work includes destruction of the existing well and above grade facilities, design of a replacement drain line for well waste discharge, preliminary design of a new 1,000-foot deep, 1,000 gpm production well, bid support, engineering services during well construction and final well design, well equipping, and design of above grade facilities including a CMU building to house electrical equipment and chemical facilities.

**Water, Wastewater, Recycled Water and Asset Management Master Plans, City of Rialto, CA:** Principal-in-Charge for the Water, Wastewater, and Recycled Water Master Planning services for the City of Rialto in support of their concession agreement. Each Master Plan report addressed comprehensive planning, engineering criteria, flow/demand projections, hydraulic modeling, regulatory requirements, operations and maintenance activities, and recommendations for improvements. The potable water master plan also specifically addresses supply sources and storage volume evaluations. The City's water system serves several industrial complexes and consists of multiple pressure zones. The scope also includes an Asset Management task to determine the funding level needs to replace and refurbish system assets and a schedule for planning the replacement and refurbishment of system assets.

**Wastewater Master Plan Update, City of Rialto, CA:** Project Manager for the GIS collection, computer modeling and master planning of the City's backbone sewer collection system. The GIS collection was required due to the minimal existence of any accurate atlas plans or system as-built plans. All system manholes were located in the field using survey GPS and entered into the GIS database. The backbone system was then modeled

under multiple scenarios to determine existing and future deficiencies. A master plan with recommended improvements and associated cost was also prepared and presented to the client.

**Montebello Hills Water Master Plan, Cook Hill Properties, Montebello, CA:** Principal-in-Charge for the Domestic Water System and Recycled Water System Planning and assisted the developer in negotiating with the local water company for updated planning and design criteria for a new development that consisted of approximately 400 acres and 1,200 homes. This project involved careful preparation with the environmental impact report as well as the preparation of a master plan and cost estimates.

**On-Site Domestic Water System Report by R.W. Beck, Cook Hill Properties, Newport Beach, CA:** Stephen Dopudja provided detailed domestic water master planning for the Montebello Hills development. The preparation of the water system report included land use and water demands, water system description and planning criteria, system analysis for fire flow and redundancy, and a cost summary. Stephen worked with San Gabriel Valley Water Company to obtain consensus on planning for system expansion to serve the project.

**Southerly Development Water Master Plan, Elsinore Valley Water District, Lake Elsinore, CA:** Project Manager for the Domestic Water System update for the Southerly Development. The update included the modeling of a proposed well field and treatment system.

**El Toro Road Sewer Capacity Analysis, Irvine Ranch Water District, Irvine, CA:** Project Manager for a complete sewer system analysis and hydraulic model of the District's El Toro Road Sewer. The project evaluated the impact of abandoning the El Toro Road Sewage Lift Station, and determining the effects and the downstream sewer system and upstream tributary area.

**Water Master Plan, Crescenta Valley Water District, La Crescenta, CA:** Project Manager, responsible for planning and computer modeling of the District's complex distribution system. The master plan involved a detailed modeling to analyze all of the distribution systems piping. This master plan was unique due to complexity and age of the system. A total of eleven pressure zones were modeled.

**Ladera Sewer Feasibility Study, Santa Margarita Water District, Santa Margarita, CA:** Project Engineer for the conceptual/ feasibility study for this development in southern Orange County. The study analyzed numerous alternatives to determine the most cost effective methods for sewerage the development. Such alternatives included the construction cost versus operational cost, for gravity lines versus lift stations.

## ART GRIFFITH, PE

Mr. Griffith is a registered professional engineer with over 25 years of experience providing utility financial consulting services to water, wastewater, stormwater, solid waste, and electric utilities. Specific areas of expertise include utility ratemaking, financial planning, impact fee determination, interlocal agreement preparation, fiscal policy and level-of-service definitions, and assisting municipal utilities develop capital funding alternatives.

Mr. Griffith integrates his engineering and financial consulting experience to enhance the quality of the financial analysis and draws on both disciplines in his ability to communicate the results. He works closely with utility staff and elected officials to communicate utility finance issues with the utility staff, management, elected officials, and the public.

### Detailed Project Experience

#### **Water Rate Study** **City of Garden Grove, California**

*Project Manager.* Mr. Griffith managed a water rate study for the City of Garden Grove. The project, completed in early 2018, resulted in the successful adoption of a phased-in series of water rate increases. Rate study project elements include:

- Updating the water utility Capital Improvement Plan. Completing this CIP update in conjunction with the rate study provided the opportunity to link the benefits of the CIP projects with the financial impacts.
- Increasing fixed charges to enhance the fiscal health of the utility.
- Proposing a new low-income/senior discount to mitigate the financial impacts of increased fixed charges on a vulnerable population.
- Creating a two-tier increasing block rate structure where the first tier is based on the cost of locally-produced groundwater and the second tier is based on the cost of imported water.
- Updated fire service rates.
- Conducted four one-hour study sessions with the City Council to discuss the Capital Improvement Plan and its benefits, the financial impacts of the drought, proposed rate increases, proposed rate structure alternatives, and public involvement activities.
- Conducted one public open house/workshop.

#### **EDUCATION**

*Civil and Environmental Engineering, Master of Science, University of Wisconsin*

*Chemical Engineering, Bachelor of Science, University of Washington*

#### **FIELDS OF SPECIAL COMPETENCE**

*Rate Studies*

*Cost-of-Service Analyses*

*Level of Service*

*Assessments*

*Utility Financial Planning*

#### **CERTIFICATES, LICENSES & MEMBERSHIPS**

*Washington Professional Engineer License #30861*

#### **TECHNOLOGY EXPERIENCE**

*Microsoft Office Suite Proficient with Excel, Word, and PowerPoint*

## Peer Review, Service Area Acquisition Efforts

### **Confidential Client**

*Project Manager.* Mr. Griffith provided peer review for a municipality that was investigating alternatives for expanding its water service area. The peer review consisted of assessing financial planning assumptions, risk transfer considerations, projected water rate and financial impact calculations. A financial model was built to integrate the various financial, capital, and operational considerations of the service provider options, and the financial model assessed the financial impacts of each service provider option. The peer review was provided to help ensure consistency among several concurrent, but related, efforts being completed by different consultants.

## Sewer Collection, Sewer Treatment, and Solid Waste Rate Studies

### **City of San Bernardino and SB Municipal Water Department, California**

*Project Manager.* Mr. Griffith performed separate rate studies for the City's sewer treatment, sewer collection, and integrated waste management utilities. These rate studies all included revenue requirement, cost-of-service analysis, and rate design tasks, as well as presentations to elected officials and utility management.

The Sewer Collection rate study resulted in a successful rate increase of over 100%, followed by annual smaller increases. These rate increases were adopted after showing the link between the then-current condition of the sewer collection system and the benefits of additional revenue. The Municipal Water Department, who operates the collection system, now has sufficient funding to begin to assess the condition of the collection system and start addressing needed repairs.

## Water Rate Study Update

### **San Bernardino Municipal Water Department, San Bernardino, California**

*Project Manager.* Mr. Griffith has managed several water rate studies for the San Bernardino Municipal Water Department. In 2016, he:

- Updated water rates to account for the drought and prepared cost-based revisions to the Department's tiered rate structure.
- Revised the cost to purchase supplemental water for recharge.

Past rate studies have also included a cost allocation plan that allocates Department overhead expenses between water and sewer treatment systems in a manner intended to receive federal reimbursements. The Department's tiered water rate structure was developed by Mr. Griffith and implemented following a 2010 Rate Study.

## QUOTES

*"Since 2012, Art Griffith of FG Solutions has provided Rialto with outstanding management consulting assistance establishing its Water and Wastewater Utility's five-year rate study. Art understands all the nuances of what it takes to communicate successfully to his audience in simple terms the complex rate study efforts. He is thoughtful with his time and is not afraid to answer questions and explore alternatives. It is a pleasure to have FG Solutions on our team!"*

Katie Nickel  
Sr. Administrative  
Analyst, City of Rialto

## **Budget-Based Water Rate Study**

### ***City of Rialto, California***

*Project Manager.* Mr. Griffith is managing a water rate study evaluating efficiency-based (also known as budget-based) water rates. This project will use aerial imagery and customer-specific landscaped areas to generate a set of tiered water rates. It is also addressing the effect of the drought and will provide cost-substantiated tiers.

## **Wastewater Rate Study, Including Recycled Water Rate Evaluation**

### ***County of Kaua'i Wastewater Management Division, Hawaii***

*Project Manager.* Mr. Griffith is managing a wastewater rate study for the County of Kaua'i's Wastewater Management Division. The rate study features a cost-of-service analysis to properly allocate collection system and treatment plant costs to customers. Also included is a recycled water rate evaluation that is based on avoided pumping costs.

## **Connection Fee Update**

### ***South Coast Water District (SCWD), California***

*Project Manager.* Mr. Griffith recently updated the District's water and sewer Connection Fees. The revised Connection Fees equitably define the proportionate share of the cost of existing and new facilities that provides capacity to new development. Work also included calculating stranded costs associated with SCWD participation in a downtown redevelopment project within its service area.

## **Surface Water Management Business Plan**

### ***Snohomish County, Washington***

*Task Manager.* Snohomish County (population 800,000) is completing a business plan for its Surface Water Management utility that is addressing service levels, financial projections, and rates. Mr. Griffith is managing the level of service task, working in conjunction with the Division to assess existing and proposed enhanced services. FG Solutions built a financial model with a dashboard interface to identify the financial impacts of any combination of over 35 services provided by the Division. The graphical outputs have been used with Stakeholder Advisory Boards and County Executive Management, to build a viable business plan with proposed rate increases that are acceptable to the County Council and the public.

## **Concession Procurement Support and Rate Studies**

### ***City of Rialto, California***

*Task Manager.* The City of Rialto was investigating alternatives for procuring water and wastewater capital delivery and operations services. As part of this investigation, Mr. Griffith's former employer (Leidos Engineering) helped the City develop an RFP for a concession, helped the City evaluate responses, and helped the City develop concession contracts and negotiate contract terms.

## **QUOTES**

*"Art has performed various analysis from COSA to Organizational reviews. He thinks outside the box, meets all deadlines, deals well with difficult personalities and always provides timely, accurate and detailed work that you can bank on at a reasonable cost."*

Top Qualities: Great Results, High Integrity, Creative

Don Shackelford  
former Finance Director, San Bernardino Municipal Water Department

Mr. Griffith's role included identifying the financial impacts of various potential contract terms and preparing water and sewer rate studies. Key aspects of this analysis were assessing risk transfer considerations, and how future uncertainty of items like inflation, interest rates, labor costs, and development rates factor into contract negotiating positions. Mr. Griffith also was responsible for presenting the financial and rate impacts of concession agreements to elected officials and the public, including public hearings attended by over 300 people. In addition to water and sewer rate studies, an extraterritorial rate study was prepared using a utility basis methodology to establish rates for non-owner customers outside the city limits extraterritorial water rates.

### **Rate Study, GFC Study, and Financial Plan**

#### ***Alderwood Water and Wastewater District, Lynnwood, Washington***

*Project Manager.* Mr. Griffith managed a water and sewer rate study, which included an update of General Facilities Charges. Rate study issues included preparation of a 20-year financial plan and balancing capital improvement needs with financial impacts. Water rate structure alternatives were assessed, and the District elected to move from a seasonal rate structure to an increasing block rate structure. A financial plan was prepared to help the District evaluate the effect of service level changes. This financial plan used GIS tools to assign water use, revenues, sewer treatment expenses, water consumption, and pipe length data into one of over 12 geographic areas on an account-by-account basis.

### **Brightwater Oversight Monitoring Consultant**

#### ***King County Auditor's Office, Seattle, Washington***

*Project Manager.* Mr. Griffith managed a consultant team serving as the oversight monitoring consultant for the \$1.8 billion Brightwater Treatment System. Retained by the King County Auditor's Office reporting to the King County Council, he provided input to the Council regarding the project's cost, schedule, and risk.

### **Wholesale Rate Studies Independent Review**

#### ***Seattle Public Utilities (SPU), Seattle, Washington***

*Project Manager.* SPU regularly updates its wholesale rate studies, which establish rates for provision of water service to SPU's wholesale customers. Mr. Griffith provided independent reviews of SPU's rate studies in the mid 2000's. The review focused on verifying that SPU's revenue requirement determination, cost-of-service analysis, and rate design efforts were consistent with contract requirements.

### **Utility Planning Financial Analyses**

#### ***Various Utilities***

*Project Consultant.* Mr. Griffith has completed over 50 financial analyses as part of water, wastewater, and stormwater utility planning documents and funding applications. Each financial analysis includes a 5- to 10-year projection of utility revenues and expenses, identification of capital project funding sources, and projected rate impacts.

## DEBI FORTIN

Ms. Fortin is an engineer and management consultant with over 25 years of experience as a consultant and business owner. Ms. Fortin is a founding principal of FG Solutions, LLC and is the firm's Chief Executive. As CEO, Ms. Fortin is responsible for developing the firm's business strategy, company operations, marketing, and positioning the firm in the marketplace.

Ms. Fortin functions as a Senior Consultant and Analyst for the company's water and sewer financial and management consulting assignments. Ms. Fortin's experience as a consultant gives her the unique advantage of understanding both the business and the technical details. She has prepared financial projections, water demand projections, and benchmarking analyses of financial parameters and utility financial policies. Ms. Fortin's strengths are in her ability to analyze complex problems from a high level, distill the problem into manageable, bite-sized pieces, and then develop a plan and methodology to attack and resolve the problem at hand.

### Detailed Project Experience

#### **Water Rate Study City of Garden Grove, California**

*Senior Consultant.* FG Solutions performed a Water Rate Study for the City of Garden Grove, a community of 180,000 people. Garden Grove needed rate adjustments to fully fund capital improvements and maintain their O&M. The rate study also evaluated budget-based rates and was funded by a grant from the Santa Ana Watershed Project Authority, SAWPA. Ms. Fortin is the Senior Analyst for this Rate Study and has been instrumental in all phases of the project. Her responsibilities are as follows:

- Developed the project execution strategy.
- Prepared the Revenue Requirement Analysis that shows the City's accounting structure in a form acceptable to multiple City departments; projected the Utility's five-year rate revenue needs.
- Prepared the cost-of-service analysis to create affordable and defensible rate structures.
- Developed account-by-account customer data to identify the projected amount of water to be sold in each tier, as part of rate structure calculations to redesign the City's tiered rate structure.
- Completed the budget-based rates analysis to satisfy the City's SAWPA grant requirements.
- Developed fire service rates.
- Prepared the presentations used at Council Study sessions and

#### EDUCATION

*Master's in Business Administration, Seattle University, 2001*

*Electrical Engineering, Bachelor of Science, Seattle University, 1989*

#### TECHNOLOGY EXPERIENCE

*Microsoft Office Suite Proficient with Excel, Word, and PowerPoint; Publisher; Adobe Photoshop; Wordpress*

- public workshops.
- Made recommendations to the City regarding their proposed low-income/senior discount, and other affordability considerations.
- Assisted with the development of the Proposition 218 notice.

### **Evaluation of Inflow/Infiltration Reduction Concepts**

#### ***Brown and Caldwell / King County Wastewater Treatment Division, Seattle, Washington***

*Project Manager.* FG Solutions as a subconsultant to Brown and Caldwell, on a project for King County Wastewater Treatment Division (KCWTD), to study removal strategies of Inflow and Infiltration (I/I) in private side sewers. Ms. Fortin led FG Solutions' consulting efforts. Ms. Fortin was tasked with evaluating the current level of service employed by the County and the 34 retail service providers, the Metropolitan Water Pollution Abatement Advisory Committee (MWPAAC) agencies. She identified available programs for private side sewer inspections, insurance, grants and loans for repair and replacement, on a local and national level. She also analyzed the financial implication of these services, regarding feasibility, acceptance by MWPAAC agencies, and affordability to the customer. Ms. Fortin provided recommendations to the project team and assisted with developing the technical memorandums that were submitted to the client.

### **Wastewater Rate Study**

#### ***County of Hawai'i, Department of Environmental Management, Hilo, Hawai'i***

*Senior Consultant.* FG Solutions is currently working with the County of Hawaii to develop wastewater rates. Key issues in this project are assessing the financial impacts of various repair/replacement scenarios, a changing political environment, decreases in funding from non-utility sources, and considering affordability and community impacts, where sewer rates have not been increased for over 10 years. Ms. Fortin developed the Rate Model for this sewer collection and treatment Rate Study; completed the revenue requirement analysis, cost-of-service analysis, and rate study design tasks. She developed rate scenarios that encompass decreased funding, debt considerations, the need for capital improvements, and affordability.

### **Water and Sewer Rate Studies**

#### ***Guam Waterworks Authority, Guam***

*Analyst.* FG Solutions worked with Guam Waterworks Authority (GWA), to evaluate water and wastewater rate structure changes, to meet requirements of the Guam Public Utilities Commission. Ms. Fortin completed the revenue requirement analysis which projected overall rate increases over a five-year period. Ms. Fortin evaluated the consumption-based residential sewer rate, changes to GWA's increasing block water rate structure, and fire service fees.

### **Water Rate Study Update**

#### ***San Bernardino Municipal Water Department, San Bernardino, California***

*Project Analyst.* Ms. Fortin assessed the impact of the Emergency Conservation Regulation for the San Bernardino Municipal Water Department (SBMWD). Using data from each of the Department's over 40,000 accounts. Ms. Fortin forecasted how much consumption would be reduced for each account for each billing period. Aggregating this data on a system-wide basis determined the financial impact of the drought for each customer class, which was required to

calculate and define necessary adjustments to previous rate projections.

### **Concession Agreement Support City of Rialto, California**

*Consultant.* FG Solutions is currently acting in an oversight role to monitor the financial performance of the water and wastewater utilities, including current work to define how to comply with the Emergency Conservation Regulation and the San Juan Capistrano decision. Ms. Fortin provided analytical support to compare the Concessionaire's actual expenditures with what was projected in past rate studies that were used to set the City's current water and sewer rates. This information is being used to assess the need, if any, for rate studies and/or future rate increases.

### **Review of Water Rate Studies Confidential Client**

*Analyst.* FG Solutions, as a subconsultant to Brown and Caldwell, recently worked with a public water utility that serves nearly 1,000,000 people to respond to an intergovernmental performance audit. The review of previous cost-of-service analyses focused on two areas: substantiation of billing charges and recovery of costs associated with recent CIS system replacement. This project included significant benchmarking regarding rate development, the specific costs recovered via monthly charges, and financial policies. Ms. Fortin performed the benchmarking analysis, including comparisons of low-income assistance programs that helped utilities mitigate the financial impacts of rate increases to eligible customers.

### **Budget Based Water Rate Study City of Rialto, California**

*Analyst.* FG Solutions is currently working with the City of Rialto to develop Budget Based Water Rates. Ms. Fortin is developing tiered rates using account-by-account billing data and system specific cost data. Ms. Fortin is assisting in the comparison of historical and projected operating costs to develop the utility revenue requirement.

### **Commercial and Industrial Rate and Impact Fee Evaluation City of Marysville, Washington**

*Analyst.* FG Solutions recently completed a project with the City of Marysville to evaluate commercial and industrial water and sewer rates and impact fees. Ms. Fortin performed a time-sensitive benchmarking analysis task. The client thought that their water rates and system development charges (SDC) might be too high to attract commercial users, therefore eliminating their city from consideration as a viable location for commercial and light industrial companies. Ms. Fortin identified six utilities of similar size and customer base. She then obtained the water rates and SDCs for each utility, within each customer class. Through her analysis, Ms. Fortin found that the utility rates were not high, as they anticipated, but instead were in line with other nearby utilities, if not less. It was also discovered that the utility's SDCs were out of line with other utilities, they were much higher. FG Solutions presented the results of the analysis to the client and discussed possible solutions. With these results, the client made a policy decision to adopt an interim change to their SDCs.

## Jon Wells, PE

Jon has 17 years of experience in consulting engineering with a focus on water and wastewater system hydraulic modeling and master planning. He brings extensive experience in wastewater hydraulic modeling using a wide variety of software applications. Additionally, Jon has experience in developing flow monitoring plans, interpreting and analyzing flow monitoring data, and using flow monitoring data to develop dry weather and wet weather flow components for collection systems. Jon's collection system work, particularly in the Bay Area, is in accordance with the State Water Resources Control Board's Statewide General Waste Discharge Requirements for Sanitary Sewer Systems. His experience includes serving as project manager or project engineer on numerous wastewater master plans, hydraulic model updates, and capacity assessments.

### EXPERIENCE

**French Valley and Winchester Sub-Regional Master Plan, Eastern Municipal Water District, Perris, CA:** Wastewater Project Manager for a regional sewer master plan for the District in the French Valley and Winchester Region. Future flows were developed from District growth projections and county land use sources. West Yost developed future infrastructure requirements as well as a Capacity Remaining analysis to estimate the growth allowed before improvements are triggered. A sensitivity analysis was performed to determine how the infrastructure requirements were impacted by the conversion of low density residential land uses from septic service to collection system service.

**Southern Division Sewer Study, Eastern Municipal Water District, Temecula, CA:** Project Manager for this ongoing planning study for Eastern Municipal Water District, Elsinore Valley Municipal Water District, and Western Municipal Water District. West Yost is working collaboratively with the three agencies in order to determine the capacity and conveyance requirements for a regional wastewater treatment solution in the Temecula Valley. The project includes gathering existing and future flow projections for the participating agencies, using the hydraulic model to determine capacity and conveyance alternatives for the regional solution, determining a preliminary cost apportionment for the project, and producing a report that encompasses both conveyance and treatment alternatives and solutions.

**Old Town Temecula Sanitary Sewer Study, Eastern Municipal Water District, Temecula, CA:** Project Engineer for planning study that evaluated the capacity solutions for an undersized gravity main running through Old Town Temecula. The hydraulic model was used to evaluate the existing and future flow implications of new general plan projections for Old Town Temecula. Alternatives for capacity increases were developed, including replace-in-place and parallel relief sewers for capacity relief. The recommended solutions were developed based upon the sensitivity of this historic and commercially important area.

**Murrieta Service Area Water Master Plan Update, Western Municipal Water District, Riverside, CA:** Project Manager responsible for developing a comprehensive water master plan update, including an updated Capital



### Professional Registrations

- Professional Civil Engineer, California No. 67782

### Education

- MS, Environmental Engineering and Science, Stanford University
- BS, Civil Engineering, Stanford University

### Professional Affiliations

- California Water Environment Association
- California Association of Sanitation Agencies
- Bay Area Clean Water Association

Improvements Program (CIP), for the Murrieta Service Area of Western Municipal Water District. The hydraulic model for the service area was updated with the latest demand projections that accounted for drought response and the most recent growth projections for the area. The updated hydraulic model was used to evaluate three separate supply alternatives to meet daily operational needs. Fire flow analyses were also performed for existing and future conditions. The results of these analyses is a CIP with conceptual-level costs that identifies infrastructure and costs required for each possible supply alternative, as well as infrastructure and costs required to meet fire flow requirements now and in the future. The infrastructure includes upgrades to existing infrastructure as well as new alignments need to serve the entire service area through build-out conditions.

**Transmission Main Study, Eugene Water and Electric Board (EWEB), Eugene, OR:** Project Engineer evaluating transmission mains. Existing and future demands were developed in conjunction with EWEB staff. The hydraulic model was verified to Maximum Day Demand SCADA data. EWEB's Base Pressure Zone provides water to the majority of the system's customers, as well as to the upper elevation pressure zones. It is critical that the transmission mains that form the backbone of the Base Pressure Zone be reliable and properly sized. The hydraulic performance of the transmission mains was evaluated under a variety of conditions that included loss of a major river crossing, development of a new wholesale connection to supply a neighboring system, and changes to water supply. Transmission main improvements were recommended to improve weaknesses in the transmission system, and to improve current reservoir balancing under existing conditions.

**Proposed Shasta 1150 Pump Station Evaluation, Eugene Water and Electric Board (EWEB), Eugene, OR:** Project Engineer for the evaluation of the location, sizing, and operation of the proposed pump station. In order to improve reliability in a closed-end pressure zone at the top of the system, EWEB proposed to build a redundant pump station in order to feed the pressure. Through the development of system curves and evaluation of the pressure zone using the operation of both pump stations, it was determined that the addition of the second pressure zone was potentially expensive, and not the preferred reliability solution.

**Shasta Service Area Enhancement Project (Ongoing), Eugene Water and Electric Board (EWEB), Eugene, OR:** Project Engineer for the development of future demands for distribution area system optimization. EWEB is performing an optimization analysis of the Shasta-area pressure zones in order to evaluate the feasibility of combining infrastructure in separate pressure zones in order to improve reliability and minimize the cost of serving

future demands. As optimization solutions are developed, Jon will verify that proposed solutions are hydraulically suitable and realistic for construction.

**As-Needed Services, Eugene Water and Electric Board (EWEB), Eugene, OR:** As part of an as-needed services contract, providing modeling services to EWEB as required. Example services include evaluating fire flow requirements for a new development, confirming reservoir sizing, and evaluating the operational impacts of removing a reservoir from service temporarily. These services are often turned around in less than 5 days.

**Water Master Plan, City of San Bruno, CA:** Work consisted of developing a Capital Improvement Plan (CIP) for existing demand conditions. The development included evaluating the system based upon Master Plan design criteria, identifying infrastructure in need of improvement, and determining the nature and size of the needed improvements. Recommended improvements included installing new pipelines, increasing the diameter of existing pipelines, increasing the capacity of existing pump stations, and adding new inter-connections between pressure zones.

**Quail Valley Wastewater Flow Impact Report, Elsinore Valley, CA:** Utilized H<sub>2</sub>OMap Sewer wastewater model to assess average dry, peak dry, and peak wet weather wastewater impacts on EVMWD wastewater facilities. Determined impacts on existing wastewater facilities due to proposed developments. Assigned costs to developer and District based on recommended facility improvements.

**Alberhill Community Facilities District Temporary SARI Connection, Elsinore Valley, CA:** Project Engineer for this project studying the feasibility of allowing temporary domestic sewage into Reach V of the Santa Ana Regional Interceptor. Utilized H<sub>2</sub>OMapSWMM model to determine available capacity in the system. Identified affected siphons and hydraulic choke points. Determined flushing velocity necessary for system maintenance and modeled effects of various flushing schemes. Determined extent and cost of system improvements necessary to allow domestic sewage discharge.

**2007 Domestic Water and Sanitary Sewer Utility Master Plan, San Diego State University, CA:** Senior Project Engineer as a part of the comprehensive 2007 Campus Master Plan for San Diego State University, produced domestic water and sanitary sewer utility master plans. Developed water and sewer design criteria that integrated City of San Diego standards with campus-specific needs. Developed planimetric water and sewer loading factors for hydraulic model analysis. Developed prioritized yearly CIP program using life-cycle cost analysis. Developed a six-site hydrant flow calibration plan.

## Polly Boissevain, PE

Polly Boissevain has more than 35 years of professional experience in water resources planning, with extensive experience in distribution system master planning and hydraulic modeling of water systems, both steady-state and transient analysis for closed conduit flow. Managerial experience for a variety of water resources projects in planning, design, and operations.

### EXPERIENCE

**Water Facilities Master Plan Update, Eastern Municipal Water District, Perris, CA:** Project Manager for a potable water facilities master plan update for the Eastern Municipal Water District. The District serves customers in a 550 square mile area in western Riverside County. The potable water system has five major service areas with a total of 70 pressure zones. The District anticipates significant future growth, with demand projected to increase approximately threefold through buildout of the District's service area. Polly is managing the water master plan update, which will identify needed capital facilities to meet future growth. The fast-track nature of the project necessitated managing six modeling teams to evaluate potable water system needs. Project tasks included preparing demand and supply projections, updating the hydraulic model with new facilities not in the GIS, validating the hydraulic model through comparisons with field operating data, preparing hydraulic evaluations to identify deficiencies and needed improvements, developing cost estimates for capital facilities and documenting results of the master plan in a comprehensive report. The Master Plan was completed in 2016.

**Booster Pump Station Improvement Project, Rancho California Water District, Temecula, CA:** Project Manager for a project using water quality modeling to confirm and prioritize sequencing of regional booster disinfection stations to improve system water quality. The project included reviewing historical water quality data, performing jar testing to estimate chlorine decay coefficients for imported surface water and local groundwater supplies, and validating the District's hydraulic model by simulating distribution system chlorine residual and comparing it to field water quality data. Using the model, West Yost helped the District to identify locations and sequencing of regional booster disinfection facilities.

**French Valley and Winchester Sub-Regional Master Plan, Eastern Municipal Water District, Perris, CA:** Project Manager for the development of a sub-regional water and sewer master plan for the French Valley and Winchester area of Eastern Municipal Water District (EMWD). The project included developing future water demands and sewer flows from EMWD growth projections and county land use sources. Using this information, West Yost developed future infrastructure requirements for the potable water and sewer systems. For the water system, West Yost assess the re-zoning of pressure zone areas to improve existing and future service to customers. West Yost also evaluated various supply options and timing for the need of



### Professional Registrations

- Professional Civil Engineer, California No. 36164, Oregon No. 76795

### Education

- MS, Civil Engineering, Cornell University
- BS, Civil Engineering, Stanford University

### Professional Affiliations

- American Society of Civil Engineers
- American Water Works Association

supply, and distribution system storage requirements for the study area, including recommended sizing and preliminary locations. For the sewer system, West Yost performed a capacity remaining analysis to estimate the growth allowed before improvements are triggered. A sensitivity analysis was also performed to determine how infrastructure requirements would be impacted by conversion of low density residential from septic service to collection system service.

#### **Design and Operations Support, Las Posas Aquifer Storage and Recovery Project, Calleguas Municipal Water District, Thousand Oaks, CA:**

The District, jointly with Metropolitan Water District of Southern California, is implementing the Las Posas Aquifer Storage and Recovery Project (ASR Project), a conjunctive use project to provide up to 100 cfs of groundwater supply during droughts and emergencies. Provided design services for the various ASR project transmission system facilities that will connect the groundwater supply to the District's system. Provided hydraulic evaluations in support of proposed ASR facilities including the 5 million gallon Grimes Canyon Reservoir, the 100 cfs Moorpark Pump Station, and the proposed project pipeline facilities. Also directed projects to develop operating and control strategies for the ASR project operations, and assisted the District in developing standard templates for content and format for an electronic operating manual to document the ASR project and water system operations.

#### **Emergency Storage Project, San Diego County Water Authority, San Diego, CA:**

Provided hydraulic evaluations and operational modeling for a study evaluating numerous options to provide several months of local storage in the event of an emergency that would disrupt imported water supply. Hydraulics issues included both hydraulic capacity of existing and new facilities for use during the emergency, and ability to transfer water seasonally to fill supply reservoirs prior to the emergency. Developed hydraulic models of the Authority's transmission system, which includes over 200 miles of large diameter pipeline (up to 108-inch) and has both pressure and non-pressure flow reaches. Also updated and used the CWASIM model, a monthly simulation model that routes flow based on specified constraints, to evaluate seasonal transfer of water for the various alternatives under consideration.

#### **Distribution System Hydraulic Analysis, Metropolitan Water District of Southern California:**

Managed project to develop hydraulic models of the raw and treated water distribution systems for the Metropolitan Water District of Southern California (MWD). The purpose of the hydraulic models was to assist in the analysis and verification of the preliminary system improvement alternatives identified in MWD's

1994 distribution system overview study update. A Microsoft Access database user interface provided data input and display results for an EPANET model for pressure flow portions of the system and an EXTRAN model for non-pressure areas of the system. The two models were used to accurately simulate hydraulic gradient conditions in the system. As Project Manager, provided training to MWD staff in the use of the hydraulic models and user interface.

#### **Water Master Plan Update, Calleguas Municipal Water District, Thousand Oaks, CA:**

Project Engineer for Calleguas Municipal Water District which is a wholesale water agency serving 22 agencies and cities in Ventura County. Oversaw the technical efforts for the water master plan update. The master plan included developing demand projections for customer agencies, identifying system deficiencies, developing supply and transmission system improvements, and developing a 10-year capital improvements program.

#### **Murrieta Service Area Water Master Plan Update, Western Municipal Water District, Riverside, CA:**

Technical Advisor responsible for review of hydraulic evaluations. West Yost developed a comprehensive water master plan update, including an updated Capital Improvements Program (CIP), for the Murrieta Service Area of Western Municipal Water District. The hydraulic model for the service area was updated with the latest demand projections that accounted for drought response and the most recent growth projections for the area. The updated hydraulic model was used to evaluate three separate supply alternatives to meet daily operational needs. Fire flow analyses were also performed for existing and future conditions. The results of these analyses is a CIP with conceptual-level costs that identifies infrastructure and costs required for each possible supply alternative, as well as infrastructure and costs required to meet fire flow requirements now and in the future. The infrastructure includes upgrades to existing infrastructure as well as new alignments need to serve the entire service area through build-out conditions.

## Kristen Whatley, PE

Kristen Whatley has over 16 years of experience working on and managing water and wastewater projects. Her capabilities range from the planning and computer modeling of water systems, designing and bidding of water resources including wells, water treatment, booster pump stations, reservoirs, and pipelines. Project experience includes serving as the project manager on major water resources and wastewater design and permitting projects and residential land development projects; water storage, treatment, and distribution projects; and master planning efforts on several land development projects including coordination with regulatory agencies.

### EXPERIENCE

**Recycled Water Feasibility Study, City of Rialto, CA:** Project Manager for the preparation of a recycled water feasibility study that provided five alternatives for expanding existing recycled water infrastructure within the City of Rialto and to adjacent water service areas. The report included an existing service area description, an existing recycled water system description, proposed alternatives analysis, regulatory requirements, and a recommended project alternative. Each proposed alternative included a conceptual infrastructure layout and cost estimate with a summary of the benefits to the City. A draft report was prepared and submitted to the City of Rialto and the regional water quality control board for preliminary review.

**Montebello Hills Domestic and Recycled Water System Planning, Cook Hills Development, Montebello, CA:** Project Engineer for the master planning and preliminary design of the domestic and reclaimed water infrastructure to serve the 487-acre development. The project required two new pressure zones to serve the 1,200 planned units. The two new pressure zones are served via four new on-site pump stations, two new storage reservoirs and approximately five miles of waterlines. Hydraulic models were developed for the proposed domestic and recycled water systems using proposed infrastructure sizing and system pressure criteria. Project included coordination with San Gabriel Valley Water Company and Central Basin Municipal Water District to obtain planning approvals.

**2015 Water Facilities Master Plan (WFMP), Eastern Municipal Water District, Perris, CA:** Hydraulic modeling lead for the Perris Valley West service area. Responsible for updating the District's hydraulic model and validating the model through comparisons with SCADA data; preparing existing and buildout system hydraulic modeling evaluations to identify capital improvements to enhance service area performance; evaluating phasing of planned capital facilities to identify timing based on projected demands for the service area; documenting results and findings in the WFMP report.

**Water Services Rate Study Capital Facilities Assessment, City of Garden Grove, CA:** Project Manager/QA/QC for the Capital Facilities Plan Assessment for the Garden Grove Water Services Rate Study. The project included a review of the City's current Water Master Plan and other available



### Professional Registrations

- Professional Civil Engineer, California No. 84665, Arizona No. 45171
- California Grade 2 Water Distribution and Treatment Operator
- Arizona Grade 2 Water Distribution and Treatment Operator

### Education

- BS, Environmental Engineering, Northern Arizona University, Flagstaff

### Professional Affiliations

- American Water Works Association
- California Water Environment Association
- Orange County Water Association
- Arizona Water Association

documents and coordination with City and public works staff to identify CIP project priorities necessary to develop an immediate and long-term capital plan. Factors prioritizing the capital improvements included the revenue requirements for existing operations, water consumption, system reliability, capital improvements and what would be considered an acceptable rate increase to the community. A summary report was prepared to describe the basis for prioritization. In addition, escalated cost estimates were prepared to implement the projects identified in the Capital Facilities Plan, which were used in the water rate study.

**Concession Agreement and Potable Water, Recycled Water, and Sewer Master Planning, City of Rialto, CA:** Project Engineer/QA/QC for owners advisory services to the City of Rialto during the preparation and negotiation of a concession agreement to lease the operations and maintenance services of the City's water, wastewater, and recycled water utilities to a private operator for a 25-year period. The preparation of the concession agreement required the identification and prioritization of a 5-year capital facilities plan for the water and wastewater utilities. The concession agreement required the operator to implement the proposed 5-year capital facilities plan water and sewer CIP projects. Upon implementation of the concession agreement by the City, West Yost staff has provided on-going oversight of the systems operator for day to day operations and maintenance and planned CIP project implementation. West Yost recently completed a tri-annual inspection of the water and sewer systems to evaluate the performance of the operator as a requirement of the concession agreement.

**New Model Colony Water and Wastewater Master Planning Peer Review Services, Brookfield Homes, City of Ontario, CA:** Project Manager for conducting reviews of several existing water and wastewater master planning reports and available local data for the client to identify inconsistencies within and between reports. Water use and wastewater generation rate comparisons were conducted to determine system planning criteria adjustments based on existing surrounding utility systems. Several inconsistencies and errors within the current City of Ontario, New Model Colony Master Plan were identified, which could result in significant planned infrastructure sizing revisions and potential cost savings. Kristen also evaluated existing wastewater design criteria and compared this to criteria used by existing surrounding utility systems to identify the criteria as overly conservative.

**Lytle Creek Development Sewer System Capacity Analysis, City of Rialto, Rialto CA:** Project Manager for the sewer system analysis to determine existing and future system capacity upgrades to serve the proposed Lytle Creek development. The sewer analysis included

hydraulic modeling, utilizing H2OMap Sewer software. West Yost conducted flow tests at several locations in the system to assess existing gravity sewer system and lift station capacity deficiencies needed to serve Phase 1 of the project.

**Verano Onsite and Offsite Sewer Basin Studies, Water Master Plan, and Effluent Management Plan, South Wilmot Land Investors, LLC, Pima County, AZ:** Project Manager for the preparation of several water and wastewater master planning studies for the Verano development, a 2,200-acre master planned community located in Pima County. Involvement with this project began with the preparation of water and wastewater descriptions in the Specific Plan and grew into several detailed studies required by Pima County. An on-site potable water master plan was prepared to determine the development water demands and required infrastructure to support the development. The water master plan was submitted to the Arizona Corporation Commission and Arizona Department of Water Resources to establish the newly formed utilities service area and operating plan.

**Willow Springs Water, Sewer, and Reclaimed Water Master Planning, Willow Springs, LLC, Pinal County, AZ:** Project Manager for the preparation of potable and reclaimed water master plans and sewer basin studies for the Willow Springs master planned community, a 4,600-acre development project located Pinal County for the master developer. The master plans were used to create private utility companies to service the proposed isolated development. Kristen utilized these reports to establish new utility services with the Arizona Corporation Commission, Arizona Department of Environmental Quality, and the Arizona Department of Water Resources.

## Momcilo Savovic, PE, CCM, DEE, MIAM

Momo Savovic has more than 30 years of national and international experience in consulting engineering, including infrastructure evaluation, inspections and condition assessment; project management; organizational assessments/facilitation services; planning; design; and construction management. Momo has extensive experience in process/mechanical planning, design, condition assessment and construction management services for a variety of water and wastewater treatment and disposal projects including potable and reclaimed water lines, sewer mains, potable and non-potable pump stations, wells, reservoirs, and water and sewage treatment plants. His responsibilities included field investigations; preparation of plans, specifications, and cost estimates; hydraulic analyses; equipment selection; and on-site construction management services.

Momo's process and WWTP experience includes the following technologies: conventional activated sludge, biological nutrient removal, trickling filters, aerobic and anaerobic sludge stabilization processes, and sludge concentration/drying and disposal. Momo is experienced in advanced treatment concepts such as biological phosphorus and nitrogen removal, moving bed filters, chemical precipitation, filtration, and disinfection. Additionally, Momo has extensive experience in NPDES permit application and California Title 22 requirements. Momo is trilingual and speaks English, German, and Serbian.

### EXPERIENCE

**Waste Water Operations and Maintenance Performance Review 2013, City of Palm Springs CA:** Momo was a project manager for the performance review inspections of the City of Palm Springs Wastewater Treatment Plant (WWTP) utilities. The City of Palm Springs WWTP operations assessment included full-scale inspections of the five (5) sewage lift stations, collection system, FOG system, solids disposal, electrical utilities, record documents, laboratory data, facilities inspection, WWTP process equipment assessment, facility performance, regulatory compliance records, and financial performance review. Also, the scope included assessment of the WWTP facilities including administration building and asset management system inspection, service center inspections and limited visual collection system evaluation.

**Triennial Inspections Report 2013-2016, City of Rialto CA:** Momo was a project manager for the triennial inspections of the city of Rialto utilities, including sewer, water, and recycled water. Water utility inspections included site inspections and condition inspection of the five (5) prestressed post-tensioned concrete potable water storage reservoirs, each 6 mg in capacity, inspections of the 10 potable groundwater wells and 12 booster pump stations, asset management system, service center and limited visual distribution system evaluation.

The City of Rialto sewer system inspection included full-scale inspections of the six sewage lift stations, and 11.7 mgd WWTP located at the south end of the City, asset management system inspection, service center inspections and limited visual collection system evaluation.



### Professional Registrations

- Professional Mechanical Engineer, California No. 32229, Washington No. 38468, Alberta, Canada No. 54851
- Certified Construction Manager, Construction Management Certification Institute, ID No. 1713
- Diplomat Environmental Engineer No. 04-20001
- Professional Asset Manager

### Education

- ME, Environmental Engineering, University of Alberta, Canada
- MS, Mechanical Engineering, University of Sarajevo
- BS, Mechanical Engineering, University of Sarajevo

### Professional Affiliations

- American Academy of Environmental Engineers
- America Society of Civil Engineers
- American Society of Mechanical Engineers
- Association of Professional Engineers of Alberta
- National Council of Examiners for Engineering and Surveying
- CMAA San Diego Chapter, Executive Board Member
- CMAA National Board Member

### Languages

- Momo is trilingual and speaks English, German, and Serbian

The City of Rialto recycled water system inspection included full-scale inspections of the recycled water lift station, hydropneumatic tank system and limited visual distribution system evaluation.

**City of Rialto Concession Agreement; Master Plan for the Potable Water, Recycled Water, and Sewer, Asset Management Report, City of Rialto, CA:** Project Manager during the preparation of the Water, Sewer, and Recycled Water Master Plan and Asset Management reports. To complete this task, oversight of the system data collection updates based on current historical usage and land use planning information was provided. Oversight and review of hydraulic water and sewer models were provided to identify system deficiencies which required CIP improvements for the existing and future system conditions. Provided oversight of potable water storage evaluation, supply capacities, sewer collection capacities, water quality characteristics, and O & M practices. The evaluation resulted in system improvement recommendations. Momo was project manager for the preparation of WWTP PDR report and coordinated closely with city, water system and WWTP operator staff to understand current system operations.

**Skyborne Development Management Services, Mission Springs Water District, CA:** Construction Manager for inspection and program management services during construction of new infrastructure projects (including a 2.0 million gallon pre-stressed concrete reservoir and inlet/outlet piping, an off-site booster pump station with two 75-hp pumps, a 250-hp well pump, an 80,000 gallon suction reservoir, and approximately 18,000 feet of 24-inch backbone pipeline). Mission Springs Water District had been experiencing unprecedented residential growth and needed additional infrastructure to support this boom in customers. One new residential development adding to the growth in customers was Skyborne, a D. R. Horton development of 2,500 single-family homes. The development was completed on-schedule, reviews were being processed in a timely fashion, and all constructed infrastructure met or exceeded the District's standards.

**Sanitary Sewer Master Plan at MCAGCC, JB Young & Associates, Marine Corps Air Ground Combat Center (MCAGCC), Twentynine Palms, CA:** Project Engineer for the preparation of a sewer master plan which included a condition assessment of entire base sewer network including nine raw sewage pump stations. Also, as a follow-up to the Master Plan recommendations, sewer network rehabilitation project was completed. Work also included bypass pump design and specification, detailed hydraulic calculations, and a compilation of the list of proposed upgrades. Assisted with the Sewer CAD computer modeling of the existing sewer network at the Base.

**Construct and Repair Sewer Mains-Variou Locations at MCAGCC, JB Young & Associates, Marine Corps Air Ground Combat Center (MCAGCC), Twentynine Palms, CA:** Project Manager for the first phase of an overall assessment of the MCGACC sewer system. Project work included conducting an audit of the sewer collection system and nine sewer pump stations, and creating a Master Plan for sewer pump station conditions assessment. Work during the second phase included development of a detailed design for nine sewer pump stations to service future developments, as well as numerous replacement sections of VCP sewer mains to update an aged sewer collection system to comply with federal and state regulations. Conditions requiring sewer main replacement included displaced joints, pipe fractures and sags, and hydraulic deficiencies. The project also involved development of logistical plans for the replacement of sewer main sections while limiting interruption of service.



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# **QK PROPOSAL**



## **RIVERSIDE LOCAL AGENCY FORMATION COMMISSION**

### **Request for Proposals (RFP)**

Focused Water Municipal Service Review  
Murrieta Area



Great Communities. Healthy Environments. By Design.



October 29, 2018

Riverside LAFCO  
Attn: George Spiliotis, Executive Officer  
6216 Brockton Ave., Suite 110  
Riverside, CA 92506

**Subject: Proposal to Prepare a Focused Water Municipal Service Review for the Murrieta Area**

Dear Mr. Spiliotis:

QK is pleased to submit this proposal to prepare a Focused Water Municipal Service Review (MSR) for the Murrieta Area for the Riverside Local Agency Formation Commission (Riverside LAFCO). Our proposal reflects our extensive and diverse experience in working with public agencies and, particularly, our deep understanding of the LAFCO requirements to prepare a MSR. As shown within the information provided in this proposal, QK has extensive LAFCO experience in overseeing, reviewing, and presenting MSRs to LAFCO Commissions both as hired consultants as well as LAFCO staff.

Our proposed scope of work and cost are responsive to direction contained in your RFP. Our role is most easily explained as an extension of Riverside LAFCO staff and the Executive Officer.

For this project, QK will work alongside frequent teaming partner Policy Consulting Associates (PCA) in order to provide financial analysis for the MSR. We have assembled an experienced and highly qualified team that includes not only knowledgeable policy planners, but also staff that have been public servants for LAFCOs, cities, and counties and who have significant knowledge and experience with water and wastewater municipal services, infrastructure and financial issues.

Please do not hesitate to contact Jerome by phone (559) 449-2400 or e-mail [Jerome.keene@qkinc.com](mailto:Jerome.keene@qkinc.com) if you have any questions or require additional information. We look forward to your response.

Sincerely,



Jerome Keene, AICP  
Project Manager



Amber Adams  
Vice President of Business and Operations

P180631

# **Proposal**

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## **RIVERSIDE LOCAL AGENCY FORMATION COMMISSION**

Focused Water Municipal Service Review  
Murrieta Area

Riverside LAFCO  
Attn: George Spiliotis, Executive Officer  
6216 Brockton Ave., Suite 110  
Riverside, CA 92506  
Email: [info@lafco.org](mailto:info@lafco.org)



601 Pollasky Ave, Suite 301  
Clovis, California 93612

(559) 449-2400

**October 29, 2018**  
P180631

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Appendix - Team Member Resumes

# Proposal – Riverside LAFCO

## Focused Water Municipal Service Review

### Murrieta Area

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## Firm Overview

### Firm Profile

QK has a diverse staff of more than 115 employees in six California offices – Clovis, Visalia, Porterville, Bakersfield, Merced, and Roseville.

QK is built on five distinct areas of expertise that work together to make the built environment possible. We have the industry's most creative professionals in:

- Engineering & Construction Mgmt.
- Survey & GIS
- Urban Design & Landscape Architecture
- Planning
- Biology & Environmental Permitting

Within these five areas of expertise, QK's specialized experience helps visionary clients throughout California. Our services include:

- Civil Engineering
- Traffic Engineering
- Utility Coordination
- Construction Management
- Labor Compliance
- Land Surveying
- Geographic Information Systems
- Urban Design
- Landscape Architecture
- Land Use Planning
- Environmental Planning
- Biological Resources
- Environmental Permitting

**Since 1972**, QK has successfully partnered with cities, counties, state agencies, and other public agencies, to use our talents and services in the development of efficient solutions that have lasting positive impacts. These efforts result in the establishment of sustainable communities that offer a better quality of life.



QK is the most helpful infrastructure firm in California:

- Over 45 years of service throughout California
- Key personnel with experience in working for local government and affiliated agencies
- Professionally registered, licensed or certified staff in a variety of disciplines (**PE, TE, PTOE, PLS, CFedS, AICP, ASLA, LEED AP, QSD/QSP, PMP, ISI, ENVSP, CASp**)
- A verifiable record of widely varied and successful project experience
- Direct, concentrated involvement of senior professionals
- Documented Quality Management Program (QMP)
- Effective Project Management utilizing real-time Deltek Vision integrated management platform and reporting

### Additionally, QK is:

- **A CALAFCO Associate Member**
- **A California Rural Water Association (CRWA) Preferred Provider**
- A San Joaquin Valley Blueprint Award Winner
- A Tulare County Association of Governments Local Motion Award Winner
- An ACEC, APWA & APA Project Award Winner
- A Three-time honoree Zweig White Hot Firms List
- A Five-time honoree California Engineering News Record Top Design Firms



## Technical Capabilities



### **Planning/Land Use**

QK's expertise in land use and policy planning helps clients with complex projects and then proposes common sense solutions. Our planning staff is accustomed to policy planning consulting services for both the public and private sectors. Many of our staff have experience in public sector planning, working for cities and counties.

QK understands the significant task of guiding a project, plan, or study from concept to reality. Our policy plans promote efficient and sustainable land development, incorporate development and redevelopment patterns that optimize existing infrastructure investments, and consume less land that can then remain available for agriculture, open space, and natural systems.

Our planning staff has a successful track record of leaders' and residents' support for their community's plans. QK's planners benefit our clients by understanding the interests of stakeholders and residents. Our experience includes:

- LAFCO Municipal Service Review (MSR) and Sphere of Influence (SOI) Reports
- LAFCO Changes of Organization (Annexations, etc.)
- General Plan Updates
- Zoning Codes - Both Traditional and Form Based Codes
- Land Use Master Planning
- Site Planning
- Specific Plans
- Community Plans
- Corridor Plans
- Design Guidelines and Development Standards
- Williamson Act Administration
- On-site and On-call Planning Department Support/Extension of City Staff

### **Public Outreach/Stakeholder Participation**

After more than 45 years of helping clients build and live in the environments they're dreaming of, we have learned that winning the imagination of the community and its leaders is as important as the project itself, whether it is a Specific Plan or a comprehensive General Plan Update. Our ability to envision what the community wants means the planning document is approved with strong public support. A successful planning document encourages responsible growth, while avoiding additional time and expense for future revisions.

QK generates public awareness, understanding of, and general consensus of key planning concerns. No one is better at aligning stakeholders behind a common set of interests. We help our clients get everyone on the same page. Our outreach experience includes:

- Task Force and Advisory Committee Meeting Facilitation
- Stakeholder Interviews
- Public Participation Plans
- Walking Tours/Bus Tours
- Surveys/Questionnaires
- Turning Point Real Time Surveys
- Design Charettes
- Public Open Houses
- Visioning Workshops
- Public Hearings



ENGINEERING DESIGN &  
CONSTRUCTION MGMT.

### **Civil Engineering**

QK is a leader in providing civil engineering services in the San Joaquin Valley. We've been helping public and private sector clients for over 45 years. Our team of professionals has a wealth of experience on a variety of project types. Our experienced professionals have expertise in all critical subdisciplines of civil engineering.

Our decades of experience in providing engineering services to public agencies throughout the state makes us the most helpful firm in California to provide a complete array of services, including the following:

- Preliminary Design Reports (PDRs)
- Utility Planning and Coordination
- Storm Drainage Design
- Water Storage, Distribution, and Supply
- Sanitary Sewer Design
- Water and Wastewater Treatment
- Management Plans for Water, Sewer, and Storm Drainage
- Infrastructure Master Plans and Fee Studies
- Street and Road Design
- Roundabout Design
- Grade Separations
- Traffic Signal, Signage, and Pavement Delineation Design
- Pavement Management
- Construction Engineering, Observation and Monitoring, Management, and Permitting
- Development Plan Checking Services
- Grant Writing and Project Funding Assistance
- Contract City or District Engineer Services

## **General Expertise**

### **Expert Solutions for Today's Water Challenges**

Water is the lifeblood of every community, and its efficient and dependable collection storage and distribution is vital to our quality of life. Through every project and process, no one better understands this than QK.

For more than 45 years, QK has been partnering with municipal agencies and water districts, providing expert professional services designed to ensure that this most vital of resources remains safe and reliable.

Our role as the Contract City Engineer for eight cities and Project Engineer and/or District Engineer for 15 water and/or special districts provides an understanding of the unique challenges faced by these types of agencies. QK has broad experience developing feasible, efficient water facility design solutions. QK's team includes a diversity of specialists who are committed to helping clients complete projects from conceptual planning to finished construction.

QK is one of the largest consulting firms in central California and provides full-service civil engineering and environmental planning services.

Our areas of expertise in water systems include:

- Storage Tanks
- Booster Pumps
- Groundwater Wells
- Distribution System Piping
- Infrastructure Master Planning
- Hydraulic Analyses
- Water Management Plans
- Water Connection Fees and Rate Studies



## Wastewater Expertise

The efficient and dependable treatment of wastewater is vital to our quality of life. It is imperative that wastewater be disposed of without endangering our communities and the natural environment. QK understands the scientific advancements and complex regulatory issues that must be addressed to keep our communities and environment healthy.

Our areas of expertise with wastewater systems includes:

- Wastewater Treatment Plants
- Sanitary Sewer Pump Stations
- Gravity and Force Mains
- Sanitary Sewer Master Plans
- Distribution System Piping
- Sewage Lift Stations
- Computer Modeling of Sewer Systems
- Hydraulic Analyses
- Sewer Rate Studies and Connection Fees
- Sewer Overflow Management Plans

## Financial Analysis of Delivery Systems

Our teaming partner Policy Consulting Associates (PCA) is a policy planning consulting firm experienced in the full spectrum of services related to the financing of public infrastructure and government services, land use and conservation planning, and government organization. PCA's professional staff includes specialists in public policy, financial analysis, land use and government organization. PCA excels in preparing concise analyses that disclose risks and impacts, support decision making, and provide solutions to cities, counties, special districts and multijurisdictional authorities.

## Water and Wastewater Service Organization Analysis

QK and PCA's services are complimentary and would be used as a part of Local Agency Formation Commission (LAFCO) proceedings, discussions or negotiations between existing agencies involved in possible reorganizations or common purpose efforts. Collaboratively, PCA and QK is capable of preparing detailed review of water and wastewater service organization staffing levels, preventive maintenance programs, operational procedures for sampling frequencies, quality control procedures and frequency of violations. The team also prepares documentation of alternative organizational options, and estimates of impacts upon existing entities.

## Governmental Organization Analysis

Both QK and PCA have extensive experience in performing Municipal Service Reviews for LAFCOs throughout the state of California. Over the years, we have found value in keeping accurate and detailed accounts of the government agency documents we inspect as a part of our analysis.



## Presenting and Analyzing Information

QK has more than 45 years experience collecting and compiling municipal service agency documentation for review. Data collected from available sources, such as, but not limited to, capital improvement budgets, maintenance records, master plans and adopted budgets, will be analyzed utilizing Excel spreadsheets, AutoCAD and ERSI GIS mapping analysis software. These tools will allow visualization of the data to properly assess all agency water and wastewater systems and their relation and/or proximity with adjacent systems.

We pride ourselves on the detailed analyses of municipal services and preparing robust and defensible MSR documents that are readable, technically sound, and meet the requirements of the Cortese-Knox-Hertzberg Reorganization Act of 2000. Our key staff have experience working in for cities, counties, and LAFCOs, and have prepared and presented analytical reports to Councils, Planning Commissions, and LAFCOs.

## Stakeholder Input

As described under the “Technical Capabilities” section above, our planning staff has a successful track record of leaders’ and residents’ support for their community’s plans. Stakeholder input is crucial to the successful acceptance of the MSR. The stakeholders are the most knowledgeable about their technical information. We work hard to ensure that their information is factually presented in the MSR to earn their trust and avoid confusion and delay.

## Public Outreach and Input

As described under the “Technical Capabilities” section above, QK generates public awareness, understanding of, and general consensus of key planning concerns. No one is better at aligning stakeholders behind a common set of interests. For more than 45 years we’ve help our clients get everyone on the same page. Our outreach experience includes:

- Task Force and Advisory Committee Meeting Facilitation
- Stakeholder Interviews
- Public Participation Plans
- Surveys/Questionnaires
- Turning Point Real Time Surveys
- Town Hall Meetings
- Public Open Houses
- Public Hearings

## Multi-Agency Partnerships and Problem-Solving

As an example, we have recent experience working with multiple jurisdictions in Orange County to determine which of three agencies is best suited to take over operational responsibility for San Juan Capistrano’s water and wastewater system. Our approach was to analyze each agency’s existing systems, operations, and resources to determine which agency could be recommended to provide the best service to the public.

## Service and Policy Issue Resolution

Because members of our team have worked for public agencies in the past, we understand the need to develop creative policies that fit the specific situation. We can pull idea from previous experiences and previous policies that we have written, and then make adjustments to fit the situation.

## Working with Divergent Interests

Our team has worked on a number of MSRs where multiple agencies were being reviewed at the same time and where they sometimes had differing interests. Our strategy to effectively negotiate these situations is to focus on factual information initially and obtain agreement from participating parties on the data and other nuanced information prior to moving to analysis of the facts. In addition, we understand that public agencies often hold additional data not initially requested that may affect our final analysis. It is our mission to confirm



with each agency that we have all of the information required to ensure that each agency is represented fairly in the final report. Our proposed scope of work reflects that strategy.

### **Management Level of Understanding of Municipal Services**

Since 1972, QK has worked with cities, counties, water districts, school districts, hospital districts, community service districts, mosquito abatement districts, irrigation districts, and LAFCOs. QK's Principals, Project Managers and planning team have extensive experience in the study and planning of municipal services, including water and wastewater services.

### **Experience in Governmental Organization Analysis, Performance Measurement and Evaluation**

Our team has experience working for local public agencies, having represented City or District staff positions in public meetings and hearings on a variety of planning, engineering, and public works topics. Our approach is to provide a solid, objective analysis of issues with measurable comparisons so as to give decision-makers objective reasons to support their decision.

### **Experience with Service Providers and Regulatory Agencies**

#### **Service Providers**

The majority of QK's business is involved with the design and administration of governmental projects. The firm has been directly involved with all aspects of public works projects, assistance to governmental staff and private development projects overseen by public agencies. QK's past assignments have included sewage systems, storm drainage systems, water distribution, irrigation facilities, wells and pumps, wastewater treatment, aerial mapping control, right-of-way surveys, plan check services, construction management and construction observation.

In addition to the design of water and waste water related facilities, QK has had extensive years of experience with the formation and ongoing operation of Water, Sewer and Community Service District's. The staff of QK is available year-round for assistance to the personnel of the District to deal with their daily and regulatory activities regarding the operation of water and waste water facilities. QK

also assists District personal with their reporting needs and funding needs for the on-going successful operation of the District.

### **The following is a small sample of the many active Special District or Public Agency clients for whom we are the City Engineer, District Engineer, City Planner, and/or where we have a contract to provide on-call engineering services:**

- Hilmar County Water District
- Keyes Community Services District
- Merced Irrigation District
- Le Grand Community Services District
- Planada Community Services District
- Delhi County Water District
- South Dos Palos County Water District
- Midway Community Services District
- Catholic Healthcare West
- Franklin County Water District
- Winton Water & Sanitary District
- Biola Community Services District
- City of Atwater
- City of Corcoran
- City of Delano
- City of Dos Palos
- City of Exeter
- City of Farmersville
- City of Lemoore
- City of Lindsay
- City of Woodlake

#### **Regulatory Agencies**

Understanding the regulatory environment in which our clients operate is essential in conducting a Municipal Service Review. QK's project manager and the project team have extensive experience working with regulatory agencies to successfully process applications for a variety of permits and approvals. Some of the agencies with which we've worked include the Central Valley Regional Water Quality Control Board (CVRWQCB), State Water Resource Control Board (SWRCB), Department of Water Resources (DWR), and California Department of Public Health (CDPH).

The QK Project Team for the project is indicated below. The team includes former LAFCO staff as well as a well-rounded group of experienced planners who have provided a diverse amount of planning contract work for various public agencies. Further information regarding team members' experience and expertise is included within their resumes as an Appendix to this proposal.



# QK Team

The QK Project Team for the project is indicated below. The team includes former LAFCO staff as well as a well-rounded group of experienced planners who have provided a diverse amount of planning contract work for various public agencies. Further information regarding team members' experience and expertise is included within their resumes as an Appendix to this proposal.

## Lead Professionals



**Steve Brandt, AICP**  
**Principal-in-Charge/QA-QC Review**

- Certified Planner, American Institute of Certified Planners (AICP)
- BA, Marketing/Management, Fresno Pacific University

As Principal-in-Charge, Mr. Brandt will provide top-level management oversight of projects to ensure LAFCO's satisfaction, and that all

necessary firm resources are available to support the project. Additionally, he will provide Quality Assurance/Quality Control review of all documents prepared to ensure compliance with QK's Quality Management Program.

Mr. Brandt is an experienced planning professional and former LAFCO Staff Analyst who takes a strong analytical approach to projects to keep them moving forward. Steve has managed both planning and engineering projects from concept to construction, which gives him the experience to view challenges comprehensively and anticipate the real-world results of his proposed plans, policies, and designs. Prior to joining QK, Steve served in current and advanced planning functions with the City of Visalia, He also worked as a planner for Tulare County, where he was a staff analyst for Tulare County LAFCO.

### Mr. Brandt's Project Experience:

Project	Client	Location	Role
City of Madera Municipal Service Review (MSR) and Sphere of Influence Update	Madera LAFCO	Madera, CA	Principal Planner
MSR and Sphere of Influence Update	Green Valley Water District	Corcoran, CA	Principal Planner
City Peer Review of MSR Reorganization Associated with Root Creek Water District	Madera LAFCO	Madera County, CA	Principal Planner
Greater Rio Mesa Area MSR	Madera LAFCO	Madera County, CA	Senior Planner
Oakhurst Area MSR	Madera LAFCO	Madera County, CA	Senior Planner
Morgan Ranch Master Plan and EIR	City of Turlock	Turlock, CA	Project Manager/Senior Planner
General Plan / Zoning and Subdivision Ordinance Update	City of Hanford	Hanford, CA	Project Manager/Principal Planner
Contract Planning Services	City of Lemoore	Lemoore, CA	Principal Planner/Contract City Planner



**Jerome Keene, AICP**  
**Senior Planner/Project Manager/Primary Contact**

- Certified Planner, American Institute of Certified Planners (AICP)
- MS, Community Development, University of Nebraska, Lincoln (2018)
- BA, Geography, California State University, Fresno

Mr. Keene will serve as the primary point of contact between Napa LAFCO and the QK team. He will be responsible for maintaining the project’s schedule and budget. In addition, Mr. Keene will oversee the preparation of the MSR and will represent QK at all meetings.

Mr. Keene has reviewed many large development projects, while also overseeing CEQA and General Plan compliance for various public agencies. His experience includes the review of Master Plans and General Plans to ensure that individual project plans remain consistent with the intent of the General Plan. Mr. Keene is also a former LAFCO Executive Officer and has undertaken and reviewed numerous MSR and SOI related projects.

**Mr. Keene’s Project Experience:**

Project	Client	Location	Role
San Juan Capistrano MSR	Orange County LAFCO	Orange County, CA	Senior Planner
City of Madera MSR and Sphere of Influence Update	Madera LAFCO	Madera, CA	Senior Planner
MSR and Sphere of Influence Update	Green Valley Water District	Corcoran, CA	Senior Planner
City Peer Review of MSR Reorganization Associated with Root Creek Water District	Madera LAFCO	Madera County, CA	Senior Planner
Madera Ranchos MSR and Sphere of Influence Update	Madera LAFCO	Madera County, CA	Senior Planner
City of South Lake Tahoe, MSR and Sphere of Influence Update	El Dorado LAFCO	South Lake Tahoe, CA	Senior Planner
City of Placerville, MSR and Sphere of Influence Update	El Dorado LAFCO	Placerville, CA	Senior Planner
Greenfield County Water District, MSR and Sphere of Influence Update	Kern LAFCO	Kern County, CA	Senior Planner.
Enos Lane Public Utility District, MSR and Sphere of Influence Update	Kern LAFCO	Kern County, CA	Senior Planner
Greater Coarsegold Area, MSR and Sphere of Influence Update	Madera LAFCO	Madera County, CA	Senior Planner
Community Development Support, Community Development Department	City of Delano	Delano, CA	Senior Planner/ Interim Community Development Director
Contract Planning Services	City of Sanger	Sanger, CA	Senior Planner/Contract City Planner
Contract Planning Services	City of Dinuba	Dinuba, CA	Senior Planner/Contract City Planner

## Additional Key Staff



**Ken Bonesteel, PE**  
**Infrastructure/Engineering Analysis**

- BS, Civil Engineering, Purdue University
- Registered Professional Civil Engineer, State of CA, No. 43813

Mr. Bonesteel will provide MSR-level evaluation of the municipal water systems currently in place.

Mr. Bonesteel has 11 years of experience in management of the municipal water districts, West Kern Water District and Tejon-Castac Water District. He has developed water supply strategies for near and future demands, developed water quality plans, and oversaw reporting to state agencies. He has worked with Kern County LAFCO

to change spheres of influence through annexations. He has secured state Water Board permits for water treatment and wastewater treatment facilities. He has also managed many large capital improvements through design and construction. He has been instrumental in delivering projects that are cost effective and reduced power costs.

**Mr. Bonesteel's Project Experience:**

Project	Client	Location	Role
San Juan Capistrano MSR	Orange County LAFCO	Orange County, CA	Senior Engineer
Annexation No. 5	Tejon-Castac Water District	Kern County, CA	Project Manager
Wastewater Treatment Plant Expansion	Tejon-Castac Water District	Kern County, CA	Project Manager
Reservoir 2 Dam Repair	Tejon-Castac Water District	Kern County, CA	Project Manager
Kern Water Bank Canal	Kern Water Bank Authority	Kern County, CA	Project Manager
Wells and Collection System	Kern Water Bank Authority	Kern County, CA	Project Manager



**Jessica Bispels**  
**Assistant Planner/Data Collection**

- BA, Urban Studies: Urban Planning, University of Pittsburgh

Ms. Bispels will assist with data collection from the agency service providers being analyzed.

Ms. Bispels takes an interdisciplinary approach to the many projects of QK. Originally from Pennsylvania, she has worked with a broad range of municipal service providers and understands the

importance of identifying the particularities of each organization in order to foster the best results. With experience in the public sector, she understands and embraces the need for public participation for any type of Planning project.

**Ms. Bispels' Project Experience:**

Project	Client	Location	Role
Green Infrastructure Implementation	City of Pittsburgh Water and Sewer Authority	Pittsburgh, PA	Analyst
Chowchilla Subdivision & Zoning Ordinance Update	City of Chowchilla	Chowchilla, CA	Assistant Planner
KART Station Site Selection Study	Kings Area Rural Transit	Kings County, CA	Assistant Planner



# Subconsulting Firm

## Policy Consulting Associates, LLC (PCA) *Cost, Benefits, and Feasibility Analysis*

EPS will be responsible for evaluating the costs, benefits, and feasibility of local government reorganization as it pertains to this Countywide Water and Wastewater MSR. Completion of this type of government organization study draws upon the EPS’s expertise in fiscal analysis, public finance, and land use planning, along with a thorough knowledge of local government forms and options.

### Firm Profile

Policy Consulting Associates, LLC (PCA)  
1775 E Palm Canyon Dr. #110-17  
Palm Springs, CA 92264  
Ph: (310) 936-2639  
www.pcateam.com

Policy Consulting Associates offers excellent credentials. The principals have advanced degrees in related disciplines, high-level skills in economics and planning, as well as experience working for many California agencies and 28 LAFCOs around the State.

Policy Consulting Associates prepares interdisciplinary research studies, performance evaluations, as well as financial, regional, and long-term plans for a variety of public agencies in California. The firm was developed on the cornerstone of providing clear, concise, and cost-effective analysis for the public sector to better leverage limited financing. Together, the two principals, Oxana Wolfson and Jennifer Stephenson, offer a rich history of research and analytic experience having over 22 years of combined LAFCO involvement. PCA has authored nearly 500 Municipal Service Reviews for every possible municipal service provided by California public agencies, including backbone services such as fire, water, and wastewater, but also rare and unique services like cemetery, homelessness, vector control, library, and harbor services to name just a few. PCA’s LAFCO experience also covers the spectrum of government structure options, including incorporation, annexation, detachment, consolidation, functional consolidation, and dissolution. PCA conducts applied research on performance, financing, growth, and optimal boundaries of government agencies that help policymakers make well-informed policy decisions.

PCA’s reports are organized in a format that is easily interpretable for planning purposes. The firm prides itself in producing highly desired multi-agency comparative analysis reviews, which are included in nearly every

MSR completed by PCA. PCA’s other distinguished skills include fostering inter-agency communication, significantly minimizing the burden on agencies under review, arbitrating cooperation on contentious issues, thinking “outside the box,” and creating original policy solutions depending on the needs of the community and client agency. This combination of skills and experience is reflected in numerous projects of both, first and second generation MSR’s.

PCA provides staff support services to eight LAFCOs, fulfills the duties of the Deputy Executive Officer for Sutter, Lassen, and Modoc LAFCOs, and serves as an Executive Officer for Plumas LAFCO.

### Key Personnel

#### Jennifer Stephenson, MPP *Principal*

- MA, Public Policy, Pepperdine University

Ms. Stephenson will serve as project manager and liaison between PCA and QK. She will head the financial portion of the MSR report, including meet with agency representatives, perform data analysis, draft MSR financial sections, and present findings to the Commission.

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 part of PCA, Jennifer has been involved in review studies for Santa Clara, Alameda, Placer, Plumas, Lake, Colusa, Lassen, Calaveras and Fresno counties. She has co-authored incorporation studies, annexation studies, and infrastructure needs assessments.

- Serving as an Executive Officer of Plumas LAFCO.
- Serving as Deputy Executive Officer of Sutter, Lassen, and Modoc LAFCOs, and providing staff support services at eight LAFCOs.
- **Author and/or project manager of over 200 municipal service reviews** and other studies, all completed punctually, within budget, and with complete client satisfaction.
- Operating a successful business with an outstanding reputation for over seven years, overcoming a period of recession in business start-up phase.
- Project manager of San Juan Capistrano Wastewater and Water Utility Reorganization Study – Infrastructure Assessment.
- Served as project manager for the Plumas, Santa Clara, Yolo, Amador, Mendocino, Lassen, Calaveras, and Alameda County special district and city MSR, which covered water, wastewater, healthcare, and fire services, to name a few.
- **CALAFCO University and Conference instructor** of Understanding Health Care Districts and the Role of LAFCO, Fiscal Health of Fire Protection Districts, Getting to the Nitty Gritty of Consolidation Options, and The New Normal- How the Economy is Affecting Service Provision.
- Primary contributor and project manager of the CALAFCO award-winning Santa Clara Water Municipal Service Review.
- Stephenson assisted with fiscal analysis and analysis of service levels for governance studies conducted of annexation and cityhood in north Los Angeles County and in East Los Angeles.
- 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 Southern California Association of Governments (SCAG) region.

### **Oxana Wolfson, MPP** **Principal**

- MA, Public Policy, Pepperdine University

Oxana Wolfson will be responsible for day-to-day internal coordination of the PCA team members. She will oversee data accumulation, review internal drafts, and tactically guide the development of the project. As an internal project manager, Ms. Wolfson will provide project finance management and ensure that the project adheres to established timelines.

Ms. Wolfson is a co-founder and principal of PCA, where she specializes in service benchmarking analysis, economic and growth analysis, and data collection coordination. She has technical expertise in data discovery, regulatory agency research, review of agency documents, qualitative and quantitative analysis, comparative analysis, government structure options evaluation, and policy solutions. She has completed service reviews for agencies in over 20 California counties and contributed to regional infrastructure finance studies.

- Co-author of San Juan Capistrano Wastewater and Water Utility Reorganization Study – Infrastructure Assessment.
- Serving as a co-author for Calaveras CSD MSR, San Joaquin Reclamation Districts MSR, and Orange County San Juan Capistrano MSR.
- Co-author and project manager for the City of Chico MSR.
- Co-authored and served as a project manager for Calaveras County Fire MSR, Solano County Fire MSR, Solano County RCD MSR, Placer Fire MSR.
- Project manager of San Juan Capistrano Utility Reorganization Study.
- Co-authored MSRs for Alameda, Amador, Calaveras, Fresno, Lassen, Contra Costa, Colusa, Plumas, Mendocino, Santa Clara, Yuba, Yolo, and the award-winning Santa Clara Countywide Water MSR.
- **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.



## Related Experience

Below is a listing of similar related experience our team has completed within the past five years.

### QK

#### Alameda County LAFCO

##### **Countywide Municipal Services Review and Related Sphere of Influence Updates (in process)**

**Contact:** Rachel Jones, Executive Officer  
1221 Oak Street, Rm. 555  
Oakland, CA 94612  
Ph: (510) 271-5142

QK was recently selected to provide Countywide Municipal Services Review and Related Sphere of Influence Updates for Alameda County LAFCO. The MSR will cover the topics of water, wastewater, flood control, and storm drainage. QK will act as an extension of LAFCO staff and the Executive Officer and will provide the third-party point of view that LAFCOs are mandated to offer as it relates to urban growth, and municipal service delivery.

#### Orange LAFCO

##### **San Juan Capistrano Municipal Services Review (in process)**

**Contact:** Carolyn Emery, Executive Officer  
Orange LAFCO  
2677 N. Main Street, Suite 1050  
Santa Ana, CA 92705  
Ph: (714) 640-5100

As a subconsultant, QK assisted with the development of a Municipal Services Review for Orange County LAFCO which covered the City of San Juan Capistrano’s water, wastewater, and recycled water systems. The project included technical analysis and recommendation of the best nearby special district to acquire and operate these City services to improve the efficiency of service provision. The choice was made from three neighboring special districts. The MSR was adopted in September 2018.

#### El Dorado LAFCO

##### **Cities of Placerville and South Lake Tahoe Municipal Service Reviews and SOI Updates**

**Contact:** Jose Henriquez, Executive Officer  
550 Main St E  
Placerville, CA 95667  
Ph: (530) 295-2707

QK was contracted by the El Dorado LAFCO to prepare the MSRs and SOI updates for both the Placerville and the City of South Lake Tahoe. The City of Placerville is the county seat of El Dorado County located in central El Dorado County along Highway 50 and has a population of approximately 10,000 residents. The City of South Lake Tahoe is in eastern El Dorado County, abutting the California/Nevada state line, and has a population of approximately 21,000 residents. These projects were done as individual reports with separate data collection and analysis to determine the appropriate findings and ultimately Sphere of Influence determinations. The MSRs were adopted by the El Dorado LAFCO Commission August 2017 and September 2016, respectively.

#### Kern County LAFCO

##### **Greenfield County Water District and Enos Lane Public Utility District Municipal Service Reviews and SOI Updates**

**Contact:** Rebecca Moore, Executive Officer  
5300 Lennox Avenue, Suite 303  
Bakersfield, CA 93309  
Ph: (661) 716-1076

QK was contracted by the Greenfield County Water District (GCWD) and Enos Lane Public Utility District (ELPUD) to work with Kern County LAFCO to prepare each district’s respective MSR and SOI update. GCWD provides potable water service to approximately 2,900 customers both within the City of Bakersfield and the unincorporated territory of Kern County. ELPUD provides potable water service to approximately 90 residential, commercial and industrial lots in the unincorporated area of Kern County, approximately eight (8) miles west of the City of Bakersfield. The MSRs for the GCWD and ENPUD were adopted by the Kern LAFCO Commission in December 2015 and May 2015, respectively.



## Madera County LAFCO

### **City of Madera Municipal Service Review and Sphere of Influence Update (in process)**

**Contact:** Dave Braun, Executive Officer  
200 West 4th Street  
Madera, CA 93637  
Ph: (559) 675-7821

QK is preparing an MSR and SOI for the City of Madera and surrounding special districts. The regional approach to the MSR and SOI Review allows for a comprehensive analysis of how the agencies provide the range of municipal services to its residents while reviewing its potential growth in accordance with state and local mandated requirements, discussed below. QK is acting as an extension of LAFCO staff and the Executive Officer and is providing the third-party point of view that LAFCO's are mandated to offer as it relates to urban growth, municipal service delivery, and agricultural land/ open space preservation issues. The MSR is complete and out for public review. Adoption is anticipated in the next few months.

### **Madera Ranchos Municipal Service Review**

QK aided Madera LAFCO in the completion of an MSR for the unincorporated community of the Madera Ranchos. The MSR's purpose was to provide an overall plan with accompanying policies to facilitate the creation of a new governance structure for this unincorporated community. The MSR addressed infrastructure needs and deficiencies, growth and population projections for the affected area, financing constraints and opportunities, cost avoidance opportunities, opportunities for rate restructuring, opportunities for shared facilities, government structure options, and evaluation of management efficiencies. The MSR also included a survey of the preferred municipal services the residents wished to see included within any new service provider for the area. The service providers studied included the Maintenance Districts 10, 10A and 95. This MSR was adopted by Madera LAFCO in May 2014.

## QK Additional Experience

In addition to the projects listed in the references section and samples above, QK has also performed the following MSR/SOI updates within the last five years.

### **Siskiyou LAFCO**

**Municipal Service Review and Update Sphere of Influence – drafts for two cities in process**

### **Green Valley Water District**

**Municipal Services Review & Sphere of Influence Update - completed**

### **Madera LAFCO**

**Peer Review Services: Clayton Water District MSR and Triangle T Water District MSR - completed**

Click below to view these projects online:

#### **Orange LAFCO**

*San Juan Capistrano Municipal Services Review (in process)*

#### **El Dorado LAFCO**

*City of Placerville Municipal Service Review and SOI Updates*

#### **El Dorado LAFCO**

*City of South Lake Tahoe Municipal Service Review and SOI Updates*

#### **Madera County LAFCO**

*City of Madera Municipal Service Review and Sphere of Influence Update*

#### **Madera County LAFCO**

*Madera Ranchos Municipal Service Review*



## PCA Related Experience

PCA has an abundance of experience relevant to LAFCO, review of services, governance structure options and complex policy issues. In the last several years, PCA has been involved in an extensive number of municipal service reviews and SOI updates, many of which were focused on water and wastewater services. Simultaneously, PCA has been providing Executive Officer, Deputy Executive Officer and LAFCO staff support services to several LAFCOs. The following provides a brief description and references for the positions held or projects completed.

### Santa Clara LAFCO

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

At the end of 2013, PCA finished the second-tier service review update for districts providing wastewater, open space and transportation services in Santa Clara County. The review was performed at an in-depth level with analysis of changes since the last MSR, major policy issues, and governance and planning options for the future. Jennifer Stephenson acted as Project Manager of this project.

Additionally, a countywide water MSR was completed in 2012 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.

### Amador LAFCO

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

PCA conducted a second round MSR update for all the districts and cities in Amador County. The MSR update was completed in May 2014. Jennifer Stephenson acted as Project Manager for this project.

## Plumas, Lassen, Modoc, Sutter, Calaveras, Colusa, Lake, and Yuba LAFCOs

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

PCA has works closely with Mr. Benoit in the eight counties where he provides Executive Officer services. PCA has conducted multiple MSRs and SOI updates for these LAFCOs. In addition, Ms. Stephenson works under Mr. Benoit in Sutter, Lassen, and Modoc LAFCOs where she is Deputy Executive Officer and has provided staff support services in the form of drafting staff reports, assisting with processing applications, and presentations at meetings.

### Yolo LAFCO

**Contact:** Christine Crawford, Executive Officer  
625 Court Street Suite 203  
Woodland, CA 95695  
Ph: 530-666-8048

PCA conducted a focused MSR on the City of Davis and surrounding county service areas which were affected by city services. The MSR was completed July 2016, and resulted in several improvements to operational and management efficiencies for the county service areas.

### Fresno LAFCO

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

PCA conducted a comprehensive MSR and an SOI update on the City of Fresno, with the main focus on the city expansion plans and the General Plan update that was taking place concurrently with the MSR. The project was adopted in July 2016. PCA also completed municipal service reviews for a park and recreation district and a mosquito abatement district in Fresno County in 2013.



## Placer LAFCO

**Contact:** Kris Berry, Executive Officer  
110 Maple St  
Auburn, CA 95603  
Ph: (530) 889-4097

PCA was hired to conduct an MSR and SOI study for fire providers in the western portion of the County. The report was adopted in June 2017. Oxana Wolfson managed this project. It resulted in the initiation of consolidations and collaborative financing efforts by several of the fire agencies.

## Solano LAFCO

**Contact:** Elliot Mulberg, former Executive Officer  
675 Texas Street, Suite 6700  
Fairfield, CA 94533  
Ph: 916-217-8393

PCA prepared two municipal service reviews that covered all the fire service providers in Solano County and resource conservation districts. The Countywide Fire MSR was completed and adopted in October 2014, while the Resource Conservation Districts MSR was adopted in 2015. Oxana Wolfson served as a project manager on both projects. The Fire MSR resulted in the initiation of consolidations and collaborative financing efforts by several of the fire agencies.

## Orange LAFCO

**Contact:** Debra Kurita, Assistant Executive Officer  
6277 N. Main Street, Suite 1050  
Santa Ana, CA 92705  
Ph: 714-640-5100

PCA is preparing an infrastructure assessment (part of a focused MSR) for Orange LAFCO of the City of San Juan Capistrano's utility systems, evaluating alternative agencies that could potentially provide water and wastewater services to City residents. The project is in the final stages.



# Anticipated Project Approach

## Project Understanding

Riverside LAFCO (LAFCO) is tasked with updating MSRs of local agencies within its jurisdiction. LAFCO is seeking the assistance of a consulting firm for the preparation of an MSR to analyze the feasibility of reorganization of water and wastewater services of an identified study area within the City of Murrieta. The feasibility analysis includes review of existing water districts that provide similar services in and around the study area. These agencies include the Western Municipal Water District (WMWD), Eastern Municipal Water District (EMWD), Rancho California Water District (RCWD) and Elsinore Valley Municipal Water District (EVMWD). More specifically, LAFCO is requesting significant analysis regarding existing infrastructure conditions, water delivery and supply resources, and possible reorganization of the local governmental structure to better service the customers within the Murrieta Study Area (Study Area), which comprises about eight (8) square miles of the City of Murrieta, Rainbow (approximately 545 acres) and Rock Mountain (approximately 1,355 acres).

Any MSR prepared by the qualified consultant would be prepared in accordance with the Cortese-Knox-Hertzberg Reorganization Act of 2000 (CKH), LAFCO Service Review Guidelines, and Riverside LAFCO's Policies and Guidelines. The service area approach to the MSR would allow for a comprehensive analysis of how these agencies provide water and wastewater municipal services to residents within the Study Area in accordance with state and local mandated requirements, discussed below. Lastly, QK would be acting solely as an extension of LAFCO staff and the Executive Officer and therefore would provide the third-party point of view which LAFCO's are mandated to offer as it relates to urban growth, municipal service delivery, and agricultural land/open space preservation issues.

Local service providers' operations are financed generally through property tax collection, rate collection, and special assessments or fees for services. The delivery of those municipal funded services by each agency is a prime issue that LAFCOs are tasked with evaluating. CKH envisions the MSR review process to aid in achieving LAFCO's mandate and responsibility to promote "logical and orderly development and coordination of local

governmental agencies subject to the jurisdiction of the commission to advantageously provide for the present and future needs of the county and its communities."

MSRs that are prepared for LAFCO must contain an analysis of the identified service providers and a written statement of determinations with respect to each of the following areas of review:

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

When conducting a comprehensive review of any service providing agency, information gathering and data collection is crucial to adequately understand the operating state of a local service provider. It is also important to have knowledge of the prior reports, analyses and prior actions undertaken for each agency. Regarding water and wastewater services, an MSR was previously prepared separately in 2005 covering the water districts identified for review. The City of Murrieta was reviewed by an MSR in 2006 but the report did not include any analysis regarding water or wastewater services as the City is the not the purveyor of these services. These documents will provide a baseline for comparison between conditions at the time the agency was last reviewed and the review of the agencies at present.



However, to be clear, the purpose of this MSR is not to simply repeat the information from the prior document. The goal of this MSR would be to provide a summary of past findings but to conduct a new, independent review of the agencies in question as it relates to the current state of their infrastructure, operations and service delivery to residents within the Study Area, in accordance with CKH and Riverside LAFCO policies in order to determine the best configuration and governmental organization for water and wastewater delivery to residents of the study area.

## **General Approach to Project**

Our general approach to completion of the MSR follows a process that we have used in many of the documents we have successfully prepared for other LAFCO's. The basic steps are summarized below.

### **Task 1 – Initiate Project:**

This important first step establishes the foundation upon which the subsequent tasks are built, and includes a review of the scope of work, schedule, deliverables and expectations for the MSR.

### **Task 2 – Contact Agencies and Collect Data:**

The water and wastewater agencies will be the primary sources of considerable data that we will use to prepare the MSR. Our data collection process includes the use of a data request form based on the Study Area, the identified scope of investigation identified by LAFCO, as well as initial and follow-up personal communications.

### **Task 3 – Conduct Data Analysis:**

We will organize and analyze the data that we have collected in order to address each of the topic areas, or determinations, prescribed in the CKH Act for MSRs.

### **Task 4 – Solicit Feedback on Data Collected and Analyze Data:**

We will submit our preliminary analyses to the agencies in order for each of them to corroborate the accuracy of our preliminary analyses. This accuracy check will likely focus on MSR issue areas 1, 2, and 3:

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.

### **Tasks 5 through 9 – Prepare Administrative Draft, Draft, and Final MSR, Meet with LAFCO staff, and the Commission:**

These steps provide for LAFCO staff to first review the thoroughness of the document before it is presented to local agencies, the public and subsequently to the Commission for consideration. We will support LAFCO staff in the public hearing process.

### **Task 10 – Project Management, Coordination, and Quality Assurance:**

This task will be applied throughout the scope of work, and involves ongoing communication with LAFCO staff, proactive attention to and resolution of issues, and skillful project management in order to meet LAFCO's needs.



## Detailed Scope of Work

The following tasks describe our proposed scope of work for completion of the MSR from project initiation through Commission approval. A proposed schedule is also provided.

### Task 1 - Initiate Project

Upon contract execution and notice to proceed, QK's project manager will meet with Riverside LAFCO staff in person to initiate the scope of work described herein. Topics to be covered at the meeting will include the following:

1. Kickoff meeting with LAFCO to establish communication protocols and communication expectations between the QK team and LAFCO staff;
2. Collect available relevant data from Riverside LAFCO;
3. Identify documents and data expected to be available from the identified agencies;
4. Review scope of work and schedule and make revisions as directed by LAFCO staff; and
5. Prepare data request form that will be sent to the identified service providing agencies to obtain information.

#### Deliverables:

- Kickoff meeting notes
- Data and agency request form and/or list

### Task 2 - Contact Agencies and Collect Data

Establishing a good relationship with the staff of the local agencies will be of critical importance. The first step in this task is to contact, either in person or by phone, primary points of contacts, such as the District or City Engineers, City Manager (if necessary), or Public Works Directors, at the agencies in order to establish working relationships and effective lines of communication. In this initial communication, we will also summarize the scope of our work and goals.

As noted in Task 1, QK will prepare a data request list of required information that, after being reviewed and approved by LAFCO staff, will be sent to the agencies to obtain the information needed to complete certain parts of the analysis in accordance with the issue areas listed in Task 3. The data list will not be the sole means of communication with staff; rather, it should be viewed as a convenient checklist that will facilitate the task of

identifying and collecting the requested information. Multiple site visits will be conducted as requested in the draft scope of services to visually observe conditions of existing facilities, such as above ground storage and conveyance facilities.

LAFCO has provided a list of information from the agencies that is readily available. In addition to this information, QK believes additional data and resources will be required. A draft preliminary list of information needs is provided below, with additional sources listed in **BOLD**.

### Probable MSR Data Sources

Water
<b>GIS Data for Water System</b>
<b>Any Known Service Issues</b>
<b>Capital Improvement Budgets (10 Years)</b>
<b>Adopted Operating Budgets</b>
<b>Financial Audits</b>
<b>Any Reports on Condition of Facilities</b>
<b>Regional Water Management Plans</b>
Rate Studies
Water Production and Delivery Records
Water Supply Agreements
Water Master Plans
Interagency Agreements
Wastewater
<b>GIS Data for Wastewater System</b>
<b>Any Known Service Issues</b>
<b>Capital Improvement Budgets (10 Years)</b>
<b>Adopted Operating Budgets</b>
<b>Financial Audits</b>
<b>Any Reports on Condition of Facilities</b>
<b>Infrastructure Leakage Index Validation Reviews</b>
<b>Flow Rate Reports (Peak and Normal)</b>
<b>Spill Reports</b>
Rate Studies
Description of Wastewater Operations
Wastewater Agreements
Wastewater Master Plans
Interagency Agreements



As a follow-up to information provided in the data request form, we will conduct interviews either in person or by telephone to expand the data request list, fill any information gaps and/or obtain answers to any unanswered questions.

### Task 3 - Conduct Data Analysis

The QK team will analyze the data collected in Task 2 as it pertains to the issue areas identified in the CKH Act. The CKH Act requires analysis of, and determinations for, seven issue areas, as listed below.

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

However, as requested by LAFCO, more emphasis will be placed on the infrastructure analysis and viability of the identified agencies to provide efficient, orderly and cost effective services to the Study Area. More specifically, as identified in the proposed scope of work provided within the original Request for Proposals for this project, QK and PCA will expand upon analysis areas #3 and #4. The expanded discussion and analysis will look to address concerns/questions within the Study Area regarding:

- Existing and future water demands of build out of the City of Murrieta in accordance with the adopted General Plan and Downtown Specific Plan, taking into account properties currently served by private wells.
- Probable water supply sources, production capacity, quality, reliability and costs.

- Available water supply sources, transmission, distribution and storage capacity adequacy of existing agencies.
- Capacity and condition of conveyance infrastructure and storage facilities and future needs for potential new infrastructure
- Operating capabilities.
- Preferred water infrastructure plan to serve the existing and future demands of the Study Area and island or holes within vicinity of the Study Area.
- Financial analysis of water supply and infrastructure costs to serve existing needs and future development of the Study Area in accordance with the General Plan and Downtown Specific Plan
- Infrastructure financing capabilities, mechanisms, and costs.
- Ability to respond to emergency repairs and customer calls for service.

### Task 4 - Solicit Feedback on Data Collected and Analyze Data

The purpose of this task is to confirm that the agencies consider the data we collected to be factual and acceptable before the QK team presents its analysis and makes preliminary determinations in accordance with the CKH issue areas. Once the collected data have been organized in accordance with the issue areas described above, the issue areas that will warrant corroboration by the local agencies are MSR issue areas 1, 2, and 3, as listed above.

This strategy has been very successful for us in the past in gaining consensus regarding the data being relied upon for the conclusions in the report. The additional step of requesting feedback and buy-in from the agencies about the facts and data at hand has been shown to facilitate completion of a factual and useful MSR. Once every party is in agreement with the data to be utilized, it is easier to focus on MSR determinations while avoiding arguments over facts. With water and wastewater being a potentially controversial issue, the importance of the feedback and buy-in from the agencies is exceptionally critical for the success of the MSR process.

The memorandum will also include initial findings of the identified specialized areas of study identified by LAFCO listed in Task 3. The initial findings will include discussion points, maps and findings of the initial review of the data. More complete information regarding the infrastructure assessment will be provided for LAFCO



staff review within the appropriate sections of the Administrative Draft MSR in Task 5.

**Deliverables:**

- Memorandum - Preliminary Analysis of MSR Issue Areas 1, 2, and 3 with establishment of analytic thresholds for review of each agency as well as preliminary findings of infrastructure analysis of specialized criteria identified in Task 3.

**Task 5 - Prepare Administrative Draft MSR**

The QK team will prepare an Administrative Draft of the MSR in accordance with Riverside LAFCO's preferred format. The reports will address the issue areas listed in Task 3 and will be supported by tables, graphics, and GIS-based maps, as appropriate. As previously stated, QK and PCA will emphasize the analysis of the infrastructure systems and operations of the water agencies in relation to the potential reorganization of the governmental structure within the Study Area.

**Deliverables:**

- Administrative Draft MSR (one electronic file copy)

**Task 6 - Meet with LAFCO staff**

Upon completion of the Administrative Draft, we will schedule a meeting or conference call with Riverside LAFCO staff in order to review the information contained in the reports. These versions of the reports will contain preliminary determinations. We will look to LAFCO staff to confirm and validate these preliminary determinations before they are incorporated into the public Draft MSR.

**Deliverables:**

- Meeting attendance via teleconference and meeting minutes/action items

**Task 7 - Prepare Draft MSR**

The QK team will prepare the Draft MSR based on feedback, comments and direction on the Administrative Draft received from LAFCO staff in Task 6. We will prepare copies of the Draft MSR as described below.

**Deliverables:**

- Draft MSR (10 hard copies and one electronic file copy)

**Task 8 - Attend and Participate in LAFCO Commission Hearing**

QK will attend and participate in one Commission hearing at which the Draft MSR will be considered. Our level of participation at the hearing will be in accordance with LAFCO staff request, and can include making a presentation of the key conclusions and determinations contained in the report. We assume that any associated SOI Updates will be considered at separate, future Commission meetings and that staff will handle the SOI Updates without the need for assistance.

**Deliverables:**

- Meeting attendance and PowerPoint presentation

**Task 9 - Prepare Final MSR**

QK will prepare the Final MSR following the Commission hearing. The Final reports will address and respond to any direction provided by LAFCO staff as a result of the Commission hearing described in Task 8.

**Deliverables:**

- Final MSR/SOI Study (10 hard copies and one electronic file copy)

**Task 10 - Project Management, Coordination, and Quality Assurance**

This task covers ongoing project management, quality assurance/quality control, and communications between the QK management team and LAFCO staff. We strongly believe in being proactive in identifying and solving issues. Accordingly, if we encounter any obstacles to completing the tasks described in this proposal, we will immediately contact LAFCO staff to discuss possible remedies. We will maintain ongoing telephone and e-mail contact with LAFCO staff in accordance with communication protocols that will be identified during Task 1. While formal meetings are specifically identified in the task descriptions above, we would, for example, be happy to provide status reports via telephone or e-mail on a weekly or bi-weekly basis, if requested.

**LAFCO Staff Assistance**

QK assumes that LAFCO staff would discuss and refine the scope of work during the project initiation meeting, provide advice, review, and feedback on interim deliverables, and collaborate on the presentations to be made at the LAFCO hearings.



## **Conflicts of Interest**

QK is not aware of any potential conflicts of interest with local agencies involved with the study, the City of Murrieta, or landowners or developers in Riverside County.

Jennifer Stephenson of PCA is a resident of the City of Murrieta, however, lives outside the proposed study area and is therefore not affected by this report.

# Preliminary Project Schedule

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8
<p><b>Task 1 - Initiate Project</b> LAFCo Contract Approval Meet with Subject Agency Staff</p>								
<p><b>Task 2 - Contact Agencies and Collect Data</b> Review Agencies' website for existing information Send data request for information to agencies Agencies response due to QK</p>								
<p><b>Task 3 - Conduct Data Analysis</b> Organize and analyze collected data per CKH Act</p>								
<p><b>Task 4 - Solicit Feedback</b> Agency follow-up and site visits Analyze collected data, request additional data as needed Prepare memorandum of initial findings</p>								
<p><b>Task 5 - 9 - Prepare Administrative Draft, Draft and Final MSR, Meet with LAFCo staff, and the Commission</b> Agencies' staff edits to Administrative Draft MSR/SOI Updates due to QK Review and incorporate agencies' staff edits as appropriate Draft MSR/SOI Updates to LAFCo staff Comment period for Draft MSR/SOI Updates</p>								
<p><b>Task 10 - Project Management, Coordination, and Quality Assurance</b> Respond to comments and prepare Final MSR/SOI Update Presentation of Final MSR/SOI Update at Commission Meeting</p>								

- Agency Meeting
- Deliverables
- Public Meeting or Public Hearing

**NOTE 1:** The integrity of the timeline is maintained only if each event is accomplished without additional delays which could be caused by events such as the discovery of an issue or concern that warrants additional work, timely responses from the LAFCo or affected agencies, changes to the project made by the County, significant public controversy, etc..

**NOTE 2:** This schedule is preliminary only and subject to revisions based on discussions with the LAFCo regarding the scope of work, and desired deadlines.



## Anticipated Project Cost

As directed in the RFP, the following is our proposed not-to-exceed total budget amount:

### Not to Exceed Total Budget

Based on the Scope of Work presented in our proposal, we propose to complete the project for a not-to-exceed amount of **\$194,161**. This not-to-exceed fee will be invoiced monthly based upon the work completed within each billing period.

### Cost Breakdown by Task

Task	Description	Total Cost
Task 1	Initiate Project	\$5,800
Task 2	Contact Agencies and Collect Data	\$20,332
Task 3	Conduct Data Analysis	\$47,312
Task 4	Solicit Feedback on Data Collected and Analyze Data	\$23,033
Task 5	Prepare Administrative Draft MSR/SOIs	\$42,173
Task 6	Meet with LAFCO Staff	\$5,547
Task 7	Prepare Draft MSR/SOI Study	\$18,778
Task 8	Attend and Participate in LAFCO Commission Hearings	\$6,314
Task 9	Prepare Final MSR/SOIs	\$10,772
Task 10	Project Management, Coordination, and Quality Assurance	\$14,101
<b>TOTAL NOT-TO-EXCEED COST</b>		<b>\$194,161</b>

### Hourly Rates of Project Team Members

Team Member	Billing Title	Hourly Rate
<b>QK</b>		
Steve Brandt, AICP	Principal Planner	\$157
Jerome Keene, AICP	Senior Planner	\$142
Ken Bonesteel, PE	Senior Engineer	\$180
Jessica Bispels	Assistant Planner	\$97
	Project Administrator	\$88
<b>PCA</b>		
Jennifer Stephenson, MPP	Principal	\$150
Oxana Wolfson	Principal	\$150

# APPENDIX



# Steve Brandt, AICP

*Principal Planner/Project Manager/  
Entitlements Specialist*

## AREAS OF EXPERTISE

- Project Management
- General Plans / Zoning
- Land Development Entitlements
- Annexations / LAFCO
- Master Plans/Specific Plans
- Urban Development Boundaries

## EDUCATION

- BA, Marketing/Management, Fresno Pacific University

## REGISTRATIONS / CERTIFICATIONS

- Certified Planner, American Institute of Certified Planners (AICP), No. 133286

## PROFESSIONAL ORGANIZATIONS

- Member, American Planning Association (APA)

## AWARDS / RECOGNITION

- Hanford Downtown East Precise Plan, Award of Merit – CA Central Section APA, 2014

## PRESENTATIONS

- Urban Growth Boundaries and LAFcos, CALAFco Annual Conference, 2015
- Historic Corridor Project Comes of Age, CA APA Conference, 2013
- Walking Audits: A Tool for a Successful Public Participation Process, CA APA Conference, 2013

Mr. Brandt is an experienced planning professional who takes a strong analytical approach to projects to keep them moving forward. He has managed both planning and engineering projects from concept to construction, which gives him the experience to view challenges comprehensively and anticipate the real world results of his proposed plans, policies, and designs. He believes that the most successful general plans, specific plans, and master plans are those that have strong participation from the public during their preparation. He has led and managed numerous public outreach meetings to get stakeholders' valuable ideas and feedback.

## PROFESSIONAL EMPLOYMENT

2007 – Present	QK, Principal Planner/ Project Manager/Entitlements Specialist
2005 – 2007	Centex Homes, Entitlements Manager
1998 – 2005	City of Visalia, Planning Manager/ Principal Planner
1994 – 1998	Tulare County Resource Management Agency, Planner II/LAFCo Staff Analyst

## PROJECT EXPERIENCE

**City of Madera Municipal Service Review (MSR) and Sphere of Influence (SOI) Update, Madera Local Agency Formation Commission (LAFCo) – Madera, CA.** *Principal Planner.*

Oversaw the Municipal Service Review and Sphere of Influence Update for the City of Madera area in order to facilitate adjustment of the Sphere of Influence consistent with the recently adopted Tax Sharing Agreement with Madera County.

**Municipal Services Review & Sphere of Influence Update, Green Valley Water District – Corcoran, CA.** *Principal Planner.*

Principal Planner for Municipal Service Review and Sphere of Influence Update for the Green Valley Water District in order to facilitate an annexation of lands for delivery and management of water resources.

**City Peer Review of MSR Reorganization Associated with Root Creek Water District, Madera LAFCo – Madera County, CA.** *Principal Planner.*

Oversaw a peer review of a Municipal Services Review prepared for the Root Creek Water District to facilitate annexation of approximately 350 acres of land contiguous to the master planned Riverstone development.

**Greater Rio Mesa Area MSR, Madera LAFCo – Madera County, CA.** *Senior Planner.*

Prepared an MSR for Madera LAFCo that reviewed six special districts in the Rio Mesa area. Prepared Findings which led to a

long-term strategy to consolidate the districts into a single County Service Area that could then become a Community Services District when the population warranted an independent elected board. Submitted portions of the MSR text for public review prior to preparing the full MSR, which proved to be a successful strategy for both engaging the public and incorporating their input early in the process.

**Oakhurst MSR, Madera LAFCo – Madera County, CA.**

*Senior Planner.*

Managed and prepared an MSR that analyzed five County service areas, sixteen maintenance districts, and a private water company in the unincorporated community of Oakhurst. The analysis centered around the question of whether there is a more efficient method of organizing service, such as combining into a single community services district, which could ultimately be governed by the local residents. Independent governance was an issue, as the community is politically split after a failed incorporation attempt a few years earlier. Utilized Turning Point Technology meeting survey tools to poll the group at the community meeting and show them where they had consensus.

**SOI Updates, Tulare County LAFCo – Tulare County, CA.**

*Staff Analyst.*

Provided technical expertise and made recommendations on a number of Sphere of Influence updates for cities and special districts before Tulare County LAFCO.

**City of Dinuba MSR – Dinuba, CA. *Senior Planner.***

Worked with the City to prepare a MSR encompassing water service, wastewater service, parks and recreation, law enforcement, fire protection, and general government services and focus of the expanded services that will be needed within the newly adopted Urban Growth Boundary. The MSR accompanied a request for a Sphere of Influence Update following the City's adoption of an Update to their General Plan.

**Bicycle Master Plan – City of McFarland, CA. *Senior Planner.***

Prepared the City's Bicycle Master Plan, which included a review of existing conditions, needs assessment, recommended bikeway network, support facilities and programs, and implementation plan. The document will help guide the City's policies, programs, and facility improvements to help increase bicycle travel in the City. Community meetings were held to gain input from all stakeholders in developing the plan.

**Morgan Ranch Master Plan and EIR – City of Turlock, CA. *Project Manager/Senior Planner.***

Serving as Project Manager for the preparation of a Master Plan and EIR for a new neighborhood of 168 acres that will ultimately accommodate 630 single-family and 300 multiple family residential units, commercial and office development, a park, a park/drainage pond, and public school. Project challenges include air quality impacts, land use planning, agricultural resources and transportation/traffic.



**Hanford General Plan and Zoning Ordinance Update – City of Hanford, CA.** *Project Manager.*

Managed the preparation of Hanford's comprehensive General Plan Update and new Zoning Ordinance, along with updates to the water, sewer, and storm drain master plans. Mr. Brandt led a citizen's advisory committee that met 14 times in a 22-month period to develop the General Plan's goals and policies.

**Visalia Comprehensive Zoning Ordinance Update – City of Visalia, CA.** *Project Manager/Principal Planner*

Managed the preparation of a strategic update to Visalia's Zoning Ordinance to bring it into conformance with the recently adopted General Plan and with new State laws. The Update also reduced standard minimum lot sizes for single-family neighborhoods.

**Hanford Downtown East Precise Plan – City of Hanford, CA.** *Principal Planner*

Using a citizen's advisory committee's ideas as a guide, wrote development codes and standards for a Precise Plan to attract new development for a 46-acre, 13-block area of Hanford's eastern downtown. The codes were written to encourage additional development, more density, and vibrant, walkable streets, while being easy to interpret and implement.

**Pavement and Sign Management Program – City of Farmersville, CA.** *Project Manager.*

Managed field survey of signs and pavement conditions in the city, along with conversion of the data into a GIS format.

**Pavement and Sign Management Program – City of Exeter, CA.** *Project Manager.*

Managed field survey of signs and pavement conditions in the city, along with conversion of the data into a GIS format.

**Contract City Planning Services – City of Lemoore, CA.** *Project Manager and City Planner. (On-going)*

Providing technical planning services to the city and serve as city planner to the City Planning Commission and City Council. Prepare amendments to the General Plan and Zoning Ordinance when needed.

**On-call Planning Services – City of Dinuba, CA.** *Senior Planner. (On-going)*

Providing planning assistance to the City of Dinuba under an on-call contract. Providing guidance and advice to the City as various planning/CEQA related questions arise. Prepare amendments to the General Plan and Zoning Ordinance when needed.

**Contract City Planning Services – City of Sanger, CA.** *Project Manager and City Planner.*

Managed the day-to-day operations of the city planning department and served as secretary and advisor to the City Planning Commission.

**Development Impact Fee Study – City of Delano, CA.** *Planning Analyst.*

Prepared a comprehensive update to all the city's development impact fees and prepared a report in accordance with AB 1600.



**Proposition 218 Special Assessment Compliance Support, Madera County Mosquito & Vector Control District – Madera County, CA. Senior Planner.**

Assisted the District with its Proposition 218 responsibilities regarding a special assessment to increase its service fee to cover the costs of controlling mosquito and other vector-borne diseases associated with the yellow-fever mosquito (*Aedes aegypti*) discovered within District boundaries. Assisted with preparation of a detailed engineer's report in support of the special assessment. Led the District's other Proposition 218 compliance activities, including preparing and reviewing notices, ballots and information pamphlets.

**Mooney Boulevard Corridor Zoning Study – City of Visalia, CA. Project Planner.**

Performed a comprehensive review of the City's Zoning Ordinance codes that applied to Mooney Boulevard. Facilitated extensive public outreach. Made recommendations for modifications that would remove any barriers for businesses that wanted to move into vacant buildings, expand their business, or build new businesses. Facilitated Zoning Text Amendment processing through the public hearing process with the Planning Commission and City Council where the recommendations and amendments received strong support from the business community.

**Golden State Corridor Economic Development Infrastructure Improvements Project, Fresno Council of Governments – Fresno County, CA. Assistant Project Manager.**

Assisted with management of a 14.2-mile roadway and infrastructure improvement project that encompasses the cities of Kingsburg, Selma, Fowler, and portions of Fresno County. Golden State Corridor project in Southern Fresno County, CA. Performed extensive public outreach, including presentations for each of the three City Councils and a community meeting at each of the three cities.

**Annexation and Rate Study, Madera County Mosquito and Vector Control District (MCMVCD) – Madera County, CA. Senior Planner.**

Prepared a survey for use surveying rural residents about their preferences to be annexed into the MCMVCD and their willingness to be assessed a fee for the service. Presented results to the District Board to assist in their determination to pursue expansion of their District.

**Pedestrian and Bicycle Master Plan - Hanford, CA. Project Manager.**

Managing the preparation of a Pedestrian and Bicycle Master Plan funded by a Caltrans local assistance grant. The Plan addresses unsafe conditions for pedestrians and bicyclists, safety features, and connectivity gaps in the current system. The project included three community workshops using surveys, walking tours, graphics, a touch key pad survey response system, and small break-out groups to ensure that the plan met the needs of both bike enthusiasts and the general public.



# Jerome Keene, AICP

## Senior Planner

### AREAS OF EXPERTISE

- Land Use Planning
- Annexations and LAFCo
- CEQA Compliance
- Geographic Information Systems (GIS)

### EDUCATION

- MS, Community Development, University of Nebraska, Lincoln (2018)
- BA, Geography, California State University, Fresno

### REGISTRATIONS / CERTIFICATIONS

- Certified Planner, American Institute of Certified Planners (AICP), No. 324747

### PROFESSIONAL ORGANIZATIONS

- Member of Association of Environmental Professionals (AEP), Central Valley Chapter
- Member of American Planning Association

### PRESENTATIONS

- San Joaquin Valley Regional Association of California Counties, 2013 Fall Conference
- Association of Environmental Professionals, Annual Conference, 2016

Mr. Keene has more than ten years of planning experience. He has reviewed a number of large development projects, handling CEQA and General Plan compliance. Mr. Keene has also processed annexation requests and wrote and reviewed Municipal Service Reviews for a number of cities and special districts. He is proficient in the use of GIS and has provided services for public agencies that include map creation, data collection, geoprocessing and geodatabases.

### PROJECT EXPERIENCE

**City of Madera Municipal Service Review and Sphere of Influence Update, Madera Local Agency Formation Commission (LAFCO) – Madera, CA.** *Senior Planner.*

Gathered data, conducted interviews, held meetings with affected agencies, produced GIS maps for analysis, gave public presentations and provide technical writing assistance for the Municipal Service Review and Sphere of Influence Update for the City of Madera area in order to facilitate adjustment of the Sphere of Influence consistent with the recently adopted Tax Sharing Agreement with Madera County.

**Municipal Services Review & Sphere of Influence Update, Green Valley Water District – Corcoran, CA.** *Senior Planner.*

Gathered data, conducted interviews, produced GIS maps for analysis, gave public presentations and provide technical writing assistance for the Municipal Service Review and Sphere of Influence Update for the Green Valley Water District in order to facilitate an annexation of lands for delivery and management of water resources.

**City Peer Review of MSR Reorganization Associated with Root Creek Water District, Madera LAFCo – Madera County, CA.** *Senior Planner.*

Completed a peer review of a Municipal Services Review prepared for the Root Creek Water District to facilitate annexation of approximately 350 acres of land contiguous to the master planned Riverstone development.

**Greenfield County Water District, Municipal Services Review and Sphere of Influence Update, Kern LAFCo – Kern County, CA.** *Senior Planner.*

Gathered data, conducted interviews, produced GIS maps for analysis, gave public presentations and provide technical writing assistance for the Municipal Service Review and Sphere of Influence Update for the Greenfield County Water District in order to facilitate an annexation of lands for future residential and commercial use just south of the City of Bakersfield in Kern County.



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**Enos Lane Public Utility District, Municipal Services Review and Sphere of Influence Update, Kern LAFCo – Kern County, CA. *Senior Planner.***

Gathered data, conducted interviews, produced GIS maps for analysis, gave public presentations and provide technical writing assistance for the Municipal Service Review and Sphere of Influence Update for the Enos Lane Public Utility District in order to facilitate an annexation of lands for industrial and commercial use approximately seven (7) east of the City of Bakersfield in Kern County.

**Madera Ranchos Area, Municipal Services Review and Sphere of Influence Update, Madera LAFCo – Madera County, CA. *Senior Planner.***

Gathered data, conducted interviews, produced GIS maps for analysis, gave public presentations and provide technical writing assistance for the Municipal Service Review and Sphere of Influence Update for the Madera Ranchos Area in order to provide a comprehensive plan and methodology for organizing municipal service delivery to residents within the Ranchos, an unincorporated community approximately five (5) miles east of the City of Madera and five (5 miles) north of the City of Fresno.

**Greater Coarsegold Area, Municipal Services Review and Sphere of Influence Update, Madera LAFCo – Madera County, CA. *Senior Planner.***

Gathered data, conducted interviews, produced GIS maps for analysis, gave public presentations and provide technical writing assistance for the Municipal Service Review and Sphere of Influence Update for the Greater Coarsegold Area in order to provide a comprehensive plan and methodology for organizing municipal service delivery to residents within Coarsegold, a foothill community located off of State Highway 41 approximately 35 miles northeast of the City of Madera.

**City of Placerville, Municipal Services Review and Sphere of Influence Update, El Dorado LAFCo – El Dorado County, CA. *Senior Planner.***

Gathered data, conducted interviews, produced GIS maps for analysis, gave public presentations and provide technical writing assistance for the Municipal Service Review and Sphere of Influence Update for the City of Placerville in order to provide a comprehensive plan and methodology for organizing municipal service delivery to residents within Placerville, a city located 130 miles northeast of San Francisco, CA and 120 miles southwest of Reno, NV, in the Sierra Nevada Mountains.

**City of South Lake Tahoe, Municipal Services Review and Sphere of Influence Update, El Dorado LAFCo – El Dorado County, CA. *Senior Planner.***

Gathered data, conducted interviews, produced GIS maps for analysis, gave public presentations and provide technical writing assistance for the Municipal Service Review and Sphere of Influence Update for the City of South Lake Tahoe in order to provide a comprehensive plan and methodology for organizing municipal service delivery to residents within South Lake Tahoe, a city located 190 miles northeast of San Francisco, CA, and 60 miles southwest of Reno, NV, in the Sierra Nevada Mountains.



**Oakhurst Municipal Services Review, Madera LAFCo – Madera County, CA.** *Assistant Executive Officer/Project Manager.*

As staff to Madera LAFCO, managed the contracts with the project consultant (QK), attended public meetings, and reviewed all drafts of the document which analyzed the 22 public and private, water, sewer or road maintenance service providers in the unincorporated community of Oakhurst in Madera County. Aided in preparation of GIS maps and acquisition of appropriate service data for use in the Municipal Service Review.

**Greater Rio Mesa Area Municipal Services Review, Madera LAFCo – Madera County, CA.** *Assistant Executive Officer/Project Manager.*

As staff to Madera LAFCO, managed the contracts with the project consultant (QK), attended public meetings, and reviewed all drafts of the document which analyzed five special districts and two maintenance districts that provide public and private, water, sewer or road maintenance service providers in the southeast portion of Madera County known as the Rio Mesa Area. Aided in preparation of GIS maps and acquisition of appropriate service data for use in the Municipal Service Review.

**City of Chowchilla, Municipal Services Review and Sphere of Influence Update, Madera LAFCo – Madera County, CA.** *Assistant Executive Officer/Project Manager.*

As staff to Madera LAFCO, managed the contracts with the project consultant, attended public meetings, and reviewed all drafts of the document which analyzed the City's probable service area and estimated municipal service needs based on their newly adopted 2040 General Plan. Aided in preparation of GIS maps and acquisition of appropriate service data for use in the Municipal Service Review.

**Rancho Calera Annexation, City of Chowchilla, Madera LAFCo – Madera County, CA.** *Assistant Executive Officer/Lead Planner.*

Processed the annexation of 136 acres to allow for future development consistent with the 2040 City of Chowchilla General Plan and the Rancho Calera Specific Plan. Reviewed the application and processed the request in accordance with the Cortese-Knox-Hertzberg Reorganization Act of 2000.

**Westside Annexation, City of Chowchilla, Madera LAFCo – Madera County, CA.** *Assistant Executive Officer/Lead Planner.*

Processed the annexation of 410 acres to allow for future development consistent with the 2040 City of Chowchilla General Plan. Reviewed the application and processed the request in accordance with the Cortese-Knox-Hertzberg Reorganization Act of 2000.

**Community Development Support, Community Development Department – City of Delano, CA.** *Senior Planner/Interim Community Development Director.*

Contracted with the City of Delano to provide services as the Interim Community Development Director. Supervised departmental activities such as processing of building permits, entitlements, ordinance preparation, and peer review and management of environmental documents as well as providing guidance and technical expertise related to long-range and current planning issues. Represented the Community



Development Department at public meetings and developer initiated meetings to discuss various planning related issues.

**Contract Planning Services – Sanger, CA. Senior Planner/Contract City Planner.**

Provided on-site contract planning services to the City of Sanger. Reviewed preliminary plans and site plans. Prepared Directors Review Permits, staff reports, conditions of approval and other documents for proposed construction, remodeling, and other projects. Conducted research requests. Assisted public at the counter and telephone with inquiries from applications to zone change requests.

**Madera Local Agency Formation Commission (LAFCO) – Madera County, CA. Staff Analyst/Executive Officer.**

Started as LAFCO Staff and was given responsibility of Assistant Executive Officer in 2008 and Executive Officer in 2013. Duties included:

- Preparation of staff reports for projects such as annexations, detachments, etc.
- Understanding and implementing State Law that governs LAFCO, specifically the Cortese Knox-Hertzberg Act of 2000
- Representing the agency at public meetings and other gatherings outside of the office.
- Exercising supervision over support staff.
- Presenting reorganization application (annexations, detachments, etc.) to the Commission for adoption.
- Budget preparation and overseeing monthly accounting.
- Providing information at the front counter to the general public regarding regulations, procedure, and current projects.
- Following through on overall processing of annexations with Recorder's office and State Board of Equalization.
- Part of current Legislative Committee which oversees new laws which govern LAFCo and revisions to the Cortese-Knox-Hertzberg Act of 2000.



# Ken Bonesteel, PE

## Senior Project Manager

### AREAS OF EXPERTISE

- Water Treatment
- Wastewater Treatment
- Design & Construction Management
- Water Resources Management
- Municipal Services Review
- Project Administration

### EDUCATION

- BS, Civil Engineering, Purdue University, 1979

### REGISTRATIONS / CERTIFICATIONS

- Registered Professional Engineer, State of CA, No. C43813

### PROFESSIONAL ORGANIZATIONS

- American Water Works Association, California Nevada Section
- Water Environment Federation
- California Water Environment Association, Golden Empire Section
- National Groundwater Association

### AWARDS / RECOGNITION

- Association of California Water Agencies  
Clair A. Hill Award for Excellence, Kern Water Bank Authority, 1998

### PRESENTATIONS

- Cal/Nevada AWWA – Kern Water Bank

Mr. Bonesteel is a professional engineer with over 35 years of experience in Water Resources, Design, Construction Management, and Administration. He has efficient project management skills that produce cost effective construction projects, and an in-depth knowledge of engineering principals relating to water resources planning, design, construction and contract administration. Mr. Bonesteel has effective management skills involving establishment of priorities, objectives, and goals; prompt initiation of decisions; and effective problem solving. He brings with him 31 years of Kern County municipal and agricultural water management experience.

Mr. Bonesteel has 11 years of experience in management of the municipal water districts, West Kern Water District and Tejon-Castac Water District. He has developed water supply strategies for near and future demands, developed water quality plans, and oversaw reporting to state agencies. He has just completed a Municipal Services Review of San Juan Capistrano's water, wastewater, and recycled water services for Orange County LAFCO. He has worked Kern County LAFCO to change spheres of influence through annexations. He has secured state Water Board permits for water treatment and wastewater treatment facilities. He has also managed many large capital improvements through design and construction. He has been instrumental in delivering projects that are cost effective and reduced power costs.

Mr. Bonesteel has an additional 20 years of experience in development, construction of and operation of the Kern Water Bank. He was the project manager for the planning, permitting, design, construction and operation of facilities. This required coordinating water supplies for 6 Ag and M&I water districts through fluctuating allocations. He was also in charge in maintaining records water supplies and quality.

### PROJECT EXPERIENCE

**Orange County LAFCO – San Juan Capistrano MSR Orange County, CA. Project Manager.**

Developed Municipal Services Review for Orange County LAFCO which covered the City of San Juan Capistrano's water, wastewater, and recycled water systems. The project also included review and selection of the best district to acquire these services from 3 neighboring districts.

**Tejon-Castac Water District – Annexation No. 5 – Kern County, CA. Project Manager.**

The annexation No. 5 for the District consisted in incorporating 22,300 acres into the District's sphere of influence. This project served to connect fragmented portions of the District through the Grapevine area of Interstate 5. The area is under the



jurisdiction of Kern County LAFCO and the annexation was completed in 2016.

**Tejon-Castac Water District – Water Treatment Plant Expansion – Kern County, CA. *Project Manager.***

The project consisted in the permitting, design, and construction of new facilities. They included installation of Pall Aria microfiltration skid, Calgon activated carbon treatment equipment, booster station, and a 1-million-gallon storage tank.

**Tejon-Castac Water District – Wastewater Treatment Plant Expansion – Kern County, CA. *Project Manager.***

This project consisted in the permitting and design for the expansion of the Tertiary WWTP from 2 to 4 MGD. The design included a new headworks, drum fine screens, DAF, Areomod SEQUOX Biological Nutrient Removal Process, belt press, disk filters and UV disinfection.

**Tejon-Castac Water District – Reservoir 2 Dam Repair – Kern County, CA. *Project Manager.***

The project consisted in the repair of 24-inch discharge piping for the sixty-year-old earth dam. The project included replacement of slide gate structure and slip lining the discharge pipe with HDPE pipe.

**Kern Water Bank Authority – KWB Canal – Kern County, CA. *Project Manager.***

The project included, permitting, design, and construction of a 6-mile canal. It included headworks at the Kern River, state highway crossing, 440 cubic feet per second (cfs) pump station, and a bi-directional California Aqueduct turnout. The turnout has capacity of 1000 cfs for delivering water from the aqueduct for recharge and for delivering recovered water back to the aqueduct.

**Kern Water Bank Authority – Wells and Collection System – Kern County, CA. *Project Manager.***

The project consisted in the drilling of 60 wells and the rehabilitation of an additional 30 wells. A collection system was designed and constructed to deliver recovered well water to the Kern Water Bank canal and the Cross Valley canal. Pipe sizes of the collection system ranged from 15 to 60 inches in diameter.



# Jessica Bispels

## Assistant Planner

### AREAS OF EXPERTISE

- Planning
- Grant Writing
- ArcGIS

### EDUCATION

- BA, Urban Studies: Urban Planning; Minor in Portuguese Language, University of Pittsburgh, 2016

### PROFESSIONAL ORGANIZATIONS

- Member, American Planning Association (APA)

### CONTINUING EDUCATION

- General Plan Guidelines Update, California Governor's Office of Planning and Research (OPR), February 2018
- Urban Design, University of Pennsylvania

Ms. Bispels takes an interdisciplinary approach to the many projects of QK. Originally from Pennsylvania, she has worked with a broad range of cities and understands the importance of identifying the particularities of each city in order to foster the best results. With experience in the public sector, she understands and embraces the need for public participation for any type of Planning project.

### PROFESSIONAL EMPLOYMENT

2017 – Present	QK, Assistant Planner
2016– 2017	Merril Lynch Wealth Management, Client Associate
2015 – 2015	ReDesign Reading CDC, Research and Development Intern
2013 – 2013	United Way - Berks County, Americorps Representative

### PROJECT EXPERIENCE

#### **Chowchilla Subdivision & Zoning Ordinance Update – City of Chowchilla, CA. Assistant Planner.**

Conducted research and prepared for a strategic update to Chowchilla's Zoning Ordinance so that it coincided with the General Plan, produced GIS map for the zoning update for analysis, helped reconstruct the Land Use aspect of the ordinance to make it as user friendly as possible.

#### **KART Station Site Selection Study, Kings Area Rural Transit – Kings County, CA. Assistant Planner.**

Assisted in the development and analysis of potential relocation sites for the KART bus terminal, created GIS maps of the many factors to take into consideration when deciding on relocation site (area vacant, area developed, number of businesses, etc.).

#### **Green Infrastructure Implementation, City of Pittsburgh Water and Sewer Authority – Pittsburgh, PA. Analyst.**

Strategized green infrastructure planning initiatives within a Pittsburgh watershed, produced GIS maps for analysis, wrote and presented findings to the Pittsburgh Water and Sewer Authority, worked with the Authority to coordinate and suggest infrastructure improvements.

#### **Descriptive Statistical Analysis, East Liberty Development, Inc. – Pittsburgh, PA. Analyst.**

Conducted social research to provide information to the public regarding gentrification, worked with the CDC employees to suggest land use decisions for the East Liberty neighborhood, conducted reports from our analyses for the public.

# PCA Personnel Qualifications

## Jennifer Stephenson, MPP

Jennifer Stephenson will serve as project manager and liaison between PCA and QK. She will head the financial portion of the MSR report, including meet with agency representatives, perform data analysis, draft MSR financial sections, and present findings to the Commission..

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 part of PCA, Jennifer has been involved in review studies for Santa Clara, Alameda, Placer, 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:

- ❖ Serving as an Executive Officer of Plumas LAFCo.
- ❖ Serving as Deputy Executive Officer of Sutter, Lassen, and Modoc LAFCOs, and providing staff support services at eight LAFCOs.
- ❖ Author and/or project manager of over 200 municipal service reviews and other studies, all completed punctually, within budget, and with complete client satisfaction.
- ❖ Operating a successful business with an outstanding reputation for over seven years, overcoming a period of recession in business start-up phase.
- ❖ Project manager of San Juan Capistrano Wastewater and Water Utility Reorganization Study – Infrastructure Assessment.
- ❖ Served as project manager for the Plumas, Santa Clara, Yolo, Amador, Mendocino, Lassen, Calaveras, and Alameda County special district and city MSRs, which covered water, wastewater, healthcare, and fire services, to name a few.
- ❖ CALAFCO University and Conference instructor of *Understanding Health Care Districts and the Role of LAFCo*, *Fiscal Health of Fire Protection Districts*, *Getting to the Nitty Gritty of Consolidation Options*, and *The New Normal- How the Economy is Affecting Service Provision*.
- ❖ Primary contributor and project manager of the CALAFCO award-winning Santa Clara Water Municipal Service Review.
- ❖ Stephenson assisted with fiscal analysis and analysis of service levels for governance studies conducted of annexation and cityhood in north Los Angeles County and in East Los Angeles.
- ❖ Contributed to multi-billion-dollar transportation financial plans for rail systems and goods movement.
- ❖ 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 Southern California Association of Governments (SCAG) region.
- ❖ Assisted with fiscal analysis and budget projections for economic and fiscal studies for the City of Beverly Hills.

# PCA Personnel Qualifications

## Oxana Wolfson, MPP

Oxana Wolfson will be responsible for day-to-day internal coordination of the PCA team members. She will oversee data accumulation, review internal drafts, and tactically guide the development of the project. As an internal project manager, Ms. Wolfson will provide project finance management and ensure that the project adheres to established timelines.

Ms. Wolfson is a co-founder and principal of PCA, where she specializes in service benchmarking analysis, economic and growth analysis, and data collection coordination. She has technical expertise in data discovery, regulatory agency research, review of agency documents, qualitative and quantitative analysis, comparative analysis, government structure options evaluation, and policy solutions. She has completed service reviews for agencies in over 20 California counties and contributed to regional infrastructure finance studies. 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:

- ❖ Operating a successful business with an outstanding reputation for over seven years, overcoming a period of recession in business start-up phase.
- ❖ Co-author of San Juan Capistrano Wastewater and Water Utility Reorganization Study – Infrastructure Assessment.
- ❖ Serving as a co-author for Calaveras CSD MSR, San Joaquin Reclamation Districts MSR, and Orange County San Juan Capistrano MSR.
- ❖ Co-author and project manager for the City of Chico MSR.
- ❖ Co-authored and served as a project manager for Calaveras County Fire MSR, Solano County Fire MSR, Solano County RCD MSR, Placer Fire MSR.
- ❖ Project manager of San Juan Capistrano Utility Reorganization Study.
- ❖ Co-authored MSRs for Alameda, Amador, Calaveras, Fresno, Lassen, Contra Costa, Colusa, Plumas, Mendocino, Santa Clara, Yuba, Yolo, and the award-winning Santa Clara Countywide Water MSR.
- ❖ 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 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.



5080 California Avenue, Suite 220  
Bakersfield, California 93309

150 West Morton Avenue  
Porterville, California 95326

901 East Main Street  
Visalia, California 93292

601 Pollasky Avenue, Suite 301  
Clovis, California 93612

2816 Park Avenue  
Merced, California 95348

3400 Douglas Boulevard, Suite 190  
Roseville, California 95661



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**SAMPLE  
PROFESSIONAL  
SERVICES AGREEMENT**

1 Professional Service Agreement between the Riverside Local  
2 Agency Formation Commission and \_\_\_\_\_  
3

4 This Agreement, made and entered into this \_\_\_\_\_ day of \_\_\_\_\_, 2018 by and  
5 between \_\_\_\_\_ (herein referenced to as "CONTRACTOR"), and the  
6 Riverside Local Agency Formation Commission, a commission created within the County of  
7 Riverside by the provisions of the Cortese-Knox-Hertzberg Local Government Reorganization act  
8 of 2000, set forth in Government Code section 56000 et seq. (herein referred to as "LAFCO").

9 WHEREAS, Government Code Section 56375 authorized LAFCO to contract for  
10 professional services with a person who is trained and experienced, and who is competent to perform  
11 the services required so as to carry out and effect the functions of the commission; and

12 WHEREAS, CONTRACTOR has the expertise, special skills, knowledge and experience to  
13 perform tasks set out herein; and

14 NOW THEREFORE, in consideration of the mutual covenants contained herein, the parties  
15 hereto agree as follows:

16 **1. Description of Services**

17 **1.1** CONTRACTOR at the request of LAFCO shall analyze and prepare \_\_\_\_\_  
18 \_\_\_\_\_ reports for \_\_\_\_\_ Services as outlined and  
19 specified in Exhibit \_\_\_\_\_, consisting of \_\_\_\_\_ (#) pages, attached hereto and  
20 by this referenced incorporated herein.

21 **1.2** CONTRACTOR represents and maintains that it is skilled to perform all services;  
22 duties and obligations required by this Agreement to fully and adequately complete  
23 the project. CONTRACTOR shall perform the services and duties in conformance  
24 to and consistent with the standards generally recognized as being employed by  
25 professionals in the same discipline in the State of California. CONTRACTOR  
26 further represents and warrants that it has all licenses, permits, qualifications and  
27 approvals of whatever nature is legally required to practice its profession/service.  
28 CONTRACTOR further represents that it shall keep all such licenses and approvals

1 in effect during the term of this Agreement. **Contractor is not to perform services**  
2 **for LAFCO outside of this agreement.**

3 **2. Period of Performance**

4 **2.1** Unless terminated as specified in Section 8 TERMINATION, this Agreement shall  
5 be effective upon execution and continue in effect through \_\_\_\_\_, 2018.  
6 Extension of this agreement shall require mutual written consent by the  
7 CONTRACTOR and LAFCO and shall be considered an amendment to this  
8 Agreement to be processed in accordance with Section 10 ALTERATION.  
9 CONTRACTOR, shall commence performance of requested services upon  
10 notification and shall diligently perform such services.

11 **3. Compensation**

12 **3.1** LAFCO shall pay CONTRACTOR for services performed and expenses incurred in  
13 accordance with the terms of Exhibit \_\_\_\_\_ attached hereto. Maximum payments  
14 by LAFCO to CONTRACTOR shall not exceed \$\_\_\_\_\_. LAFCO is not  
15 responsible for any fees or costs incurred above or beyond the contracted amount and  
16 shall have no obligation to purchase any specified amount of service or products.

17 **3.2** Said compensation shall be paid in accordance with an invoice submitted to LAFCO  
18 by CONTRACTOR within fifteen (15) days from the last day of each calendar  
19 month, and LAFCO shall pay the invoice within thirty (30) working days from the  
20 date of receipt of the invoice. Payments are to be made to \_\_\_\_\_.

21 **3.3** It is mutually agreed and understood that the obligation of LAFCO is limited by and  
22 contingent upon the availability of LAFCO funds for the reimbursement of  
23 CONTRACTOR'S fees. In the event that such funds are not forthcoming for any  
24 reason, LAFCO shall immediately notify CONTRACTOR in writing and this  
25 Agreement shall be deemed terminated and have no further force and effect  
26 immediately on receipt of LAFCO'S notification by CONTRACTOR. In the event  
27 of such termination, CONTRACTOR shall be entitled to reimbursement of its costs  
28 in accordance with Section 8 TERMINATION.

1 **4. Assignment**

2 CONTRACTOR shall not delegate or assign any interest in this Agreement, and shall not  
3 transfer any interest in the same, whether by operation of law or otherwise, without the prior written  
4 consent of LAFCO.

5 **5. Hold Harmless/Indemnification**

6 **5.1** CONTRACTOR shall indemnify and hold harmless LAFCO, its Commissioners,  
7 employees, agents and representatives from any liability whatsoever, based or  
8 asserted upon any services of CONTRACTOR, its officers, employees,  
9 subcontractors, agents or representatives arising out of or in any way relating to this  
10 Agreement, including but not limited to property damage, bodily injury, or death or  
11 any other element of any kind or nature whatsoever and resulting from any reason  
12 whatsoever arising from the performance of CONTRACTOR, its officers, agents,  
13 employees, subcontractors, agents or representatives from this Agreement;  
14 CONTRACTOR shall defend, at its sole expense, all costs and fees including but not  
15 limited to attorney fees, cost of investigation, defense and settlements or awards all  
16 Indemnitees in any claim or action based upon such alleged acts or omissions.

17 **5.2** With respect to any action or claim subject to indemnification herein by  
18 CONTRACTOR, CONTRACTOR shall, at their sole cost, have the right to use  
19 counsel of their own choice and shall have the right to adjust, settle, or compromise  
20 any such action or claim without the prior consent of LAFCO; provided, however,  
21 that any such adjustment, settlement or compromise in no manner whatsoever limits  
22 or circumscribes CONTRACTOR'S indemnification to LAFCO or COUNTY as set  
23 forth herein. CONTRACTOR'S obligation to defend, indemnify and hold harmless  
24 LAFCO or COUNTY shall be subject to LAFCO or COUNTY having given  
25 CONTRACTOR written notice within a reasonable period of time of the claim or  
26 the commencement of the related action, as the case may be, and information and  
27 reasonable assistance, at the CONTRACTOR'S expense, for the defense or  
28 settlement thereof. CONTRACTOR'S obligation hereunder shall be satisfied when

1 CONTRACTOR has provided to LAFCO or COUNTY the appropriate form of  
2 dismissal relieving LAFCO or COUNTY from any liability for the action or claim  
3 involved. Section 5 shall survive the termination of this Agreement.

4 **5.3** The specified insurance limits required in the Agreement shall in no way limit or  
5 circumscribe CONTRACTOR'S obligations to indemnify and hold harmless  
6 LAFCO and COUNTY herein from third party claims.

7 **6. Waiver of Default**

8 Any waiver by LAFCO of any breach of any one or more of the terms of this Agreement  
9 shall not be construed to be a waiver of any subsequent or other breach of the same or of any other  
10 term hereof. Failure on the part of LAFCO to require exact, full and complete compliance with any  
11 terms of this agreement shall not be construed as in any manner changing the terms hereof, or  
12 estopping LAFCO from enforcement hereof.

13 **7. Availability of Funding**

14 LAFCO's obligation for payment of any contract beyond the current fiscal year end is  
15 contingent upon the availability of funding from which payment can be made. No legal liability on  
16 the part of LAFCO shall arise for payment beyond June 30 of the calendar year unless funds are  
17 made available for such performance. If funds will not be available, LAFCO shall provide notice  
18 to CONTRACTOR as soon as this fact is known.

19 **8. Termination**

20 **8.1** LAFCO may terminate this Agreement without cause upon 30 days written notice  
21 served upon CONTRACTOR stating the extent and effective date of termination.

22 **8.2** LAFCO may, upon five (5) days written notice, terminate this Agreement for  
23 CONTRACTOR'S default, if CONTRACTOR refuses or fails to comply with the  
24 provisions of this Agreement or fails to make progress so as to endanger performance  
25 and does not cure such failure within a reasonable period of time. In the event of  
26 such termination, LAFCO may proceed with the work in any manner deemed proper  
27 to LAFCO.

28 **8.3** After receipt of the Notice of Termination pursuant to paragraph 8.1 or 8.2 above,

1 CONTRACTOR shall:

2 a.) Stop all work under this Agreement on the date specified in the Notice of  
3 Termination.

4 b.) Transfer to LAFCO and deliver in the manner, and to the extent, if any, as  
5 directed by LAFCO, any equipment, information data or reports which, if the  
6 Agreement had been completed, would have been required to be furnished to  
7 LAFCO;

8 **8.4** After termination pursuant to paragraph 8.1 or 8.2 above, LAFCO shall make  
9 payment for all services performed in accordance with this Agreement as of the date  
10 of termination, a total amount which bears the same ratio to the total maximum fee  
11 otherwise payable under this Agreement as the services actually bear to the total  
12 services necessary for performance of this Agreement.

13 **8.5** Notwithstanding any of the provisions of this Agreement, CONTRACTOR'S rights  
14 under this Agreement shall terminate (except for fees accrued prior to the date of  
15 termination) upon dishonesty, or a willful or material breach of this Agreement by  
16 CONTRACTOR; or in the event of CONTRACTOR'S unwillingness or inability for  
17 any reason whatsoever to perform the duties hereunder. In such event,  
18 CONTRACTOR shall not be entitled to any further compensation under this  
19 Agreement.

20 **8.6** The rights and remedies of LAFCO provided in this section shall not be exclusive  
21 and are in addition to any other rights and remedies provided by law or under this  
22 Agreement.

23 **9. Disputes**

24 Except as otherwise provided in this Agreement, any dispute concerning a question of fact  
25 arising under this Agreement which is not disposed of by agreement shall be decided by the  
26 Executive Officer who shall furnish the decision in writing. The decision of the Executive Officer  
27 shall be final and conclusive unless determined by a court of competent jurisdiction to have been  
28 fraudulent or capricious, or arbitrary, or so grossly erroneous as necessarily to imply bad faith.

1 CONTRACTOR shall proceed diligently with the performance of the Agreement pending the  
2 Executive Officer's decision.

3 **10. Alteration**

4 Modifications or changes to the scope of work or this Agreement may only be made by  
5 written amendment to this Agreement signed by either the LAFCO Chair or the Executive Officer  
6 and CONTRACTOR.

7 **11. Independent Contractor**

8 **11.1** CONTRACTOR is, for purposes arising out of this Agreement, an independent  
9 contractor and shall not be deemed an employee of LAFCO. It is expressly  
10 understood and agreed that CONTRACTOR shall in no event, as a result of this  
11 Agreement, be entitled to any benefits to which LAFCO employees are entitled,  
12 including but not limited to overtime, any retirement benefits, worker's compensation  
13 benefits, and injury leave or other leave benefits. CONTRACTOR hereby holds  
14 LAFCO harmless from any and all claims that may be made against LAFCO based  
15 upon any contention by any third party that an employer-employee relationship exists  
16 by reason of this agreement.

17 **11.2** It is further understood and agreed by the parties hereto that CONTRACTOR in the  
18 performance of its obligation hereunder is subject to the control or direction of  
19 LAFCO merely as to the result to be accomplished by the services hereunder agreed  
20 to be rendered and performed and not as to the means and methods for accomplishing  
21 the results.

22 **11.3** CONTRACTOR shall provide and maintain, throughout the term of this Agreement,  
23 CONTRACTOR's own workplace, tools, equipment, and supplies necessary to  
24 perform the duties set forth under this Agreement. Notwithstanding the foregoing,  
25 LAFCO may, in its sole discretion, and with its prior written consent, provide access  
26 to LAFCO facilities, offices, or meeting rooms during regular work hours for  
27 meetings, conferences, or other work of CONTRACTOR.

28 **11.4** CONTRACTOR has the right to perform services for other clients during the term

1 of this Agreement as long as such services are not in direct conflict with the services  
2 provided to LAFCO.

3 **12. Subcontract for Work or Services**

4 No Agreement shall be made by CONTRACTOR with any party for furnishing any of the  
5 work or services herein contained without the prior written approval of the Executive Officer but  
6 this provision shall not require the approval of contracts of employment between CONTRACTOR  
7 and personnel assigned for services thereunder, or for parties named in the proposal and agreed to  
8 under any resulting contract. The following individuals are acknowledged as subcontractors to \_\_\_\_  
9 \_\_\_\_\_ for this project: \_\_\_\_\_.

10 **13. Interest of Contractor**

11 CONTRACTOR covenants that it presently has no interest, including but not limited to,  
12 other projects, independent contracts, and shall not acquire any such interest, direct or indirect,  
13 which would conflict in any manner or degree with the performance of services required to be  
14 performed under this Agreement. CONTRACTOR further covenants that in the performance of this  
15 Agreement, no person having any such interest shall be employed or retained by it under this  
16 Agreement.

17 **14. Conduct of Contractor**

18 **14.1** CONTRACTOR agrees to inform LAFCO of all CONTRACTOR'S and  
19 subcontractors' interest, if any, which are or which CONTRACTOR believes to be  
20 incompatible with any interest of LAFCO.

21 **14.2** CONTRACTOR and subcontractors shall not, under any circumstances, which might  
22 reasonably be interpreted as an attempt to influence the recipient in the conduct of  
23 its duties, accept any gratuity or special favor from individuals or organizations with  
24 whom CONTRACTOR or subcontractors are doing business or proposing to do  
25 business, in accomplishing the work under the Agreement.

26 **14.3** CONTRACTOR, subcontractors or employees thereof shall not offer gifts, gratuity,  
27 favors and/or entertainment directly or indirectly to LAFCO employees.

28 **15. Disallowance**

1 In the event CONTRACTOR receives payment for services under this Agreement which is  
2 later disallowed for nonconformance with the terms and conditions herein by LAFCO,  
3 CONTRACTOR shall promptly refund the disallowed amount to LAFCO on request, or at its  
4 option, LAFCO may offset the amount disallowed from any payment due to CONTRACTOR under  
5 any agreement with LAFCO.

6 **16. Governing Law; Jurisdiction; Severability**

7 This Agreement and its construction and interpretation as to validity, performance and  
8 breach shall be construed under the laws of the State of California. Any legal action related to this  
9 Agreement shall be filed in the Superior Court of the State of California located in Riverside,  
10 California. In the event any provision in this Agreement is held by a court of competent jurisdiction  
11 to be invalid, void, or unenforceable, the remaining provisions will nevertheless continue in full  
12 force without being impaired or invalidated in any way.

13 **17. Insurance**

14 Without limiting or diminishing CONTRACTOR'S obligation to indemnify or hold LAFCO  
15 and COUNTY harmless, CONTRACTOR shall procure and maintain or cause to be maintained, at  
16 its sole cost and expense, the following insurance coverages during the term of this Agreement.

17 **A. Workers' Compensation**

18 If CONTRACTOR has employees as defined by the State of California, CONTRACTOR  
19 shall maintain statutory Workers' Compensation Insurance (Coverage A) as prescribed  
20 by the laws of the State of California. Policy shall include Employers' Liability  
21 (Coverage B) including Occupational Disease with limits not less than \$1,000,000 per  
22 person per accident. The policy shall be endorsed to waive subrogation in favor of  
23 LAFCO, and, if applicable, to provide a Borrowed Servant/Alternate Employer  
24 Endorsement.

25 **B. Commercial General Liability**

26 Commercial General Liability insurance coverage, including but not limited to, premises  
27 liability, contractual liability, products and completed operations liability, personal and  
28 advertising injury covering claims which may arise from or out of CONTRACTOR'S

1 performance of its obligations hereunder. Policy shall name LAFCO and all its  
2 commissioners, employees, agents or representatives as Additional Insureds. Policy's  
3 limit of liability shall not be less than \$1,000,000 per occurrence combined single limit.  
4 If such insurance contains a general aggregate limit, it shall apply separately to this  
5 agreement or be no less than two (2) times the occurrence limit.

6 **C. Vehicle Liability**

7 If CONTRACTOR'S vehicle or mobile equipment are used in the performance of the  
8 obligations under this Agreement, then CONTRACTOR shall maintain liability  
9 insurance for all owned, non-owned or hired vehicles so used in an amount not less than  
10 \$1,000,000 per occurrence combined single limit. If such insurance contains a general  
11 aggregate limit, it shall apply separately to this agreement or be no less than two (2)  
12 times the occurrence limit. Policy shall name LAFCO and all its commissioners,  
13 employees, agents or representatives as Additional Insureds.

14 **D. Professional Liability Insurance**

15 CONTRACTOR shall maintain Professional Liability Insurance providing coverage for  
16 CONTRACTOR'S performance of work included within this Agreement, with a limit of  
17 liability of not less than \$1,000,000 per occurrence and \$2,000,000 annual aggregate. If  
18 CONTRACTOR'S Professional Liability Insurance is written on a claims made basis  
19 rather than an occurrence basis, such insurance shall continue through the term of this  
20 Agreement and CONTRACTOR shall purchase at his sole expense either 1) an Extended  
21 Reporting Endorsement (also known as Tail Coverage); or 2) Prior Dates Coverage from  
22 new insurer with a retroactive date back to the date of, or prior to, the inception of this  
23 Agreement; or 3) demonstrate through Certificates of Insurance that CONTRACTOR  
24 has Maintained continuous coverage with the same or original insurer. Coverage  
25 provided under items; 1), 2) or 3) will continue for a period of five (5) years beyond the  
26 termination of this Agreement, if available.

27 **E. General Insurance Provisions – All Lines**

28 1) Any insurance carrier providing insurance coverage hereunder shall be admitted to

1 the State of California and have an A M BEST rating of not less than A: VIII (A:8)  
2 unless such requirements are waived, in writing, by the LAFCO Risk Manager. If  
3 the LAFCO'S Risk Manager waives a requirement for a particular insurer such  
4 waiver is only valid for that specific insurer and only for one policy term.

5 2) CONTRACTOR'S insurance carrier(s) must declare its insurance deductibles or  
6 self-insured retentions. If such deductibles or self-insured retentions exceed  
7 \$500,000 per occurrence, such deductibles and/or retentions shall have the prior  
8 written consent of the LAFCO Risk Manager before the commencement of  
9 operations under this Agreement. Upon notification of deductibles or self-insured  
10 retentions unacceptable to LAFCO, and at the election of the LAFCO Risk Manager,  
11 CONTRACTOR'S carriers shall either; 1) reduce or eliminate such deductibles or  
12 self-insured retentions with respect to this Agreement with LAFCO, or 2) procure a  
13 bond which guarantees payment of losses and related investigations, claims  
14 administration, and defense costs and expenses.

15 3) CONTRACTOR shall cause CONTRACTOR'S insurance carrier(s) to furnish  
16 LAFCO with either 1) a properly executed original Certificate(s) of Insurance and  
17 certified original copies of Endorsements effecting coverage as required herein, or  
18 2) if requested to do so orally or in writing by the LAFCO Risk Manager, provide  
19 original Certified copies of policies including all Endorsements and all attachments  
20 thereto, showing such insurance is in full force and effect. Further, said Certificate(s)  
21 and policies of insurance shall contain the covenant of the insurance carrier(s) that  
22 thirty (30) days written notice shall be given to LAFCO prior to any material  
23 modification, cancellation, expiration or reduction in coverage of such insurance. In  
24 the event of a material modification, cancellation, expiration, or reduction in  
25 coverage, this Agreement shall terminate forthwith, unless LAFCO receives, prior to  
26 such effective date, another properly executed original Certificate of Insurance and  
27 original copies of endorsements or certified original policies, including all  
28 endorsements and attachments thereto evidencing coverage's set forth herein and the

1 insurance required herein is in full force and effect. *CONTRACTOR shall not*  
2 *commence operations until LAFCO has been furnished original Certificate(s) of*  
3 *Insurance and certified original copies of endorsements or policies of insurance*  
4 *including all endorsements and any and all other attachments as required in this*  
5 *Section. An individual authorized by the insurance carrier to do so on its behalf*  
6 *shall sign the original endorsements for each policy and the Certificate of*  
7 *Insurance.*

- 8 4) It is understood and agreed to by the parties hereto and the insurance company(s),  
9 that CONTRACTOR'S Certificate(s) of Insurance and policies shall so covenant and  
10 shall be construed as primary insurance, and LAFCO'S insurance and/or deductibles  
11 and/or self-insured retention's or self-insured programs shall not be construed as  
12 contributory.
- 13 5) LAFCO'S Reserved Rights-Insurance. If, during the term of this Agreement or any  
14 extension thereof, there is a material change in the scope of services; LAFCO  
15 reserves the right to adjust the types of insurance required under this Agreement and  
16 the monetary limits of liability for the insurance coverage's currently required herein,  
17 if; in the LAFCO Risk Manager's reasonable judgment, the amount or type of  
18 insurance carried by CONTRACTOR has become inadequate.
- 19 6) CONTRACTOR shall pass down the insurance obligations contained herein to all  
20 tiers of subcontractors working under this Agreement.
- 21 7) The insurance requirements contained in this Agreement may be met with a  
22 program(s) of self-insurance acceptable to LAFCO.

23 **18. Licensing and Permits**

24 **18.1** All offerers and contractors shall be licensed, if required, in accordance with the laws  
25 of this State and any offerer or contractor not so licensed is subject to the penalties  
26 imposed by such laws.

27 **18.2** CONTRACTOR further warrants that it has all necessary permits, approvals,  
28 certificates, waivers and exemptions necessary for the provision of services

1 hereunder and required by the laws and regulations of the United States, State of  
2 California, the County of Riverside and all other appropriate governmental agencies,  
3 and shall maintain these throughout the term of this agreement.

4 **19. Contractor's Responsibility**

5 **19.1** It is understood that CONTRACTOR has the skills, experience and knowledge  
6 necessary to perform the services agreed to be performed under this Agreement, and  
7 that LAFCO relies upon CONTRACTOR'S representations about its skills,  
8 experience and knowledge to perform CONTRACTOR'S services in a competent  
9 manner. Acceptance by LAFCO of the services to be performed under this  
10 Agreement does not operate as a release of said CONTRACTOR from responsibility  
11 for the work performed.

12 **19.2** It is further understood and agreed that CONTRACTOR is apprised of the scope of  
13 the work to be performed under this Agreement and CONTRACTOR agrees that said  
14 work can and shall be performed in a fully competent manner.

15 **20. Conflict of Interest**

16 CONTRACTOR shall have no interest, and shall not acquire any interest, direct or indirect,  
17 which will conflict in any manner or degree with the performance of services required under this  
18 Agreement.

19 **21. Non-Discrimination**

20 CONTRACTOR shall not discriminate in the provision of, services, allocation of benefits,  
21 accommodation in facilities, or employment of personnel on the basis of ethnic group identification,  
22 race, religious creed, color, national origin, ancestry, physical handicap, medical condition, marital  
23 status or sex in the performance of this Agreement, and, to the extent they shall be found to be  
24 applicable hereto, shall comply with the provisions of the California Fair Employment Practices Act  
25 (commending with Section 1410 of the Labor Code) , the Federal Civil Rights Act of 1964 (P.L.  
26 88-352), and the Americans with Disabilities Act of 1990 (42 U.S.C. . S1210 et seq,) and all other  
27 applicable laws and regulations.

28 **22. Assurances**

1 CONTRACTOR will comply with LAFCO policies and procedures where applicable. In  
2 the event that the policies and procedures promulgated by LAFCO are more restrictive, but not in  
3 conflict with Federal or State policies and procedures, those issued by LAFCO will prevail.

4 **23. Records and Documents**

5 CONTRACTOR shall make available, upon written request by LAFCO and any duly  
6 authorized Federal, State or County agency, a copy of this Agreement and such books, documents  
7 and records as are necessary to certify the nature and extent of the costs of the services provided by  
8 CONTRACTOR. All such books and records shall be maintained by CONTRACTOR for at least  
9 five years from the termination of this Agreement and be available for audit by LAFCO.  
10 CONTRACTOR shall provide LAFCO with reports and information relative to this Agreement and  
11 in accordance with terms set forth herein, as requested by LAFCO. All work papers prepared by  
12 CONTRACTOR shall remain the property of CONTRACTOR.

13 **24. Confidentiality**

14 CONTRACTOR shall protect from unauthorized disclosure names and other identifying  
15 information concerning persons receiving services pursuant to this Agreement, except for statistical  
16 information not identifying any client. CONTRACTOR shall not use such information for any  
17 purpose other than carrying out CONTRACTOR'S obligations under this Agreement.  
18 CONTRACTOR shall promptly transmit to LAFCO all requests for disclosure of such information  
19 not emanating from the client. CONTRACTOR shall not disclose, except as otherwise specifically  
20 permitted by this Agreement or authorized by the client, any such information to anyone other than  
21 LAFCO. For purposes of this paragraph, identity shall include, but not be limited to, name,  
22 identifying number, symbol, or other identifying particular assigned to the individual, such as finger  
23 or voice print or a photograph. CONTRACTOR in this Agreement is subject to all relevant  
24 requirements contained in the Health Insurance Portability and Accountability Act of 1996  
25 (HIPAA). Public Law 104-191, enacted August 21, 1996, and the laws and regulations promulgated  
26 subsequent thereto. CONTRACTOR hereto agrees to cooperate in accordance with the terms and  
27 intent of this Agreement for implementation of relevant law(s) and/or regulations(s) promulgated  
28 under this Law. CONTRACTOR further agrees that it shall be in compliance, and shall remain in

1 compliance with the requirements of HIPAA, and the laws and regulations promulgated subsequent  
2 hereto, as may be amended from time to time.

3 **25. Administration/Contract Liaison**

4 The Executive Officer, or designee, shall administer this Agreement on behalf of LAFCO

5 **26. Notices**

6 All correspondence and notices required or contemplated by this Agreement shall be  
7 delivered to the respective parties at the addresses set forth below and are deemed submitted on day  
8 after their deposit in the United States mail, postage prepaid:

9 //

10 Riverside Local Agency Formation Commission \_\_\_\_\_  
11 Attn: \_\_\_\_\_, Executive Officer \_\_\_\_\_  
12 6216 Brockton Avenue, Suite 111-B \_\_\_\_\_  
13 Riverside, CA 92506 \_\_\_\_\_

14 //

15 **27. Force Majeure**

16 **27.1** In the event CONTRACTOR is unable to comply with any provision of this  
17 agreement due to causes beyond their control such as acts of God, acts of war, civil  
18 disorders, or other similar acts, CONTRACTOR shall not be held liable to LAFCO  
19 for such failure to comply.

20 **27.2** In the event LAFCO is unable to comply with any provision of this Agreement due  
21 to causes beyond its control relating to acts of God, acts of war, civil disorders, or  
22 other similar acts, LAFCO shall not be held liable to CONTRACTOR for such failure  
23 to comply.

24 **28. Mutual Cooperation**

25 LAFCO agrees to cooperate with CONTRACTOR in CONTRACTOR'S performance of  
26 services for LAFCO under this Agreement, including providing CONTRACTOR with reasonable  
27 facilities and timely access to LAFCO data, information and personnel. LAFCO shall be responsible  
28 for the performance of its employees and agents and for the accuracy and completeness of all data

1 and information provided to CONTRACTOR.

2 **29. EDD Reporting Requirements**

3 In order to comply with child support enforcement requirements of the State of California,  
4 LAFCO may be required to submit a Report of Independent Contractor(s) form **DE 542** to the  
5 Employment Development Department.

6 It is expressly understood that this data will be transmitted to governmental agencies charged  
7 with the establishment and enforcement of child support orders and for no other purposes and will  
8 be held confidential by those agencies. Failure of CONTRACTOR to timely submit the data and/or  
9 certificates required may result in contract being awarded to another contractor. In the event a  
10 contract has been issued, failure of CONTRACTOR to comply with all federal and state reporting  
11 requirements for child support enforcement or to comply with all lawfully served Wage and  
12 Earnings Assignments Orders and Notices of Assignment shall constitute a material breach of the  
13 Agreement. Failure to cure such breach within 60 calendar days of notice from LAFCO shall  
14 constitute grounds for termination of the Agreement.

15 If you have any questions concerning this reporting requirement, please call (916) 657-0529.  
16 You may also contact your local Employment Tax Customer Service Office listed in your telephone  
17 directory in the State Government section under "Employment Development Department," or you  
18 may access their Internet site at [www.edd.ca.gov](http://www.edd.ca.gov).

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26 **30. Entire Agreement**

27 This Agreement, including any Exhibits attached hereto and Scope(s) of Work entered into  
28 pursuant to it, constitutes the entire Agreement of the parties hereto with respect to its subject matter

1 and supersedes all prior and contemporaneous representations, proposals, discussions and  
2 communications, whether oral or in writing. This Agreement may be modified only in writing and  
3 shall be enforceable in accordance with its terms when signed by each of the parties hereto.

4 //

5 IN WITNESS WHEREOF, the parties hereto have caused their duly authorized representatives to  
6 execute this Agreement.

7 //

8 LAFCO

9 Riverside Local Agency Formation Commission

\_\_\_\_\_

\_\_\_\_\_

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11

12

13 Print Name:

Print Name:

14 Title:

Title:

15 Date:

Date:

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**Draft Murrieta Area  
Focused MSR Funding  
Participation Agreement**

MURRIETA AREA FOCUSED MUNICIPAL SERVICES REVIEW  
FUNDING PARTICIPATION AGREEMENT

This Agreement, made and entered into this \_\_\_\_ day of \_\_\_\_\_, 2018, by and between the Riverside Local Agency Formation Commission (herein referred to as "LAFCO"), a public agency established by the State Legislature pursuant to the Cortese Knox Hertzberg Local Government Reorganization Act of 2000 (Government Code Section 56000 et seq.), and the following four local public agencies: Western Municipal Water District, Eastern Municipal Water District, Rancho California Water District and the City of Murrieta (herein collectively referred to as the "Funding Participants"). LAFCO and the Funding Participants are collectively referred to herein as the "Parties".

WHEREAS, the Funding Participants have demonstrated the need for a detailed analysis of water service in a portion of the City of Murrieta as generally depicted in Exhibit \_\_\_\_ (herein referred to as the "Study Area").

WHEREAS, the Funding Participants have requested LAFCO to conduct or oversee such water service analysis.

WHEREAS, LAFCO has determined that it would be appropriate to conduct a focused municipal service review (MSR) of water service in the Study Area and has issued a Request for Proposals (RFP) for consulting services to prepare the MSR, the Scope of Work for which is attached to this Agreement as Exhibit \_\_\_\_.

WHEREAS, the Funding Participants, by previous correspondence to LAFCO, have tentatively agreed to fund the entire cost of the analysis, which is attached to this Agreement as Exhibit \_\_\_\_.

WHEREAS, LAFCO requires execution of a formal funding agreement between the Parties prior to entering into a professional services agreement with a consultant to perform the required focused MSR in the Study Area.

NOW THEREFORE, in consideration of the mutual covenants contained herein, the parties hereto agree as follows:

1. The Funding Participants shall jointly be responsible for one hundred (100) percent of the cost of consulting services required to prepare the MSR. Each of the four members of the Funding Participants shall be responsible for twenty-five (25) percent of the cost, not to exceed \$\_\_\_\_\_.
2. INITIAL DEPOSIT: Upon execution of this Agreement by all parties and within 30 days of notification by the LAFCO Executive Officer that a professional services agreement with a consulting firm has been executed, each Funding Participant shall remit to LAFCO \$20,000.
3. ADDITIONAL DEPOSIT: Within 30 days of notification by the LAFCO Executive Officer that 70 percent of the originally remitted funds have been disbursed, each Funding Participant shall remit to LAFCO an additional \$20,000.
4. FINAL PAYMENT: Within 30 days of notification by the LAFCO Executive Officer that additional funds are needed to complete the analysis, each Funding Participant shall remit to LAFCO the amount requested by the Executive Officer; however, in no event shall the sum of the amounts requested pursuant to this Paragraph and Paragraphs 2. and 3. exceed the obligation of each Funding Participant as specified in Paragraph 1.
5. REMAINING FUNDS: Any funds remaining after the completion of the MSR and acceptance by LAFCO shall be returned to the Funding Participants in proportion to their respective obligations.
6. STUDY MANAGEMENT AND SELECTION OF CONSULTANT: It is understood and agreed by the Funding Participants that LAFCO has the sole discretion to select the consultant firm to conduct the focused MSR pursuant to LAFCO's own RFP process. The LAFCO Executive Officer, or other party designated by LAFCO, shall manage the consultant analysis at its sole discretion; however, the Executive Officer or designee may seek input from the Funding Participants.

7. TERM OF AGREEMENT: The term of this Agreement shall be from the date of execution of this Agreement and continue in effect through December 31, 2019, unless terminated as specified in Paragraph 9.
8. EXTENSION OF TERM: This Agreement may be extended for up to two additional three-month periods, in succession, by mutual consent of all parties. Such extension shall not require action of the governing board of LAFCO. In no event shall this Agreement be extended past June 30, 2020 without a new Agreement, or an amendment to this Agreement that specifically extends the term of this Agreement.
9. INDEMNIFICATION: Funding Participants shall, jointly and severally, indemnify and hold LAFCO, its Commissioners, officers, and employees, free and harmless from any liability whatsoever, based or asserted upon any services provided by LAFCO, its officers, agents, employees, or subcontractors, arising out of or in any way relating to this Agreement, for property damage, bodily injury or death, or any other element of damage of any kind or nature whatsoever and resulting from any reason whatsoever arising from the performance of LAFCO its officers, agents, employees or subcontractors arising from the preparation of the focused MSR as described in this Agreement. Funding Participants shall, jointly and severally, defend at their sole expense, including but not limited to reasonable attorney fees and costs, LAFCO, its Commissioners, officers, and employees, in any legal action or claim of any kind based upon such alleged negligent acts, errors, or omissions. The indemnification and defense provisions of this section shall remain in effect following termination of this Agreement.
10. TERMINATION: This Agreement may only be terminated by mutual agreement of LAFCO and all Funding Participants.
11. ADMINISTRATION: The LAFCO Executive Officer (or designee) shall administer this Agreement on behalf of LAFCO.

12. JURISDICTION, VENUE: This Agreement is to be construed under the laws of the State of California. The Parties agree to the jurisdiction and venue of the appropriate courts in the County of Riverside, State of California.
13. NOTICES: All correspondence and notices required or contemplated by this Agreement shall be delivered to the respective parties at the addresses set forth below and are deemed submitted one (1) day after their deposit in the United States Mail, postage prepaid:

Executive Officer  
Local Agency Formation Commission  
6216 Brockton Ave, Suite. 111-B  
Riverside, California 92506

Craig Miller, General Manager  
Western Municipal Water District  
14205 Meridian Pkwy.  
Riverside, CA 92518

Ivan Holler, Asst City Manager  
City of Murrieta  
1 Town Square  
Murrieta, California 92562

Paul Jones, General Manager  
Eastern Municipal Water District  
P.O. Box 8300  
Perris, CA 92572

Jeff Armstrong, General Manager  
Rancho California Water District  
42135 Winchester Rd.  
Temecula, California 92590

14. WAIVER: Any waiver by LAFCO of any breach of any one or more of the terms of this Agreement shall not be construed to be a waiver of any subsequent or other breach of the same or of any other term thereof. Failure on the part of LAFCO to require exact, full and complete compliance with any terms of this Agreement shall not be construed as in any manner changing the terms hereof, or stopping LAFCO from enforcement hereof
15. ALTERATION: No alteration or variation of the terms of this Agreement shall be valid unless made in writing and signed by the parties hereto, and no oral understanding or agreement not incorporated herein shall be binding on any of the parties hereto

- 16. SEVERABILITY: If any provision in this Agreement is held by a court of competent jurisdiction to be invalid, void or unenforceable, the remaining provisions will nevertheless continue in full force without being impaired or invalidated in any way
- 17. ENTIRE AGREEMENT: This Agreement constitutes the entire agreement between the parties hereto with respect to the subject matter hereof and all prior or contemporaneous agreements of any kind or nature relating to the same shall be deemed to be merged herein. Any modifications to the terms of this Agreement must be in writing and signed by the parties herein.
- 18. INTERPRETATION: Any ambiguity in this Agreement shall not be interpreted against the drafter of the Agreement. In the event there is a conflict between any exhibits to the Agreement and the provisions of the Agreement, the provisions of the Agreement shall prevail.
- 19. COUNTERPARTS: This Agreement may be executed in one or more counterparts and when a counterpart shall have been signed by each party hereto, each shall be deemed an original, but all of which constitute one and the same instrument.
- 20. AUTHORITY TO EXECUTE. The persons executing this Agreement on behalf of the parties warrant and represent that they have the authority to execute this Agreement on behalf of their respective agency and warrant and represent that they have the authority to bind their respective agency to the performance of its obligations hereunder.

IN WITNESS WHEREOF, the parties hereto have caused their duly appointed representatives to execute this Agreement.

Riverside Local Agency Formation Commission

City of Murrieta

\_\_\_\_\_  
Phil Williams, Chair

\_\_\_\_\_

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

Rancho California Water District

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Date

Western Municipal Water District

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Date

Eastern Municipal Water District

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Date